












# **Monthly Management Report**

**October 2017**

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## Key

-  On track to achieve our outcomes
-  Slightly behind and requires improvement
-  Not on track but taking corrective action
-  Improving
-  No change
-  Declining
-  Missing actual data
-  Missing target
-  Missing target and actual data

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# Foreword

The purpose of the Management Report is to place on record each month, in a consistent format, our performance against priorities. Each month we attempt to give a full account of what is being done, what has been achieved and which areas require additional management attention to secure future achievements. The report gives some coverage to the effectiveness of our partnership working. Reporting on performance is always double-edged. We have high ambitions and targets which are set to stretch management and staff effort. So, there are areas where the need for greater management attention is highlighted.

The report focuses on the Council's performance in line with our corporate priorities, drawing data from performance indicators (PIs), project monitoring information, risk register assessments and financial reports.

## **Performance:**

Performance is being reported for September 2017. There are 12 performance indicators (67% of the total) reported as green or amber against target, and 6 (33%) are showing an upward direction of travel. There are 6 performance indicators (33%) reported as red against target and 11 performance indicators (61%) which have a Red direction of travel. There are no indicators that have missing performance data, which is the same as last month.

## **Projects:**

Projects are being reported for October 2017. There are no red projects this month.

## **Risks:**

Risks are being reported for September 2017. There are seven red corporate risks - noncompliance with Health and Safety legislation; financial failure and inability to maintain service delivery within a balanced budget; loss of income to the Council; failure of child safeguarding arrangement; serious adult safeguarding concern; failure to maintain strategic asset and strategic programme to develop and implement transformational charge does not deliver. There are thirteen amber risks and one green risk.

## **Finance:**

The financial forecasts for 2017/18 as at 30 September 2017 are as follows: There is a forecast overspend of £13.1m against the directorates' net general fund revenue budget. This compares to a final outturn of £7m for 2016/17 which resulted after applying £2.8m of funding for 'risks and other budget pressures' against the directorates' year- end overspend of £9.8m for that year. The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be 13 schools that require to have a licensed deficit. The Housing Revenue Account (HRA) is currently projecting an additional surplus of £0.79m.

**Executive Management Team,  
7 November 2017**

# Overall Summary: Performance

Summary of performance indicators in this report.

Priority 2 - Young People's Achievement and Involvement				Priority 2 - Young People's Achievement and Involvement				Across all performance indicators in this report				Across all performance indicators in this report			
Overall Performance				Direction of Travel				Overall Performance				Direction of Travel			
			Total				Total				Total				Total
2	0	0	2	1	0	1	2	7	3	9	19	11	1	7	19

Priority 3 - Clean, Green and Liveable				Priority 3 - Clean, Green and Liveable			
Overall Performance				Direction of Travel			
			Total				Total
1	1	1	3	2	0	1	3

Priority 6 - Decent Homes for All				Priority 6 - Decent Homes for All			
Overall Performance				Direction of Travel			
			Total				Total
0	0	1	1	0	0	1	1

Priority 7 - Protection of Children				Priority 7 - Protection of Children			
Overall Performance				Direction of Travel			
			Total				Total
1	0	2	3	2	1	0	3

Priority 8 - Caring for Adults and Older People				Priority 8 - Caring for Adults and Older People			
Overall Performance				Direction of Travel			
			Total				Total
1	0	2	3	2	0	1	3

Priority 9 - Active, Healthy Citizens				Priority 9 - Active, Healthy Citizens			
Overall Performance				Direction of Travel			
			Total				Total
1	0	0	1	1	0	0	1

Priority 10 - Inspiring Efficiency, Effectiveness and Equity				Priority 10 - Inspiring Efficiency, Effectiveness and Equity			
Overall Performance				Direction of Travel			
			Total				Total
1	2	3	6	3	0	3	6

## Performance

This report contains September 2017 performance data, and finds that 12 indicators are reported as green or amber against target which is the one fewer than in the last report. In September 2017, 6 indicators are reported as red against target, which is the same as in the last report. There are no indicators with missing data in September 2017, which is the same as the last report.

## Direction of Travel

A total of 6 indicators are showing an upward trend in August 2017, which is two fewer than in the last report. There are 11 indicators with a red direction of travel, which is the same as in the last report. One indicator has remained the same.

N.B. direction of travel is the change in performance and is measured against the previous year. Therefore changes to targets from one year to the next will affect this.

# Areas for Management Attention

Together, we will make Lewisham the best place in London to live, work and learn

## Areas requiring management attention this month

### Performance Indicators - Monthly Indicators

	DoT Against Target Sep 17	DoT Sep 17 v Mar 17	DoT Sep 17 v Aug 17	Consecutive periods Red	Priority No.	Page No.
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	▲	▼	▼	15	2	p14
NI064 Child protection plans lasting 2 years or more	▲	▼	▲	6	7	p25
LPI202 Library visits per 1000 pop	▲	▼	▼	3	9	p29

### Performance Indicators - Monthly Indicators (reported 1 month behind)

	DoT Against Target Aug 17	DoT Aug 17 v Mar 17	DoT Aug 17 v Jul 17	Consecutive periods Red (last 12 months)	Priority No.	Page No.
NI192 Percentage of household waste sent for reuse, recycling and composting	▲	▼	▲	10	3	p17

### Performance indicators - Quarterly indicators

	DoT Against Target Sep 17	DoT Sep 17 v Mar 17	DoT Sep 17 v Jun 17	Consecutive periods Red (last 12 months)	Priority No.	Page No.
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# Areas of Good Performance

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## Areas of Good Performance

### Performance Indicators - Monthly indicators

	Against Target Sep 17	DoT Sep 17 v Mar 17	DoT Sep 17 v Aug 17	Priority No.
BV012b Days/shifts lost to sickness (excluding Schools)	★	↗	↘	10
LPI031 NNDR collected	★	↗	↘	10

### Performance Indicators - Monthly Indicators (reported 1 month behind)

	Against Target Aug 17	DoT Aug 17 v Mar 17	DoT Aug 17 v Aug 17	Priority No.
NI193 Percentage of municipal waste land filled	★	↗	→	3







### Performance Indicators - Quaterly Indicators

	Against Target Sep 17	DoT Sep 17 v Mar 17	DoT Sep 17 v Jun 17	Priority No.
LPZ705 Number of homes made decent	★	↗	↗	6

# Programmes and Projects

Project Performance - October 2017

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This month				One month ago				Two months ago			
Status			Total	Status			Total	Status			Total
			14				14				14
0	9	5		0	9	5		0	9	5	

Estimated completion dates	
Project	Date
PMSCYP Developing 2 Year Old Childcare Provision	March 2018
PMSCUS Lewisham Homes Capital Programme	March 2018
PMSCUS New Homes, Better Places	Phase 2 completion - March 2018
PMSCYP Building Schools for the Future	April 2018
PMSRGN Sydenham Park Footbridge	October 2018
PMSCUS Beckenham Place Park Regeneration and Flood Scheme	June 2019
PMSCYP Pupil Places Programme	September 2019
PMSRGN Milford Towers Decant	2019
PMSCUS Bampton Estate Development	March 2020
PMSRGN Southern Site Housing - Deptf TC Prog	March 2021
PMSCUS Besson Street Development	March 2021
PMSCUS Excalibur Regeneration	Final Phase complete by February 2023
PMSRGN New Bermondsey Regeneration Scheme	2026
PMSRGN Catford Centre Redevelopment	2026

## Movements in project status since September 2017

**Upgrades:**  
None

**Downgrades:**  
None

**Removals:**  
None

**Additions:**  
None

# Overall Performance: Risk

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Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

Risk can be defined as uncertainty of outcome due to an event or an action in the future that could adversely affect an organisation's ability to achieve its business objectives and meet its strategies.

