# Monthly Management Report

## September 2015

# Contents

## 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


| | |
|---|---|
| Foreword | 03 |
| Overall Summary: Performance | 04 |
| Areas for Management Attention | 05 |
| Areas of Good Performance | 06 |
| Overall Summary: Projects & Programmes | 07 |
| Overall Summary: Risk | 08 |
| Overall Summary: Finance | 11 |
| Hot Topics | 12 |
| 2. Young People's Achievement and Involvement | 13 |
| 3. Clean, Green and Liveable | 16 |
| 4. Safety, Security and Visible Presence | 18 |
| 5. Strengthening the Local Economy | 20 |
| 6. Decent Homes for All | 21 |
| 7. Protection of Children | 23 |
| 8. Caring for Adults and Older People | 27 |
| 9. Active, Healthy Citizens | 31 |
| 10. Inspiring Efficiency, Effectiveness and Equity | 33 |
| Appendix A: Methodology - performance | 41 |
| Appendix B: Methodology - projects, risk, finance | 42 |

# 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.

**NOTE**: This management report contains a new set of indicators and thus direct comparisons with reports prior to April 2015 are not possible.

**Performance**: Performance is being reported for August 2015. There are 11 performance indicators (55 per cent) reported as Green or Amber against target, and 9 (45 per cent) are showing an upward direction of travel. There are 9 performance indicators (45 per cent) reported as Red against target and 10 performance indicators (50 per cent) which have a Red direction of travel. There are 3 indicators that have missing performance data.

**Projects**: Projects are being reported for August 2015. There are no red projects this month.

**Risks**: Risks are being reported for June 2015. There are ten red corporate risks - ICT infrastructure is not fit for purpose and/or does not meet business needs; non-compliance with Health & Safety legislation; financial failure and inability to maintain service delivery within a balanced budget; loss of income to the Council; loss of a strategic asset or premises through failure to maintain it in a safe and effective condition; failure of safeguarding arrangement; loss of constructive employee relations; information governance failure; failure to maintain sufficient management capacity and capability to deliver business as usual and implement transformational change; and strategic programme to develop and implement transformational change does not deliver.

**Finance**: The financial forecasts for 2015/16 as at 31 August 2015 are as follows: There is a forecast overspend of £8.2m against the directorates' net general fund revenue budget which is £246.224m. This compares to a forecasted overspend of £9.1m for 14/15 at the same time last year. The consolidated results for the year was a final outturn of £5.2m. The Housing Revenue Account (HRA) is projecting a £0.5m surplus. For the Dedicated Schools Grant (DSG), there are three schools which are expected to report and apply for a licensed deficit by the year end.

**Barry Quirk, Chief Executive**
**13 October 2015**

# Overall Summary: Performance

**Summary of performance indicators in this report.**

| Priority 2 - Young People's Achievement and Involvement | | | |
|---|---|---|---|
| Overall Performance | | | |
| | | | Total |
| 2 | 0 | 0 | 2 |

| Priority 2 - Young People's Achievement and Involvement | | | |
|---|---|---|---|
| Direction of Travel | | | |
| | | | Total |
| 2 | 0 | 0 | 2 |

| Priority 3 - Clean, Green andLiveable | | | | |
|---|---|---|---|---|
| Overall Performance | | | | |
| | | | ? | Total |
| 1 | 1 | 1 | 2 | 5 |

| Priority 3 - Clean, Green and Liveable | | | | |
|---|---|---|---|---|
| Direction of Travel | | | | |
| | | | ? | Total |
| 1 | 0 | 2 | 2 | 5 |

| Priority 6 - Decent Homes for All | | | |
|---|---|---|---|
| Overall Performance | | | |
| | | | Total |
| 0 | 0 | 2 | 2 |

| Priority 6 - Decent Homes for All | | | |
|---|---|---|---|
| Direction of Travel | | | |
| | | | Total |
| 0 | 1 | 1 | 2 |

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

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

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

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

| Priority 9 - Active, Healthy Citizens | | | |
|---|---|---|---|
| Overall Performance | | | |
| | | | Total |
| 0 | 1 | 0 | 1 |

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

| Priority 10 - Inspiring Effciency, Effectiveness and Equity | | | | |
|---|---|---|---|---|
| Overall Performance | | | | |
| | | | ? | Total |
| 2 | 1 | 3 | 1 | 7 |

| Priority 10 - Inspiring Effciency, Effectiveness and Equity | | | | |
|---|---|---|---|---|
| Direction of Travel | | | | |
| | | | ? | Total |
| 2 | 0 | 4 | 1 | 7 |

| Across all performance indicators in this report | | | | |
|---|---|---|---|---|
| Overall Performance | | | | |
| | | | ? | Total |
| 9 | 4 | 7 | 3 | 23 |

| Across all performance indicators in this report | | | | |
|---|---|---|---|---|
| Direction of Travel | | | | |
| | | | ? | Total |
| 10 | 1 | 9 | 3 | 23 |

**Performance**

This report contains August 2015 performance data, and finds that 11 indicators are reported as Green or Amber against target, which is up from 10 in July 2015. In August 2015, 9 indicators are reported as Red against target which is down from 10 last month. There are 3 indicators with missing data in August 2015, the same as last month.

**Direction of Travel**

A total of 9 indicators show an upward trend in August 2015, up from 8 in July 2015. There are 10 indicators with a red direction of travel in August 2015, down from 11 last month. In August 2015, 3 indicators had missing data, the same as in July 2015.