Good risk management allows an organisation to have increased confidence in achieving its desired outcomes; effectively constrain threats to acceptable levels; and take informed decisions about exploiting opportunities. Good risk management also allows stakeholders to have increased confidence in the organisation's corporate governance and ability to deliver.

In accordance with the Council's current Risk Management Strategy, risk is monitored by way of risk registers. Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to the Executive Management Team and the Internal Control Board on a quarterly basis and quarterly updates are provided in this report. The previous quarter's data will be routinely carried forward until the next quarterly update is made, unless there are matters of significance that need to specifically be brought to management's attention.

The Corporate Risk register has been refreshed to ensure that all risks are more clearly defined and accurately reflect the underlying risks. All of the action plans within the registers now have clear deadlines for completion and these are being made more specific for 2017/18. There are 21 risks in total on the Corporate Risk register (7 Red, 13 Amber, and 1 Green).

There are no changes to the status of any risks in the corporate risk register this quarter.

A new risk regarding 'Failure to monitor and control air pollution in the Borough' is in development and will be included in the next risk register produced in December 2017.

Alignment of directorate to corporate risks is regularly analysed and reported to the Internal Control Board. Analysis of the alignment of risks identified in business plans to the directorate registers will be strengthened following completion of the 2017/18 business planning process.

The Risk Management Strategy has been refreshed and was approved by the ICB in July 2017 and will be reported to the Audit Panel in December 2017.



# Overall Performance: Risk

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Red (Corporate Register)		
Corporate priority	Risk name	Current status
10	1B.1. Non-compliance with Health & Safety Legislation	▲
10	1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	▲
7	2A.2. Failure of child safeguarding arrangement	▲
10	2A.3. Strategic programme to develop and implement transformational change does not deliver	▲
8	2A.5. Serious Adult Safeguarding Concerns	▲
10	5A.1. Financial Failure and inability to maintain service delivery within a balanced budget	▲
10	5A.3. Loss of income to the Council	▲

# Overall Performance: Risk




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Corporate Risk					
	Current Status	Current status against target	Source Date	Direction of Travel	Priority
1A.1. Information Governance failure.	●	●	Sep 17	→	10
1A.2 Governance failings in the implementation of service changes	●	▲	Sep 17	→	10
1B.1. Non-compliance with Health & Safety Legislation	▲	▲	Sep 17	→	10
1B.2. Failure to anticipate and respond appropriately to legislative change.	●	▲	Sep 17	→	10
1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	▲	▲	Sep 17	→	10
2A.1. Adequacy of Internal Control.	●	●	Sep 17	→	10
2A.2. Failure of child safeguarding arrangement	▲	★	Sep 17	→	7
2A.3. Strategic programme to develop and implement transformational change does not deliver	▲	●	Sep 17	→	10
2A.4. Elections not conducted efficiently or effectively.	★	★	Sep 17	→	10
2A.5. Serious Adult Safeguarding Concerns	▲	★	Sep 17	→	8
2B.1. ICT infrastructure is not fit for purpose and/or does not meet business needs	●	●	Sep 17	→	10
3A.1. Loss of constructive employee relations	●	●	Sep 17	→	10
3A.2. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	●	●	Sep 17	→	10
3B.1. Multi-agency governance failure leads to ineffective partnership working	●	▲	Sep 17	→	10
3B.2. Failure to agree with partners integrated delivery models for local health and care services.	●	▲	Sep 17	→	9
4A.1. Failure to manage strategic suppliers and related procurement programmes.	●	▲	Sep 17	→	10
4B.1. Failure to manage performance leads to service failure.	●	▲	Sep 17	→	10
5A.1. Financial Failure and inability to maintain service delivery within a balanced budget	▲	▲	Sep 17	→	10
5A.2. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	●	●	Sep 17	→	10
5A.3. Loss of income to the Council	▲	▲	Sep 17	→	10
5B.1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	●	★	Sep 17	→	10

# Overall Performance: Finance

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## Performance

	Aug 2017	%	Sep 2017	%
	1	10	1	10
	2	20	3	30
	7	70	6	60
Totals	10	100	10	100

The financial forecasts as at 30 September 2017 are as follows: There is a forecast overspend of £13.1m against the directorates' net general fund revenue budget. This compares to a final outturn of £7m for 2016/17 which resulted after applying £2.8m of funding for 'risks and other budget pressures' against the directorates' year- end overspend of £9.8m for that year. The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be 13 schools that require to have a licensed deficit. The Housing Revenue Account (HRA) is currently projecting an additional surplus of £0.79m.

## Finance by Priorities ('000s)

	2017/18 Budget	Latest projected year end variance as at Sep 17	% variance
01. NI Community Leadership and Empowerment	5,090	60.00	1.18
02. NI Young People's Achievement and Involvement	11,100	1,900.00	17.12
03. NI Clean, Green and Liveable	18,500	2,400.00	12.97
04. NI Safety, Security and Visible Presence	9,400	200.00	2.13
05. NI Strengthening the Local Economy	2,500	-100.00	-4.00
06. NI Decent Homes for All	5,600	200.00	3.57
07. NI Protection of Children	37,600	5,700.00	15.16
08. NI Caring for Adults and Older People	69,800	1,100.00	1.58
09. NI Active, Healthy Citizens	2,710	40.00	1.48
10. NI Inspiring Efficiency, Effectiveness, and Equity	70,446	1,600.00	2.27
Corporate priorities	232,746	13,100.00	5.63

# Hot Topics

Together, we will make Lewisham the best place in London to live, work and learn

## **Anti-poverty plan launched**

The Lewisham Poverty Commission has published a new report containing proposals to tackle poverty in Lewisham. The report includes 52 recommendations to:

- enable local people to access decent work
- reduce child poverty
- tackle the housing crisis.
- Tackling poverty in Lewisham

The proposals include the creation of a 'Lewisham Deal', which would:

- provide more apprenticeships
- promote the real Living Wage
- create more opportunities for local businesses to trade.

The Lewisham Deal would be delivered by a partnership of public sector employers including housing, health and education. Councillor Joe Dromey, Cabinet Member for Policy and Performance, and Chair of the Lewisham Poverty Commission said, 'Lewisham is a great place to live. But despite being situated in the heart of London, one of the wealthiest cities in the world, tens of thousands of our residents live in poverty. Lewisham has a proud record of tackling poverty, but there is much more we can do. Despite the Government's decision to cut two thirds of our funding, we are determined to make a big difference locally.'

## **Young voters elect a new Young Mayor**

Laurelle Henry has been declared Lewisham's 14th Young Mayor following an election that attracted a turnout of 54.64%. The 14-year-old Sedgemoor School pupil won after taking 1,223 votes. In her manifesto, Laurelle said she wanted to work with other young people to improve Lewisham for everyone. She said: 'I am so happy that so many voted for me and trust me to represent them. I intend to make a difference in my year in office. I will give young people a chance to say what they want to say and do the things they want to do. I want to take this opportunity to recognise the person who has done so much to put young people in a position where we can play a meaningful role in local democracy. Sir Steve Bullock is a champion for young people. He created the young mayor programme because he knew that it's important that we are properly represented. On behalf of all past young mayors I want to say a huge thank you to Sir Steve for his commitment to young people.' Forest Hill School student Edafese Erhenede, aged 16, was elected Deputy Young Mayor. The election, held during Local Democracy Week, saw 9,334 youngsters voting, representing a turnout of 54.64% – an 11.44% rise on last year. Laurelle will be in office for one year and will have a budget of £25,000 to spend on priorities identified by young people. The Young Mayor received 1,223 votes and the Deputy Young Mayor polled 1,178. Third place went to Abdul-Rahman Javed, 16, who attends Prendergast School, with 710 votes and in fourth place was Bonus Pastor Catholic College student, Shemar Stewart, 14, with 698 votes.

## **Lewisham Homes starts work to remove external cladding from three buildings**

The removal of external cladding from three buildings in New Cross, by Lewisham Homes has started. The cladding on the three buildings (1–48 Hatfield Close, 49–96 Hatfield Close, and Gerrard House) failed government fire safety tests over the summer. Following the publication of the safety test results Lewisham Homes immediately introduced a 24-hour fire patrol service in the buildings. Sir Steve Bullock, Mayor of Lewisham, visited Hatfield Close to talk to residents and to meet the team overseeing the works, including Lewisham Homes and United Living staff who are removing the external cladding. Lewisham Homes will offer financial assistance to residents to cover increased energy bills as a result of the external cladding being removed. Sir Steve said: 'I am delighted Lewisham Homes have started the removal of the external cladding from Hatfield Close and Gerrard House. This important work will be done quickly and with the minimum of inconvenience to residents. While the cladding is removed the 24-hour fire patrol service will remain in place in the three buildings to keep residents safe.'

## 2. Young People's Achievement and Involvement

Raising educational attainment and improving facilities for young people through partnership working

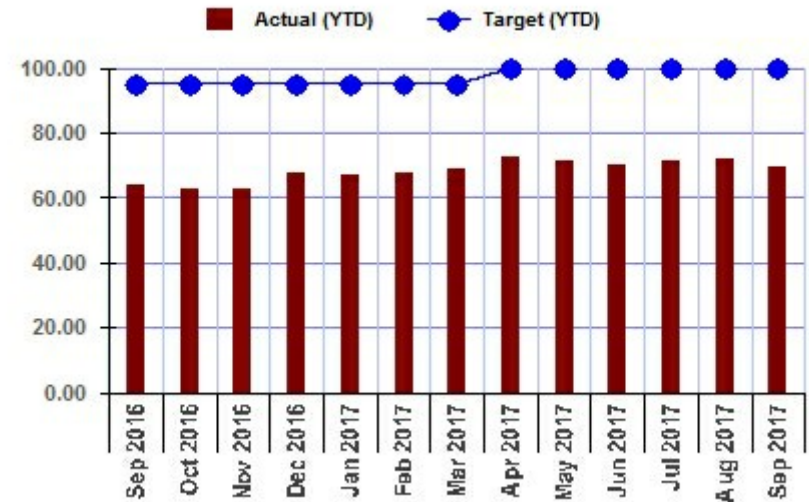
Priority 2 - Monthly Performance									
	Unit	YTD Sep 17	Target Sep 17	Against Target Sep 17	DoT Last year	Against Target Aug 17	Against Target Jul 17	16/17	
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	Percentage	70.70	100.00	▲	↗	▲	▲	▲	▲
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	Percentage	69.60	100.00	▲	↘	▲	▲	▲	▲

Priority 2 - Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	March 2018	●
PMSCYP Pupil Places Programme	CYP	Budget 2016 - 2019: £36 M	September 2019	●
PMSCYP Building Schools for the Future	CYP	£230m	April 2018	★

Net Expenditure Priority 02 ('000s)					
	2017/18 Budget	Projected year-end variance as at Sep 17	Variance	% Variance	Comments
02. NI Young People's Achievement and Involvement	11,100	1,900	▲	17.12	<b>Finance Overspend</b> Targeted Services and Joint Commissioning (CYP) are forecasting an overspend of £0.7m in relation to transport to schools. The Education Psychology budget has seen an increased spending pressure due to the demand for EHCPs, where the numbers issued has doubled this year. In addition, the Short Breaks budget is expected to overspend by £0.5m. Lastly, £0.7m relates to savings unachieved in the previous year.

**LPZ941 - %EHCPs issued under 20 weeks including exceptions to the rule**

LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2016	64.00	95.00	▲
Oct 2016	62.60	95.00	▲
Nov 2016	62.70	95.00	▲
Dec 2016	67.80	95.00	▲
Jan 2017	66.90	95.00	▲
Feb 2017	67.60	95.00	▲
Mar 2017	68.80	95.00	▲
Apr 2017	72.40	100.00	▲
May 2017	71.40	100.00	▲
Jun 2017	70.20	100.00	▲
Jul 2017	71.40	100.00	▲
Aug 2017	71.90	100.00	▲
Sep 2017	69.60	100.00	▲



LPZ941 - comment

Performance Comments

**Performance**

The SEN team has been managing a backlog of cases over the last year due to the lack of staffing within the Educational Psychology team and the delay this has caused in finalising reports. This backlog has now been addressed by the successful recruitment of staff. However as this backlog of reports start to come through to the SEN team to finalise this has an impact on the performance targets for that month. As these reports are now starting to come through not only does it have an impact on the team's capacity to process these additional reports as they are finalised it impacts on the percentage of reports completed within timescale. We are expecting these backlog reports to impact on the percentage completed on time until December 2017. Data published by the DfE in June 2017 (which does not include conversions) shows that 44.9% of EHCPs were completed on time in 2016 excluding exceptions (33.9% including exceptions) by Inner London boroughs (excluding City of London). It also shows that 8 out of the 13 boroughs observed a 50-300% increase in the number of EHCPs issued compared to 2015, with Lewisham reporting a 128.6% increase.