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** | | | | | | |
| | Against Target Aug 15 | DoT Aug 15 v Mar 15 | DoT Aug 15 v Jul 15 | Consecutive periods Red (last 12 periods) | Priority No. | Page No. |
| LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule | ▲ | ■ | ■ | 4 | 2 | p14 |
| LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule | ▲ | ■ | ■ | 3 | 2 | p15 |
| NI062 Stability of placements of looked after children: number of moves | ▲ | ■ | ■ | 3 | 7 | p24 |
| NI064 Child protection plans lasting 2 years or more | ▲ | ■ | ■ | 5 | 7 | p25 |
| LPI254 1C (2) % people using social care who receive direct payments | ▲ | ■ | ↗ | 5 | 8 | p28 |
| BV012b Days/shifts lost to sickness (excluding Schools) | ▲ | ■ | ■ | 5 | 10 | p34 |
| **Performance Indicators - Monthly Indicators (reported 1 month behind)** | | | | | | |
| | Against Target Jul 15 | DoT Jul 15 v Mar 15 | DoT Jul 15 v Jun 15 | Consecutive periods Red (last 12 periods) | Priority No. | Page No. |
| LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop | ▲ | ■ | ■ | - | 8 | p29 |

# Areas of Good Performance

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| Areas of Good Performance |
|---|
| |

| Performance Indicators - Monthly indicators | | | | |
|---|---|---|---|---|
| | Against Target Aug 15 | DoT Aug 15 v Mar 15 | DoT Aug 15 v Jul 15 | Priority No. |
| NI156 Number of households living in Temporary Accommodation | | | | 6 |
| LPI031 NNDR collected | | | | 10 |
| NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events | | | | 10 |
| LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time | | | | 10 |

| Performance Indicators - Monthly Indicators (reported 1 month behind) | | | | |
|---|---|---|---|---|
| | Against Target Jul 15 | DoT Jul 15 v Mar 15 | DoT Aug 15 v Jun 15 | Priority No. |
| LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population | | | | 8 |

# Programmes and Projects

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**Project Performance - June 2015**

| This month | | | | One month ago | | | | Two months ago | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Status | | | | Status | | | | Status | | | |
| | | | Total | | | | Total | | | | Total |
| 0 | 8 | 11 | 19 | 0 | 8 | 11 | 19 | 0 | 11 | 8 | 19 |

**Projects scheduled for completion September to November 2015**

| Project | Month of scheduled completion |
|---|---|
| Southern Site Housing – Deptford Town Centre Programme – appointment of developers | September |
| Housing Matters | October |

**Movements in project status since August 2015**

**Removals**
None

**Additions**
None

# Overall Performance: Risk

| 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 | | | | |

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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 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 Risk Management Working Party and 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. There are 21 risks in total on the Corporate Risk register (10 Red, 11 Amber, and zero Green).

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 is progressing.

The refreshed Risk Management Strategy and Policy were approved by the Internal Control Board in February 2014 and the Audit Panel in March 2014.

The budget planning and savings proposal guidance requires the risks of proposed changes to be identified. This detail will be monitored and used to inform business plan risks.

There are no changes to the current status RAG ratings in the Corporate Risk Register this quarter (June 2015).

A section covering achievements and risks contained in the Annual Governance Statement will be added to the Council's next Annual Report. The report will also recognise the significant challenges ahead.

# Overall Performance: Risk

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| Red (Corporate Register) | | |
|---|---|---|
| Corporate priority | Risk name | Current status |
| **10** | **2. ICT infrastructure is not fit for purpose and/or does not meet business needs** | ▲ |
| Detailed proposals on the exact nature of the shared service with Brent are being developed for Mayoral consideration in Autumn 2015, with a view to implementation by April 2016. | | |
| **10** | **4. Non-compliance with Health & Safety Legislation** | ▲ |
| Health & Safety training programme now in place. Awareness and reinforcement to continue. Training take-up and investment to be monitored throughout the year. | | |
| **10** | **6. Financial Failure and inability to maintain service delivery within a balanced budget** | ▲ |
| The directorates' net general fund revenue budget was overspent by £9.1m at the end of 2014/15 and, after applying the corporately held sum of £3.9m for "risks and other pressures", this reduced the overspend to £5.2m and this was covered by once-off corporate resources. | | |
| **10** | **9. Loss of income to the Council** | ▲ |
| Issues continue with Oracle 12 and the system in hampering debt collection and fund allocation. | | |
| **10** | **15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition** | ▲ |
| A review of compliance on the commercial estate has completed. Report awaited - expecting 47% compliance across estate. Work for schools maintenance programme out to tender. | | |
| **7, 8** | **18. Failure of safeguarding arrangement.** | ▲ |
| Regular and ongoing management action and review continues in respect of safeguarding. However, the risk of avoidable death or serious injury to client or employee will continually be rated red due to the potential severity should an event occur. | | |
| **10** | **19. Loss of constructive employee relations** | ▲ |
| Risk around consultations for changes, in particular to pensions and terms and conditions proposals. Work is continuing on engagement with the Trade Unions and staff consultation programme. Arrangements are in place to manage issues within established industrial relations mechanisms. | | |
| **10** | **21. Information governance failure.** | ▲ |
| Asset information audits will continue. Information Governance guidance will be developed. | | |
| **10** | **24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.** | ▲ |
| This risk recognises the risk of strain on management capacity and capability with continuing headcount reductions, increasing management soans and significant changes to ways of working. Declining budgets, changing demand and pressures, new technologies and a different community role under the Localism Act drive risk of a decline in flexibility and duality of service due to insufficient time or resource. Consideration of capacity and capability and succession planning are all indicated in the 'STAR' service planning model. Dedicated transformation teams support service changes Council -wide. | | |
| **10** | **30. Strategic programme to develop and implement transformational change does not deliver** | ▲ |
| Reviews across key services to implement transformational changes in current climate of austerity. | | |