Action Plan Comments

**Performance Action Plan**

The performance of the SEN team continues to be monitored on a monthly basis. Additional alerts have been put in place to support case officers to meet their PIs throughout the assessment process. These additional alerts help monitor the 20 week process and will support officers to keep on target. This has allowed case officers to keep on track with the 20 week timescale. Unfortunately the backlog in the Educational Psychology team continues to impact on case officers being able to meet their 20 week deadline. This will impact on the performance against the 20 week target until December 2017. The assessment process timeline is particularly vulnerable to any capacity issues within the multi-agency teams who contribute to the process. These additional services are being monitored to ensure that any potential risks to the timescales are noted early.

### 3. Clean, Green & Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment

Priority 3 - Monthly Performance (reported one month in arrears)									
	Unit	YTD Aug 17	Target Aug 17	Against Target Aug 17	DoT Last year	Against Target Jul 17	Against Target Jun 17	16/17	
NI191 Residual household waste per household (KG)	Kg/Household	59.61	58.75	●	↘	●	●	●	★
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	16.71	20.00	▲	↘	▲	▲	▲	▲
NI193 Percentage of municipal waste land filled	Percentage	0.37	2.00	★	↗	★	★	★	★

### 3. Clean, Green & Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment

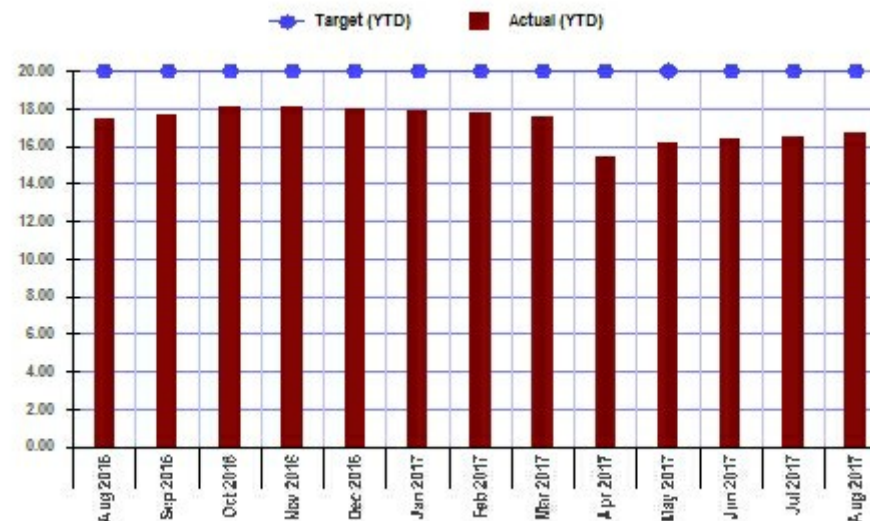
Priority 3 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Sydenham Park Footbridge	Resources & Regeneration	£775k	October 2018	●
PMSCUS Beckenham Place Park Regeneration and Flood Scheme	Customer Services	£8.87M	June 2019	★

Priority 3 - Finance Net Expenditure ('000s)					
	2017/18 Budget	Projected year-end variance as at Sep 17	Variance	% variance	Comments
03. NI Clean, Green and Liveable	18,500	2,400	▲	12.97	<p><b>Finance Overspend</b></p> <p>The Environment Division has a year-end overspend of £2.4m. A £1m overspend is predicted for Refuse Services and a £0.4m overspend for Strategic Waste Management. There is a £0.1m pressure on the Civic Amenities budget. Passenger Services are predicting an overspend of £0.5m for 2017/18. The Green Scene budgets are projecting an overspend of £0.3m largely as a result of projected overspends on arboreal services. The Bereavement services are predicting £0.1m overspend arising from higher than expected expenditure on equipment.</p>



## NI192- Percentage of household waste sent for reuse, recycling and composting

NI192 Percentage of household waste sent for reuse, recycling and composting			
Percentage			
Actual (YTD)	Target (YTD)	Performance (YTD)	
Aug 16	17.50	20.00	▲
Sep 16	17.72	20.00	▲
Oct 16	18.06	20.00	▲
Nov 16	18.06	20.00	▲
Dec 16	18.01	20.00	▲
Jan 17	17.89	20.00	▲
Feb 17	17.74	20.00	▲
Mar 17	17.59	20.00	▲
Apr 17	15.43	20.00	▲
May 17	16.15	20.00	▲
Jun 17	16.39	20.00	▲
Jul 17	16.48	20.00	▲
Aug 17	16.71	20.00	▲



### NI192 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Environment	<p><b>Performance</b> The kerbside recycling tonnage has increased from 1052.7 tonnes in July to 1067.81 tonnes in August. This has resulted in the recycling rate increasing from 16.78% in July to 17.64% in August. This is due to the increase in the amount of garden waste collected at the kerbside due to the growing season. In July 218 tonnes were collected and this has increased to 304.42 tonnes in August.</p> <p>The amount of waste not sent for reuse, recycling, composting or anaerobic digestion has also increased, from 7175.91 tonnes in July to 7480.59 in August. The kg of residual waste per household has therefore increased from 56.99 in July to 59.41 in August. However there has been a reduction in the amount of waste sent to landfill. 35.99 tonnes were sent to landfill in July and this has reduced to 20.51 tonnes in August.</p>	<p><b>Performance Action Plan</b> Food waste bins are currently being delivered across the borough in advance of the service changes in October. As part of the delivery of the new bins, a service leaflet has been included which provides information on each of the kerbside waste and recycling collection services.</p> <p>Once the new service starts, the recycling stickers on all kerbside recycling bins will be replaced for stickers with more up to date information. Stickers will also be placed on the refuse wheeled bins advising residents that food waste and garden waste cannot be disposed of in the refuse bin (unless it is due to contamination).</p> <p>Once the service has started, a plan will be put together to update the recycling bin stickers across flats and estates.</p>

## 4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

### 4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

The Inner London Average excludes Lewisham and the City of London, leaving eleven boroughs remaining.  
The Outer London Average is comprised of twenty boroughs.

Violence with injury (MET figures)								
	Unit	Sep 17	Aug 17	Jul 17	Jun 17	Change since last month	Sep 16	Change since same period last year
Lewisham	Number	458.00	472.00	521.00	530.00	✓	478.00	✓
Inner London	Number	457.45	514.91	574.00	570.36	✓	448.00	✗
Outer London	Number	376.50	355.65	411.30	410.45	✗	354.00	✗

Robbery (MET figures)								
	Unit	Sep 17	Aug 17	Jul 17	Jun 17	Change since last month	Sep 16	Change since same period last year
Lewisham	Number	95.00	103.00	85.00	103.00	✓	75.00	✗
Inner London	Number	123.55	125.18	130.36	106.73	✓	85.00	✗
Outer London	Number	65.35	61.75	70.80	60.65	✗	51.00	✗

Sexual Offences (MET figures)								
	Unit	Sep 17	Aug 17	Jul 17	Jun 17	Change since last month	Sep 16	Change since same period last year
Lewisham	Number	54.00	54.00	69.00	61.00	→	62.00	✓
Inner London	Number	64.45	64.00	64.91	61.27	✗	54.00	✗
Outer London	Number	43.40	42.65	48.50	52.85	✗	41.00	✗

## 4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

### 4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

The Inner London Average excludes Lewisham and the City of London, leaving eleven boroughs remaining.  
The Outer London Average is comprised of twenty boroughs.

Domestic Violence (MOPAC figures)						
Unit	Year ended Sep 17	Year ended Jun 17	Change since last quarter	Year ended Sep 16	Change since same period last year	
Lewisham	Number	6,083.00	6,210.00	✓	6,404.00	✓
Overall London	Number	4,518.56	4,575.06	✓	4,721.00	✓

Serious Youth Crime (MOPAC figures)						
Unit	Year ended Aug 17	Year ended Jul 17	Change since last month	Year ended Aug 16	Change since same period last year	
Lewisham	Number	323.00	315.00	✗	237.00	✗
Inner London	Number	268.73	266.91	✗	204.00	✗
Outer London	Number	233.25	232.45	✗	201.00	✗

Knife Crime, offenders aged under 25 years (MOPAC figures)						
Unit	Year ended Aug 17	Year ended Jul 17	Change since last month	Year ended Aug 16	Change since same period last year	
Lewisham	Number	91.00	84.00	✗	71.00	✗
Inner London	Number	79.27	78.18	✗	67.00	✗
Outer London	Number	54.35	54.35	✗	47.00	✗

Gun Crime, offenders aged under 25 years (MOPAC figures)						
Unit	Year ended Aug 17	Year ended Jul 17	Change since last month	Year ended Aug 16	Change since same period last year	
Lewisham	Number	12.00	7.00	✗	13.00	✓
Inner London	Number	12.27	7.23	✗	11.00	✗
Outer London	Number	10.10	9.50	✗	9.00	✗

## 5. Strengthening the Local Economy

Gaining resources to regenerate key localities, strengthen employment skills and promote public transport

### Priority 5 - Monthly Contextual Performance

	Unit	YTD Sep 17	YTD Aug 17	YTD Jul 17	YTD Jun 17	YTD May 17	16/17
LPI472 Job Seekers Allowance claimant rate	Percentage	2.50	2.50	2.50	2.60	2.50	2.50
LPI474 The no.of JSA claimants aged 18-24yrs	Number	780	780	770	800	815	800
LPI475 Average house price(Lewisham)	£	?	424,319	418,769	409,810	408,810	411,087

### Priority 5 - Quarterly Contextual Performance

	Unit	YTD Sep 17	YTD Jun 17	YTD Mar 17	YTD Dec 16	YTD Sep 16	16/17
LPI423 Local employment rate	Percentage	?	78.70	77.40	74.80	73.50	77.40

### Priority 5 Projects

	Directorate	Budget	Est. completion date	Current Status
PMSRGN Catford Centre Redevelopment	Resources & Regeneration	£350m	2026	●
PMSRGN New Bermondsey Regeneration Scheme	Resources & Regeneration	£500m	2026	●

## 6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

Priority 6 - Monthly Indicators (contextual)					
	Sep 17	Aug 17	Jul 17	Jun 17	May 17
NI156 Number of households living in Temporary Accommodation	1,970	1,959	1,930	1,929	1,900
LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks	0	34	25	0	19

Priority 6 - Quarterly Indicator							
	YTD Sep 17	Target Sep 17	Against target Sep 17	DoT Last year	Against Target Jun 17	Against Target Mar 17	16/17
LPZ705 Number of homes made decent	255.00	187.00	★	↗	★	▲	354.00

## 6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

Priority 6 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCUS Bampton Estate Development	Customer Services	£300k	March 2020	●
PMSCUS Excalibur Regeneration	Customer Services	£7.242m	Final Phase complete by February 2023	●
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	2019	●
PMSRGN Southern Site Housing - Deptf TC Prog	Resources & Regeneration	£1m	March 2021	●
PMSCUS Besson Street Development	Customer Services	£1.02M	March 2021	★
PMSCUS Lewisham Homes Capital Programme	Customer Services	£49m	March 2018	★
PMSCUS New Homes, Better Places	Customer Services	£1.5m	Phase 2 completion - March 2018	★

Priority 6 - Finance Net Expenditure (?000s)					
	2017/18 Budget	Projected year-end variance as at Sep 17	Variance	% variance	Comments
06. NI Decent Homes for All	5,600	200	▲	3.57	<b>Finance Overspend</b> The Strategic Housing Service is projecting an overspend of £0.2m. This is due to a projected overspend on the staffing budget for the No Recourse to Public Funds team.

## 7. Protection of Children

Better safe-guarding and joined-up services for children at risk

Priority 7 - Monthly Performance									
	Unit	YTD Sep 17	Target Sep 17	Against Target Sep 17	DoT Last year	Against Target Aug 17	Against Target Jul 17		16/17
NI062 Stability of placements of looked after children: number of moves	Percentage	10.00	10.00	★	➡	★	★		★
NI063 Stability of placements of looked after children: length of placement	Percentage	78.70	77.00	★	➡	★	★		★
NI064 Child protection plans lasting 2 years or more	Percentage	5.10	4.00	▲	➡	▲	▲		★

Priority 7 - Contextual Performance									
	Unit	England 14/15	Statistical Neighbours 14/15	Sep 17	Aug 17	Jul 17	Jun 17	May 17	16/17
LPI302 No. of LAC 'as at'	Number	386.00	445.00	478.00	465.00	461.00	459.00	467.00	459.00
LPI309a Number of Referrals per month	Number	294.00	252.00	226.00	223.00	255.00	260.00	293.00	289.00

Priority 7 - Finance Net Expenditure ('000s)					
	2017/18 Budget	Projected year end variance as at Sep 17	Variance	% variance	Comments
07. NI Protection of Children	37,600	5,700	▲	15.16	<p><b>Finance Overspend</b> Children's Social Care has overspent by £5.7m comprised of the following areas: the placement budget for Looked after Children has a £2.1m overspend; additional pressure on the section 17 (unrelated to No Recourse to Public Funds) has an overspend of £0.8m; salaries and wages have a forecast overspend of £1.4m; the underachieved savings across the directorate amount to £1.5m of which £0.7m relates to previous years' savings. A total investment of £0.6m has been made in the 'new front door' service which will bring costs down in the future.</p>