# Overall Performance: Risk

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| Corporate Risk | | | | | |
|---|---|---|---|---|---|
| | Current Status | Current status against target | Source Date | Direction of Travel | Priority |
| 1. Failure to maintain minimum service continuity during and quickly recover from a disaster | ● | ● | Jun 15 | → | **10** |
| 2. ICT infrastructure is not fit for purpose and/or does not meet business needs | ▲ | ▲ | Jun 15 | → | **10** |
| 4. Non-compliance with Health & Safety Legislation | ▲ | ▲ | Jun 15 | → | **10** |
| 5. Failure to anticipate and respond appropriately to legislative change.<br>For example: Localism Act, Public Services Act, Welfare Reform Bill, Health & Social Care Act | ● | ▲ | Jun 15 | ↗ | **10** |
| 6. Financial Failure and inability to maintain service delivery within a balanced budget | ▲ | ▲ | Jun 15 | → | **10** |
| 7. Adequacy of Internal Control. | ● | ● | Jun 15 | → | **10** |
| 8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams. | ● | ● | Jun 15 | → | **10** |
| 9. Loss of income to the Council | ▲ | ▲ | Jun 15 | ↗ | **10** |
| 10. Failure to manage performance leads to service failure. | ● | ▲ | Jun 15 | → | **10** |
| 12. Multi-agency governance failure leads to ineffective partnership working | ● | ▲ | Jun 15 | → | **10** |
| 13. Failure to manage strategic suppliers and related procurement programmes. | ● | ▲ | Jun 15 | → | **10** |
| 15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition | ▲ | ▲ | Jun 15 | → | **10** |
| 18. Failure of safeguarding arrangement. | ▲ | ● | Jun 15 | → | **7, 8** |
| 19. Loss of constructive employee relations | ▲ | ▲ | Jun 15 | → | **10** |
| 21. Information governance failure. | ▲ | ▲ | Jun 15 | → | **10** |
| 24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes. | ▲ | ▲ | Jun 15 | → | **10** |
| 26 Loss of service capacity and failure to protect the vulnerable due to extreme environmental circumstances | ● | ● | Jun 15 | → | **10** |
| 27 Governance failings in the implementation of service changes | ● | ▲ | Jun 15 | → | **10** |
| 28. Failure to agree with partners integrated delivery models for local health and care services. | ● | ▲ | Jun 15 | → | **9** |
| 29 Failure to implement Individual Electoral Registration (IER) | ● | ▲ | Jun 15 | → | **10** |
| 30. Strategic programme to develop and implement transformational change does not deliver | ▲ | ● | Jun 15 | → | **10** |

# Overall Performance: Finance

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**Performance**

| | Jul 2015 | % | Aug 2015 | % |
|---|---|---|---|---|
| ★ | 4 | 40 | 5 | 50 |
| ● | 2 | 20 | 1 | 10 |
| ▲ | 4 | 40 | 4 | 40 |
| Total | 10 | 100 | 10 | 100 |

The financial forecasts for 2015/16 as at 31 August 2015 are as follows:

There is a forecast overspend of £8.2m against the directorates' net general fund revenue budget which is £246.224m.This compares to a forecasted overspend of £9.1m for 14/15 at the same time last year. The consolidated results for the year was a final outturn of £5.2m.

The Housing Revenue Account (HRA) is projecting a £0.5m surplus. For the Dedicated Schools Grant (DSG) there are three schools which are expected to report and apply for a licensed deficit by the year end.

| Finance by Priorities (£000s) | | | |
|---|---|---|---|
| | 2015/16 Budget | Latest projected year end variance as at Aug 15 | % variance |
| 01. NI Community Leadership and Empowerment | 6,043 | 0.00 | 0.00 |
| 02. NI Young People's Achievement and Involvement | 8,600 | 600.00 | 6.98 |
| 03. NI Clean, Green and Liveable | 18,800 | 200.00 | 1.06 |
| 04. NI Safety, Security and Visible Presence | 11,100 | 0.00 | 0.00 |
| 05. NI Strengthening the Local Economy | 2,700 | -300.00 | -11.11 |
| 06. NI Decent Homes for All | 3,900 | 2,700.00 | 69.23 |
| 07. NI Protection of Children | 42,500 | 4,600.00 | 10.82 |
| 08. NI Caring for Adults and Older People | 74,400 | 1,500.00 | 2.02 |
| 09. NI Active, Healthy Citizens | 4,157 | 0.00 | 0.00 |
| 10. NI Inspiring Efficiency, Effectiveness, and Equity : Net Expenditure | 74,024 | -1,300.00 | -1.76 |
| Corporate priorities | 246,224 | 8,000.00 | 3.25 |

**The following 'Hot Topics' are being reported for September 2015:**

### Make sure you are registered to vote

Households in Lewisham will have received a form asking them to check whether the information that appears on the electoral register for those living at their address is correct. This is part of the borough's annual voter registration canvass.

It is particularly important that anyone who has moved address recently looks out for the form and checks whether they are registered. Research by the independent Electoral Commission indicates that across Britain, recent home-movers are far less likely (40%) to be registered than those that have lived at the same address for a long time (94%).

### Council rejects Government plans to cut public funding

Lewisham Council has rejected Department of Health plans to cut £200 million from public health funding in the current financial year, which could see almost £1.5m cut from Lewisham's budget.

The Department of Health (DH) has been asked to deliver savings of £200 million in 2015/16 through reductions to the Public Health Grant to local authorities as part of wider Government action on deficit reduction. The Department's consultation set out possible options on how the £200 million savings might be spread across councils.

The response was submitted by the Council following a special meeting of the Overview and Scrutiny Business Panel on 25 August with the unanimous support of the Council's elected members.