# 7. Protection of Children

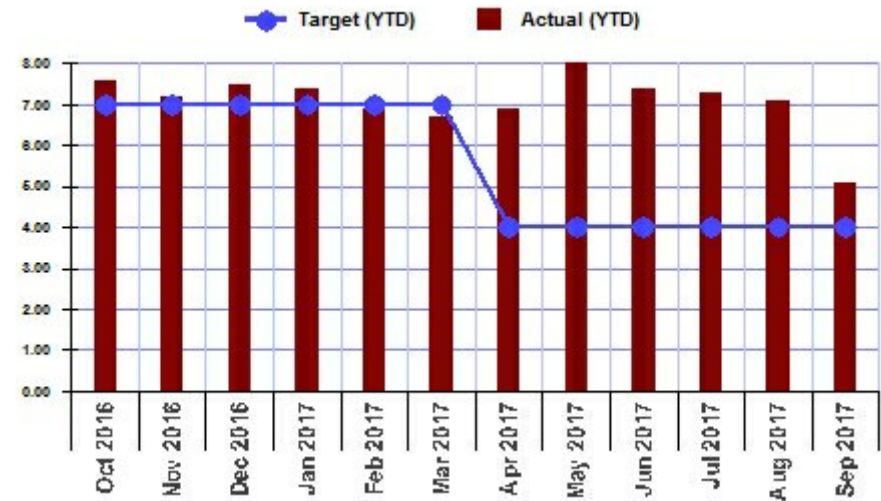
Better safe-guarding and joined-up services for children at risk

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
2A.2. Failure of child safeguarding arrangement	Corporate	▲	★	Sep 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>• Implement improvement plans for CSC and LSCB and quality assurance strategy.</li> <li>• Data information and performance management regularly reviewed at Children's Social Care Service Management Team in light of OFSTED Action Plan</li> <li>• Implement Early Help Strategy</li> <li>• Case Study Approach at CYP DMT</li> <li>• Comprehensive workforce strategy is being launched, focussing on sufficiency, skills and performance of the workforce.</li> <li>• Actions for OFSTED implementation plan.</li> </ul>	<b>Risk - When is it going to be completed?</b> Apr 18



### NI064- Child protection plans lasting 2 years or more

NI064 Child protection plans lasting 2 years or more			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2016	7.70	7.00	▲
Oct 2016	7.60	7.00	▲
Nov 2016	7.20	7.00	●
Dec 2016	7.50	7.00	▲
Jan 2017	7.40	7.00	▲
Feb 2017	6.90	7.00	★
Mar 2017	6.70	7.00	★
Apr 2017	6.90	4.00	▲
May 2017	8.00	4.00	▲
Jun 2017	7.40	4.00	▲
Jul 2017	7.30	4.00	▲
Aug 2017	7.10	4.00	▲
Sep 2017	5.10	4.00	▲



### NI064 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Director of Children's Social Care

#### Performance

This indicator refers to a retrospective count of children who were on a Child Protection (CP) Plan for two years or which have ceased within the period as a proportion of all children who were on a CP Plan which ceased within the period. Performance may occasionally fail to meet the target but this demonstrates proactive work to move cases to appropriate pathways, and there may be occasions when the number of children who had been on Plans for more than two years includes a relatively large sibling group. The target of 4% for 2017/18 has been set to recognise the continuing improvement journey that Children's Social Care is on and is related to aligning local performance with the national average. Current performance of 5.1% is showing significant improvement and now better than statistical neighbours' average of 6.7%. It is expected with current activity that the figure will continue to improve and move closer towards the target of 4%.

#### Performance Action Plan

Targeted action continues to be taken to progress to Child in Need step-down or escalation to Care Proceedings for children on CP Plans. This will prevent drift and extended periods on CP Plans and should also result in this indicator meeting its target by March 2018.

## 8. Caring for Adults and Older People

Working with Health Services to support older people and adults in need of care

Priority 8 - Monthly Indicators								
	Unit	YTD Sep 17	Target Sep 17	Against Target Sep 17	DoT Last year	Against Target Aug 17	Against Target Jul 17	16/17
LPI254 1C (2) % people using social care who receive direct payments	Percentage	32.93	32.00	★	↓	★	★	★
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	Number per 100,000	4.28	4.40	★	↓	★	★	★
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	Number per 100,000	3.00	0.80	▲	↗	▲	★	▲

### Priority 8 - Monthly Contextual Performance

	Unit	Sep 17	Aug 17	Jul 17	Jun 17	May 17	16/17
LPI250 ASC total service users	Number	3,094.00	3,106.00	3,121.00	3,122.00	3,117.00	3,137

### Priority 8 - Finance Net Expenditure ('000s)

	2017/18 Budget	Projected year-end variance as at Sep 17	Variance	% variance	Comments
08. NI Caring for Adults and Older People	69,800	1,100	▲	1.58	<b>Finance Overspend</b> The Adult Services Division has a forecasted overspend by £1.3m. The main year-end variance relates to placement budgets where existing pressures are compounded by the £0.9m cost of new transition cases and by the difficulty in achieving the £4.5m savings required for 2017/18. This has been offset by an underspend in Strategy and Performance of £0.2m.

## 8. Caring for Adults and Older People

Developing opportunities for the active participation and engagement of people in the life of the community

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
2A.5. Serious Adult Safeguarding Concerns	Corporate	▲	★	Sep 17	➔	<b>Risk - What are we planning to do?</b> LSAB chair to confirm parameters of performance data for regular review.	<b>Risk - When is it going to be completed?</b> Oct 17 (slippage)

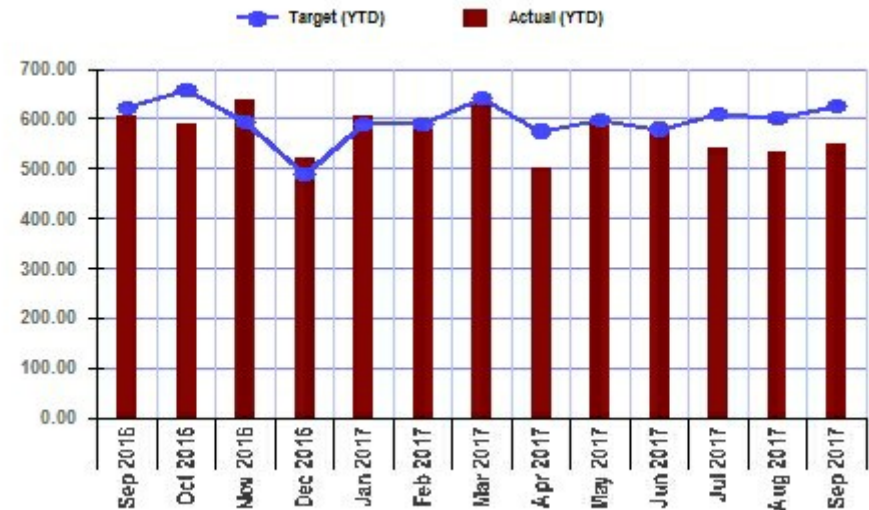
## 9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