### Brockley fly-tiper forced to pay £3,500

A fly-tipper who dumped his rubbish on the streets of Brockley is now almost £3,500 worse off thanks to a prosecution brought by Lewisham Council.

The accused, who denied the charges, was found guilty of four offences under the Environmental Protection Act relating to two fly-tips that took place in Brockley Way, SE4.

Since the beginning of August 2015 over 100 people (including business owners) have been issued with fixed penalty notices by the Council for other waste offences committed across the borough. Officers have also issued more than 20 fixed penalty notices for fly-posting offences committed at various locations.

# 2. Young People's Achievement and Involvement

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

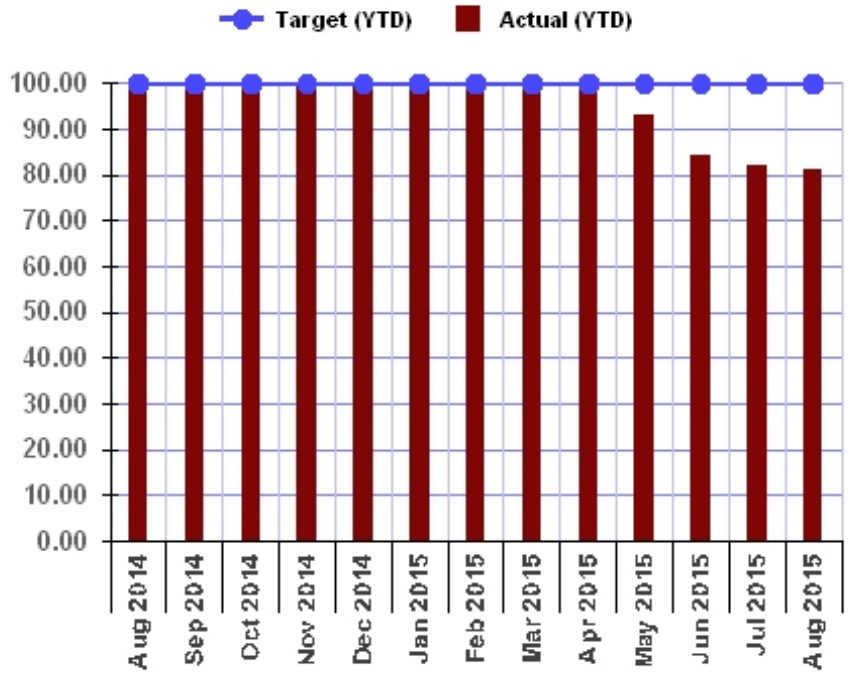
| Priority 2 - Monthly Performance | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | Target Aug 15 | Against Target Aug 15 | DoT Last year | Against Target Jul 15 | Against Target Jun 15 | 14/15 |
| LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule | Percentage | 81.30 | 100.00 | ▲ | ■ | ▲ | ▲ | ★ |
| LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule | Percentage | 79.80 | 95.00 | ▲ | ■ | ▲ | ▲ | ● |

| Priority 2 - Projects | | | | |
|---|---|---|---|---|
| | Directorate | Budget | Est. completion date | Current Status |
| PMSCYP Developing 2 Year Old Childcare Provision | CYP | £2.562m | Dec 2015 | ● |
| PMSCYP Renovation of House on the Hill | CYP | £1.75m | Sep 2016 | ● |
| PMSCYP Primary Places Programme 2015/16 | CYP | £1.6m | Mar 2016 | ★ |
| PMSCYP Building Schools for the Future | CYP | £230m | Dec 2016 | ★ |

| Net Expenditure Priority 02 (£000s) | | | | | |
|---|---|---|---|---|---|
| | 2015/16 Budget | Projected year-end variance as at Aug 15 | Variance | % Variance | Comments |
| 02. NI Young People's Achievement and Involvement | 8,600 | 600 | ▲ | 6.98 | **Finance Overspend** The final outturn on schools' transport at end of 2014/15 was an overspend of £1.1m. This has been subsequently reduced to £0.6m and there has been progress on the increased use of independent travel and direct payments. |

## LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule

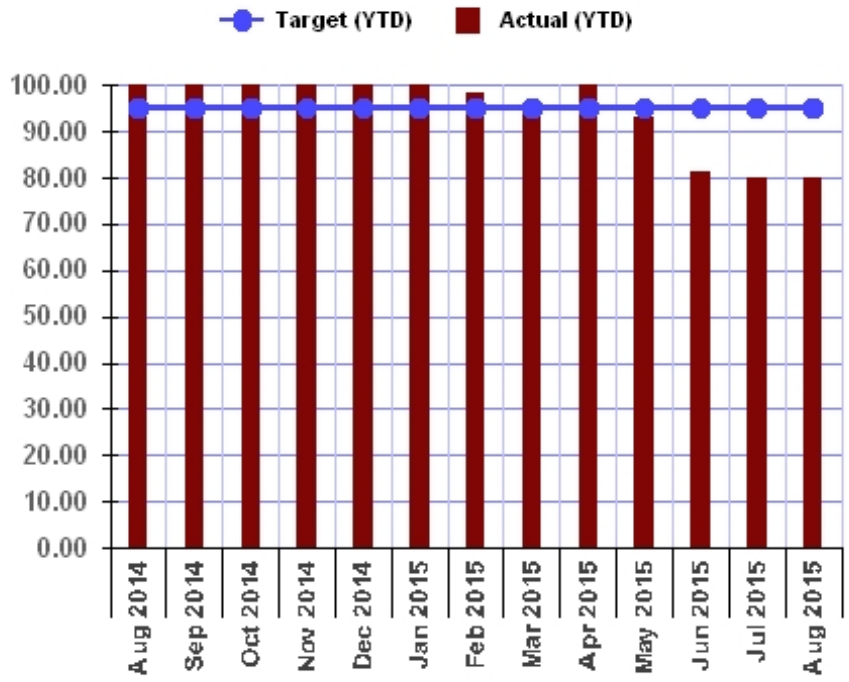
| | LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule | | |
|---|---|---|---|
| | Percentage | | |
| | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Aug 2014 | 100.00 | 100.00 | |
| Sep 2014 | 100.00 | 100.00 | |
| Oct 2014 | 100.00 | 100.00 | |
| Nov 2014 | 100.00 | 100.00 | |
| Dec 2014 | 100.00 | 100.00 | |
| Jan 2015 | 100.00 | 100.00 | |
| Feb 2015 | 100.00 | 100.00 | |
| Mar 2015 | 100.00 | 100.00 | |
| Apr 2015 | 100.00 | 100.00 | |
| May 2015 | 93.00 | 100.00 | |
| Jun 2015 | 84.20 | 100.00 | |
| Jul 2015 | 82.00 | 100.00 | |
| Aug 2015 | 81.30 | 100.00 | |




| LPZ940 - comment | | |
|---|---|---|
| Responsible Officer | Performance Comments | Action Plan Comments |
| Director of Children's Social Care | **Performance**<br>Performance at 31 August 2015 (cumulative from 1 April 2015) was 81.3% excluding exceptions. | **Performance Action Plan**<br>Capacity: On average, 50% of the new EHCP requests heard at SEN Panel since September 2014 have been for 0-5 year olds. Over 76% of assessment requests for 0-5 year olds go on to be agreed at SEN Panel. This represents a significant impact of the new EHCP legislation. SEN received a particularly high number of EHCP Assessment Requests in April and May, further increasing the demand on available resources and latterly adversely affecting cumulative performance within time-scales.<br><br>ICT: The IT systems at Kaleidoscope regularly restrict Caseworkers' ability to access Tribal (our EHCP reporting system). IT improvements are under way, but this is a lengthy process. |

## 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) |
| Aug 2014 | 100.00 | 95.00 | ★ |
| Sep 2014 | 100.00 | 95.00 | ★ |
| Oct 2014 | 100.00 | 95.00 | ★ |
| Nov 2014 | 100.00 | 95.00 | ★ |
| Dec 2014 | 100.00 | 95.00 | ★ |
| Jan 2015 | 100.00 | 95.00 | ★ |
| Feb 2015 | 98.50 | 95.00 | ★ |
| Mar 2015 | 93.80 | 95.00 | ● |
| Apr 2015 | 100.00 | 95.00 | ★ |
| May 2015 | 93.00 | 95.00 | ● |
| Jun 2015 | 81.40 | 95.00 | ▲ |
| Jul 2015 | 80.00 | 95.00 | ▲ |
| Aug 2015 | 79.80 | 95.00 | ▲ |




| LPZ941 - comment | | |
|---|---|---|
| Responsible Officer | Performance Comments | Action Plan Comments |
| Director of Children's Social Care | **Performance**<br>Performance at 31 August 2015 (cumulative from 1 April 2015) was 79.8% including exceptions. | **Performance Action Plan**<br>Capacity: On average, 50% of the new EHCP requests heard at SEN Panel since September 2014 have been for 0-5 year olds. Over 76% of assessment requests for 0-5 year olds go on to be agreed at SEN Panel. This represents a significant impact of the new EHCP legislation. SEN received a particularly high number of EHCP Assessment Requests in April and May, further increasing the demand on available resources and latterly adversely affecting cumulative performance within time-scales.<br><br>ICT: The IT systems at Kaleidoscope regularly restrict Caseworkers' ability to access Tribal (our EHCP reporting system). IT improvements are under way, but this is a lengthy process. |

# 3. Clean, Green & Liveable

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

| Priority 3 - Monthly Performance | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | Target Aug 15 | Against Target Aug 15 | DoT Last year | Against Target Jul 15 | Against Target Jun 15 | 14/15 |
| LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter) | Percentage | ? | 92.00 | ? | ? | ▲ | ▲ | ▲ |
| LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti) | Percentage | ? | 92.00 | ? | ? | ● | ● | ★ |

| Priority 3 - Monthly Performance (reported one month in arrears) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Jul 15 | Target Jul 15 | Against Target Jul 15 | DoT Last year | Against Target Jun 15 | Against Target May 15 | 14/15 |
| NI191 Residual household waste per household (KG) | Kg/Household | 60.75 | 58.75 | ● | ↗ | ● | ▲ | ● |
| NI192 Percentage of household waste sent for reuse, recycling and composting | Percentage | 17.62 | 20.00 | ▲ | ↗ | ▲ | ▲ | ▲ |
| NI193 Percentage of municipal waste land filled | Percentage | 0.82 | 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 Deptford Rise Public Realm (The Deptford Project Ltd) | Resources & Regneration | £152k | Nov 2015 | |
| PMSRGN Sydenham Park Footbridge | Resources & Regeneration | £775k | Mar 2016 | |
| PMSRGN Beckenham Place Park (Fundraising Project) | Resources & Regeneration | £400k (round 1 funding) | Round 2 funding announcement in Dec 2015 | |
| PMSRGN TFL Programme 2015/16 | Resources & Regeneration | £6.565m | Mar 2016 | |