Priority 9 - Monthly Performance									
	Unit	YTD Sep 17	Target Sep 17	Against Target Sep 17	DoT Last year	Against Target Aug 17	Against Target Jul 17	Against Target	16/17
⊕ LPI202 Library visits per 1000 pop	Number per 1000	547.83	626.00	▲	▼	▲	▲		●

## LPI202 - Library visits per 1000 pop

LPI202 Library visits per 1000 pop			
Number per 1000			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2016	604.92	623.00	●
Oct 2016	590.97	657.00	▲
Nov 2016	635.77	593.00	★
Dec 2016	522.53	489.00	★
Jan 2017	603.92	589.00	★
Feb 2017	583.91	590.00	●
Mar 2017	628.49	642.00	●
Apr 2017	502.33	575.00	▲
May 2017	590.32	597.00	●
Jun 2017	579.17	579.00	★
Jul 2017	540.47	609.00	▲
Aug 2017	533.05	602.00	▲
Sep 2017	547.83	626.00	▲



### LPI202 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Culture and Community Development	<p><b>Performance</b></p> <p>The service is currently recruiting to a number of vacancies and this is putting pressure on performance. It is also worth noting that performance has been affected by access arrangements in Catford. Management is taking action to address the drop in library visits through investment in new stock and engaging activities in the hub libraries.</p>	<p><b>Performance Action Plan</b></p> <p>The Summer Reading Challenge resulted in higher participation than the previous year. Staff are heavily engaged in promoting a successful Black History Month in October. New books are arriving regularly. The improved WiFi should be delivered to hub libraries by the end of the year. These and other factors - including a new art exhibition at Deptford Lounge in Nov - should result in better performance later in the year. The new Catford layout should also improve performance, but these effects will be more apparent in the next financial year.</p>

# 9. Active, Healthy Citizens

Developing opportunities for the active participation and engagement of people in the life of the community

Risk							
			Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
3B.2. Failure to agree with partners integrated delivery models for local health and care services.	Corporate	●	▲	Sep 17	→	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Continued focus from ASICP on savings through pathway review and service restructure</li> <li>Continue to support statutory and partnership boards</li> <li>Engage with L&amp;G NHS trust in "ready for discharge" planning and execution.</li> </ul>	<b>Risk - When is it going to be completed?</b> Monthly on an on-going basis

## 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

Priority 10 - Monthly Performance									
	Unit	YTD Sep 17	Target Sep 17	Against Target Sep 17	DoT	Last year	Against Target Aug 17	Against Target Jul 17	16/17
BV008 Invoices paid within 30 days	Percentage	87.95	100.00	▲		↗	▲	▲	▲
BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.40	7.50	★		↗	★	★	●
LPI031 NNDR collected	Percentage	109.54	99.00	★		↗	★	★	●
LPI032 Council Tax collected	Percentage	94.33	96.00	●		↘	●	●	●
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	Percentage	91.68	95.00	●		↘	●	●	★
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	7.45	7.50	★		↘	★	★	★

Priority 10 - Quarterly (contextual)						
	Unit	YTD Sep 17	YTD Jun 17	YTD Mar 17	YTD Dec 16	Mar 17
LPI556 Number of reported RIDDOR incidents on non-school sites	Number	4.00	4.00	8.00	7.00	n/a

Priority 10 - Finance Net Expenditure (?000s)					
	2017/18 Projected year-end Budget	variance as at Sep 17	Variance	% variance	Comments
10. NI Inspiring Efficiency, Effectiveness, and Equity	70,446	1,600	▲	2.27	<p><b>Finance Overspend</b> An overspend of £1.6m is predicted. This is made up as follows:</p> <p>£0.7m overspend by the Public Services division. Some £0.3m of this is in the Revenue Service, principally in the central debtors' team and on the IMT budget for collection of Council Tax.</p> <p>The Technology and Change Division is forecasting an overspend of £1.2m. A reduction in the team's budget combined with a new pressure from software licenses is resulting in this overspend.</p> <p>The Regeneration and Place division is forecasting an overspend of £0.5m</p> <p>The overspends above have been netted off against the following £0.8m underspend: Corporate Policy and Governance (£400k), Strategy (£200k) and Planning (£200k).</p>

# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

		Risk					
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
1A.1. Information Governance failure.	Corporate	●	●	Sep 17 →	<b>Risk - What are we planning to do?</b> Continue audits/close gaps identified. Paper for EMT on new GDPR following which working party will be set up. SAR improvement plan to include rigorous monitoring FOI, DAP, compliance with GDPR audits currently ongoing. Change the way data breaches are managed following recent IG Board. Align IT policies with Brent with Information Governance policies to follow.	<b>Risk - When is it going to be completed?</b> Next review date October 2017	
1A.2 Governance failings in the implementation of service changes	Corporate	●	▲	Sep 17 →	<b>Risk - What are we planning to do?</b> Reschedule early savings process for 18/19 budget	<b>Risk - When is it going to be completed?</b> Dec 17 Slippage	



# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
1B.1. Non-compliance with Health & Safety Legislation	Corporate	▲	▲	Sep 17	→ <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Refresh H&amp;S training offer for managers</li> <li>All DMTS to have H&amp;S discussion and raise awareness of H&amp;S requirements</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Dec 17</li> <li>Oct 17</li> </ul>	
1B.2. Failure to anticipate and respond appropriately to legislative change.	Corporate	●	▲	Sep 17	→ <b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Reports to Council on changes necessary to reflect legislation.</li> <li>Significant work ongoing to assess the impact of Dilnott, Care Act and Better Care Fund for further integration of social care work with health.</li> <li>Responding to Govt consultations and lobbying in various areas of political change (e.g. business rates, school funding, improved better care fund, London devolution).</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Quarterly for CWP</li> <li>Quarterly for H&amp;WB</li> <li>As dictated by Government agenda</li> </ul>	
1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	Corporate	▲	▲	Sep 17	→ <b>Risk - What are we planning to do?</b> Review building management H&S governance arrangements post Grenfell	<b>Risk - When is it going to be completed?</b> Oct 17	

# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
2A.1. Adequacy of Internal Control.	Corporate	●	●	Sep 17	→	<b>Risk - What are we planning to do?</b> Complete non-system actions for core financial internal audit recommendations	<b>Risk - When is it going to be completed?</b> Oct 17
2A.3. Strategic programme to develop and implement transformational change does not deliver	Corporate	▲	●	Sep 17	→	<b>Risk - What are we planning to do?</b> Finalise monitoring and benefits realisation tracking arrangements to account for invest to save and align with savings work.	<b>Risk - When is it going to be completed?</b> Dec 17 (slippage)
2A.4. Elections not conducted efficiently or effectively.	Corporate	★	★	Sep 17	→	<b>Risk - What are we planning to do?</b> Monitor resourcing for May 18 local elections	<b>Risk - When is it going to be completed?</b> Oct 17
2B.1. ICT infrastructure is not fit for purpose and/or does not meet business needs	Corporate	●	●	Sep 17	→	<b>Risk - What are we planning to do?</b> Ongoing monitoring of the IT support arrangements through the shared management board.  Review of shared governance arrangements with Brent and Southwark in Feb 18.	<b>Risk - When is it going to be completed?</b> Feb 18

## 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

		Current Status		Risk			
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?		When is it going to be completed
3A.1. Loss of constructive employee relations	Corporate	●	●	Sep 17	➔	<b>Risk - What are we planning to do?</b> Review currently underway	<b>Risk - When is it going to be completed?</b> To be advised.
3A.2. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	Corporate	●	●	Sep 17	➔	<b>Risk - What are we planning to do?</b> Managing transition  See also risk re financial savings & gap for management & corporate overheads.	<b>Risk - When is it going to be completed?</b> Throughout 17
3B.1. Multi-agency governance failure leads to ineffective partnership working	Corporate	●	▲	Sep 17	➔	<b>Risk - What are we planning to do?</b> Adult Integrated Care Programme to improve services and provide better value for money	<b>Risk - When is it going to be completed?</b> 4 year programme to 2017/18

# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
4A.1. Failure to manage strategic suppliers and related procurement programmes.	Corporate	●	▲	Sep 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Refresh contract register arrangements</li> <li>Meet requirements of transparency code</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Dec 17 Slippage</li> <li>Apr 18 Slippage</li> </ul>
4B.1. Failure to manage performance leads to service failure.	Corporate	●	▲	Sep 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Following creation of a single corporate policy and performance team, revisit service data and performance priorities and update performance reports and quality assurance practices</li> <li>Focus on LAS/CCS and CONTROCC systems interfaces with ORACLE to improve data accuracy</li> </ul>	<b>Risk - When is it going to be completed?</b> <p>Nov 17 is next milestone End date Apr 18</p>

# 10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?		When is it going to be completed
5A.1. Financial Failure and inability to maintain service delivery within a balanced budget	Corporate	▲	▲	Sep 17	➔	<b>Risk - What are we planning to do?</b> Lewisham Future Programme to bring forward further savings proposals with the draft budget for 18/19	<b>Risk - When is it going to be completed?</b> Nov 17
5A.2. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	Corporate	●	●	Sep 17	➔	<b>Risk - What are we planning to do?</b> Prepare for 100% Business Rates devolution - respond to consultations	<b>Risk - When is it going to be completed?</b> As per Gov't timetable
5A.3. Loss of income to the Council	Corporate	▲	▲	Sep 17	➔	<b>Risk - What are we planning to do?</b> Independent review of accounts payable and receivable and wider financial control environment to maximise efficiency and efficacy of processes and procedures for using the Council's systems (part of Oracle work)	<b>Risk - When is it going to be completed?</b> Dec 17
5B.1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	Corporate	●	★	Sep 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>• BCP plans for all services up to date</li> <li>• Prepare for large scale exercise</li> <li>• Grenfell &amp; terrorism learning - strengthening response and speed. Engaging community</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>• Dec 17</li> <li>• Feb 18</li> <li>• Apr 18</li> </ul>

# Appendix A - Performance Scoring Methodology

Together we will make Lewisham the best place in London to live, work and learn

## **Performance**

Performance can be measured using two methods. Firstly, current performance is appraised against past performance to assess “direction of travel” – is it improving or worsening? Secondly, performance can be measured against a norm, standard or target.

Areas for management attention are determined by considering performance against the following 2 elements - Against target and Direction of Travel (DoT) against the previous years outturn (in this case March 2017). If both of these elements are red we consider that the indicator should be flagged as an area for management attention.

The Council has aims and objectives as an organisation responsible for securing local public services. But it also has wider aims to work in partnership with other organisations (in the public, private and community sectors) to improve Lewisham as a place to live. It is therefore essential that our PIs not only measure our organisational and service performance against the Council's corporate priorities but also evaluate our efforts to achieve improvements through partnership working. These wider aims are described in Lewisham's Sustainable Community Strategy. A summary on performance can be found in the 'Overall Summary: Performance' at front of the Executive Summary report.

## **Data Quality Policy**

The Council has a Data Quality Policy which is adhered to and sets out the corporate data quality objectives. Directorates also have a statement of data quality and a data quality action plan.

# Appendix B - Projects, Risk & Finance Scoring Methodology

Together we will make Lewisham the best place in London to live, work and learn

## Projects

Project status is recorded using a red / amber / green traffic light reporting system.

**Red:** Projects considered to be at significant risk of late delivery, of overspending or of not achieving their primary objectives. Project likely to be facing issues or uncertainties e.g. funding concerns, lack of clarity over scope / costs, other significant risks not yet under effective control. Sheer scale of a project, its complexity and overall risk level can also attract a red rating.

**Amber:** Projects considered to be at moderate risk of late delivery, of overspending or of not achieving some objectives. Issues may have been escalated outside the project team, but likely that these can be resolved e.g. resources will be identified to deal with moderate changes to costs or scope.

**Green:** Project considered to be on time, on budget, with current risks being managed effectively within the project structure.

## Risk

Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown on the Overall Performance: Risk page) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to Heads of Service and Internal Control Board on a quarterly basis and quarterly updates are provided in this report.

## Finance

Financial monitoring is recorded using a red/amber/green traffic light reporting system.

Net expenditure on the priority is forecast to vary from budget by either:-

**Red** - more than £0.5m or 2.5% overspent or more than £10m or 50% underspent

**Amber** - more than £0.1m and less than £0.5m or by more than 1% and less than 2.5% overspent or more than £5m and less than £10m or by more than 25% and less than 50% underspent

**Green** - up to £0.1m or up to 1% overspent or up to £5m or up to 25% underspent

The Executive Management Team will take into account:-

- (i)The performance of the housing part of the Capital Programme in assessing the traffic light for Decent Homes;
- (ii)The overall financial position on revenue and capital in assessing the traffic light for 'Inspiring Efficiency, Effectiveness & Equity'.

The methodologies for Projects, Risk and Finance outlined above will be reviewed annually at the end of the financial year as part of the review of this report and the target setting process for performance indicators. The text above will be subject to change at this point.