# 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

| Violence with injury (ABH) | | | | | | |
|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | YTD Jul 15 | Change since last month | YTD Aug 14 | Change since same period last year |
| Lewisham | Number | 731.00 | 596.00 | ✗ | 757.00 | ✓ |
| Outer London | Number | 609.00 | 493.00 | ✗ | 575.00 | ✗ |
| Inner London | Number | 712.00 | 576.00 | ✗ | 683.00 | ✗ |

| Robbery | | | | | | |
|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | YTD Jul 15 | Change since last month | YTD Aug 14 | Change since same period last year |
| Lewisham | Number | 365.00 | 294.00 | ✗ | 330.00 | ✗ |
| Outer London | Number | 225.00 | 183.00 | ✗ | 220.90 | ✗ |
| Inner London | Number | 383.00 | 303.00 | ✗ | 371.00 | ✗ |

| Burglary | | | | | | |
|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | YTD Jul 15 | Change since last month | YTD Aug 14 | Change since same period last year |
| Lewisham | Number | 858.00 | 655.00 | ✗ | 977.00 | ✓ |
| Outer London | Number | 779.00 | 627.00 | ✗ | 835.70 | ✓ |
| Inner London | Number | 960.00 | 765.00 | ✗ | 961.00 | ✓ |

| Criminal Damage | | | | | | |
|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | YTD Jul 15 | Change since last month | YTD Aug 14 | Change since same period last year |
| Lewisham | Number | 1,083.00 | 892.00 | ✗ | 956.00 | ✗ |
| Outer London | Number | 814.00 | 658.00 | ✗ | 752.00 | ✗ |
| Inner London | Number | 902.00 | 732.00 | ✗ | 800.00 | ✗ |

# 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

| Theft of vehicle | | | | | | |
|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | YTD Jul 15 | Change since last month | YTD Aug 14 | Change since same period last year |
| Lewisham | Number | 437.00 | 370.00 | | 281.00 | |
| Outer London | Number | 251.00 | 203.00 | | 268.70 | |
| Inner London | Number | 352.00 | 292.00 | | 335.00 | |

| Theft from vehicle | | | | | | |
|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | YTD Jul 15 | Change since last month | YTD Aug 14 | Change since same period last year |
| Lewisham | Number | 713.00 | 569.00 | | 531.00 | |
| Outer London | Number | 625.00 | 504.00 | | 630.95 | |
| Inner London | Number | 685.00 | 555.00 | | 721.00 | |

| Theft from person | | | | | | |
|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | YTD Jul 15 | Change since last month | YTD Aug 14 | Change since same period last year |
| Lewisham | Number | 194.00 | 156.00 | | 240.00 | |
| Outer London | Number | 196.00 | 160.00 | | 191.05 | |
| Inner London | Number | 854.00 | 711.00 | | 687.00 | |

# 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 Aug 15 | YTD Jul 15 | YTD Jun 15 | YTD May 15 | YTD Apr 15 | 14/15 |
| LPI472 Job Seekers Allowance claimant rate | Percentage | 2.60 | 2.50 | 2.60 | 2.70 | 2.80 | 2.80 |
| LPI474 The no.of JSA claimants aged 18-24yrs | Number | 965.00 | 880.00 | 895.00 | 920.00 | 980.00 | 1,030.00 |
| LPI475 Average house price(Lewisham) | £ | 408,250.00 | 406,688.00 | 398,278.00 | 399,346.00 | 395,657.00 | 387,609.00 |

| Priority 5 - Quarterly Contextual Performance | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Unit | YTD Jun 15 | YTD Mar 15 | YTD Dec 14 | YTD Sep 14 | YTD Jun 14 | 14/15 |
| LPI423 Local employment rate | Percentage | ? | 74.90 | 74.80 | 74.10 | 75.20 | 74.90 |

| Priority 5 Projects | | | | |
|---|---|---|---|---|
| | Directorate | Budget | Est. completion date | Current Status |
| PMSRGN Catford Centre Redevelopment | Resources & Regeneration | £350k | TBC | |
| PMSRGN Surrey Canal Triangle | Resources & Regeneration | £245k | TBC | |

# 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 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | Target Aug 15 | Against Target Aug 15 | DoT Last year | Against Target Jul 15 | Against Target Jun 15 | 14/15 |
| NI156 Number of households living in Temporary Accommodation | Number | 1,731.00 | 1,733.00 | | | | | |

| Priority 6 - Quarterly Indicators | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Jun 15 | Target Jun 15 | Against Target Jun 15 | DoT Last year | Against Target Mar 15 | Against Target Dec 14 | 14/15 |
| LPZ705 Number of homes made decent | Number | 212.00 | 212.00 | | | | | |

| Priority 6 - Contextual Performance | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | YTD Jul 15 | YTD Jun 15 | YTD May 15 | YTD Apr 15 | 14/15 |
| LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks | Number | 89.00 | 50.00 | 0.00 | 45.00 | 40.00 | 0.00 |

# 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 |
| PMSRGN Southern Site Housing - Deptf TC Prog - appointment of developers | Resources & Regeneration | £1m | Sep 2015 | |
| PMSCUS Housing Matters | Customer Services | £0.5m | Oct 2015 | |
| PMSCUS GLA Empty Homes programme Round 2 | Customer Services | £500k | Mar 2016 | |
| PMSCUS Excalibur Regeneration | Customer Services | £2.011m | TBC | |
| PMSCUS Besson Street Development | Customer Services | £285k to RIBA stage D | Aug 2016 | |
| PMSRGN Milford Towers Decant | Resources & Regeneration | £6m | Mar 2015 | |
| PMSCUS Lewisham Homes Capital Programme 2015/16 | Customer Services | £49m | Apr 2016 | |
| PMSCUS New Homes, Better Places - Phase 1 | Customer Services | £1.5m | Phase 3 completion - Spring 2016 | |
| PMSCUS Bampton and Shifford Estate Development | Customer Services | £300k | Design to RIBA stage 2 - Autumn 2015 | |

| Priority 6 - Finance Net Expenditure (£000s) | | | | | |
|---|---|---|---|---|---|
| | 2015/16 Budget | Projected year-end variance as at Aug 15 | Variance | % variance | Comments |
| 06. NI Decent Homes for All | 3,900 | 2,700 | ▲ | 69.23 | **Finance Overspend** The strategic housing service is projecting an overspend of £2.7m, an increase of £0.2m compared to last month. This relates solely to bed and breakfast accommodation costs. |

# 7. Protection of Children

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

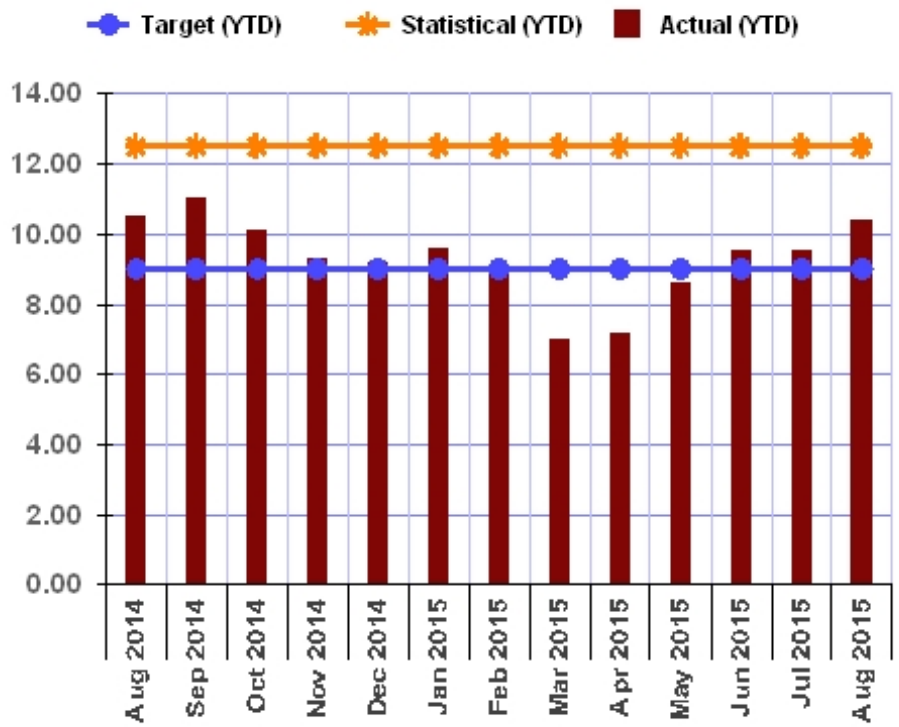
| Priority 7 - Monthly Performance | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | Target Aug 15 | Against Target Aug 15 | DoT Last year | Against Target Jul 15 | Against Target Jun 15 | 14/15 |
| NI062 Stability of placements of looked after children: number of moves | Percentage | 10.40 | 9.00 | ▲ | ▲ | ▲ | ▲ | ★ |
| NI063 Stability of placements of looked after children: length of placement | Percentage | 72.90 | 74.00 | ● | ▲ | ● | ● | ▲ |
| NI064 Child protection plans lasting 2 years or more | Percentage | 6.10 | 4.00 | ▲ | ▲ | ▲ | ▲ | ★ |

| Priority 7 - Contextual Performance | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Unit | England 13/14 | Statistical Neighbours 13/14 | Aug 15 | Jul 15 | Jun 15 | May 15 | Apr 15 | 14/15 |
| LPI302 No. of LAC 'as at' | Number | 453.00 | 437.00 | 491.00 | 504.00 | 501.00 | 498.00 | 498.00 | 486.00 |
| LPI309a Number of Referrals per month | Number | 360.00 | 250.00 | 156.00 | 202.00 | 239.00 | 245.00 | 235.00 | 273.00 |
| LPZ518 Number of s47 enquiries each month | Number | 79.00 | 53.00 | 60.00 | 113.00 | 117.00 | 153.00 | 106.00 | 161.00 |

| Priority 7 - Finance Net Expenditure (£000s) | | | | | |
|---|---|---|---|---|---|
| | 2015/16 Budget | Projected year-end variance as at Aug 15 | Variance | % variance | Comments |
| 07. NI Protection of Children | 42,500 | 4,600 | ▲ | 10.82 | **Finance Overspend**<br>There are cost pressures amounting to £4.6m in Children's Social Care which are in the following areas: Clients with no recourse to public funds create a pressure of £1m; the placement budget for looked after children is currently forecast to overspend by £1.8m; children leaving care is currently forecast to overspend by £1.6m; and additional pressure on the Section 17 unrelated to No Recourse of £0.2m. |

# NI062 - Stability of placements of looked after children: number of moves (3+ placements within last 12 months)

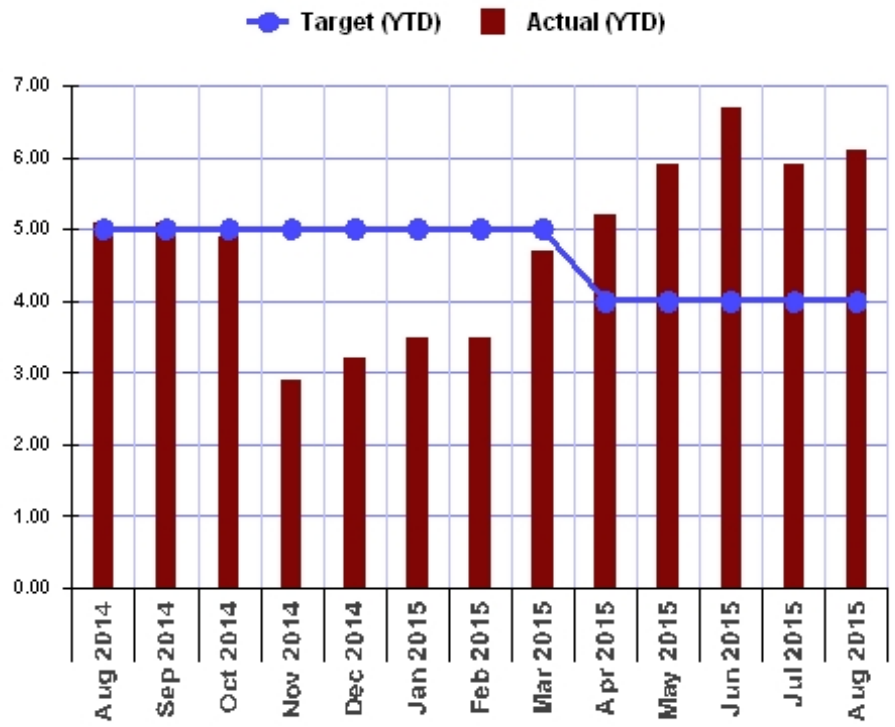
| | NI062 Stability of placements of looked after children: number of moves | | | |
|---|---|---|---|---|
| | Percentage | | | |
| | Actual (YTD) | Target (YTD) | Statistical (YTD) | Performance (YTD) |
| Aug 2014 | 10.50 | 9.00 | 12.50 | ▲ |
| Sep 2014 | 11.00 | 9.00 | 12.50 | ▲ |
| Oct 2014 | 10.10 | 9.00 | 12.50 | ▲ |
| Nov 2014 | 9.30 | 9.00 | 12.50 | ● |
| Dec 2014 | 9.20 | 9.00 | 12.50 | ● |
| Jan 2015 | 9.60 | 9.00 | 12.50 | ▲ |
| Feb 2015 | 9.10 | 9.00 | 12.50 | ● |
| Mar 2015 | 7.00 | 9.00 | 12.50 | ★ |
| Apr 2015 | 7.20 | 9.00 | 12.50 | ★ |
| May 2015 | 8.60 | 9.00 | 12.50 | ★ |
| Jun 2015 | 9.50 | 9.00 | 12.50 | ▲ |
| Jul 2015 | 9.50 | 9.00 | 12.50 | ▲ |
| Aug 2015 | 10.40 | 9.00 | 12.50 | ▲ |




| NI062 - comments | | |
|---|---|---|
| Responsible Officer | Performance Comments | Action Plan Comments |
| Director of Children's Social Care | **Performance**<br>Performance in August 2015 was 10.4% against a target of 9%, although still better than 2014 statistical neighbours average 12.5% (2015 benchmark data due for publication December 2015). It should be noted that from March 2015 'missing' episodes are no longer counted as a placement move which were previously included as a placement move. | **Performance Action Plan**<br>The actual number of children or young people affected by this indicator is forty seven. Nine of these are aged five and under, and this includes children who have been placed with parents during assessment, or in an assessment centre, or with foster carers and then placed with adoptive families, within the year. For all of this cohort the moves were planned and considered to be in their best interests.<br><br>The remaining children and young people are predominately teenagers. They display a number of complex and challenging behaviours as a result of earlier childhood experiences. The moves for this group have been both planned, to accommodate there complex needs and unplanned due to relationship breakdown. In all cases the individual care plans are reviewed and agreed by independent reviewing officers. The types of placements used range from specialist foster carers to residential units and in one case a psychiatric hospital. Individual care plans are devised to meet the needs of our most challenging looked after children, these include multi agency work with partners including YOS and CAMHS |

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

| | NI064 Child protection plans lasting 2 years or more | | |
|---|---|---|---|
| | Percentage | | |
| | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Aug 2014 | 5.10 | 5.00 | |
| Sep 2014 | 5.10 | 5.00 | |
| Oct 2014 | 4.90 | 5.00 | |
| Nov 2014 | 2.90 | 5.00 | |
| Dec 2014 | 3.20 | 5.00 | |
| Jan 2015 | 3.50 | 5.00 | |
| Feb 2015 | 3.50 | 5.00 | |
| Mar 2015 | 4.70 | 5.00 | |
| Apr 2015 | 5.20 | 4.00 | |
| May 2015 | 5.90 | 4.00 | |
| Jun 2015 | 6.70 | 4.00 | |
| Jul 2015 | 5.90 | 4.00 | |
| Aug 2015 | 6.10 | 4.00 | |




| NI064 - comment | | |
|---|---|---|
| Responsible Officer | Performance Comments | Action Plan Comments |
| Director of Children's Social Care | **Performance**<br>Performance in August 2015 was 6.1% (rolling 12 month figure) against the new 2015-16 target of 4.0% (previously 5.0%). It should be noted however that this is the percentage of child protection plans that have ended in the last 12 months (over 2 years), not current child protection plans, so this is a retrospective performance indicator. | **Performance Action Plan**<br>Lewisham 2015-16 target has been set with a view to achieving national top quartile, however, some children should remain subject to a child protection plan, even if it is more than two years, because they need professionals from all agencies to monitor them. |

# 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 |
| 01 Failure of safeguarding arrangements across the partnership | CYP | | | Jun 15 | | **Risk - What are we planning to do?**<br>1. Information relating to incidents or potential incidents to be shared across agencies within specific time frames in order to prevent further incidents from occurring. This includes schools and colleges. | **Risk - When is it going to be completed?**<br>September 2015 |

# 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 Aug 15 | Target Aug 15 | Against Target Aug 15 | DoT Last year | Against Target Jul 15 | Against Target Jun 15 | 14/15 |
| LPI254 1C (2) % people using social care who receive direct payments | Percentage | 26.36 | 27.98 | ▲ | ▲ | ▲ | ▲ | ▲ |

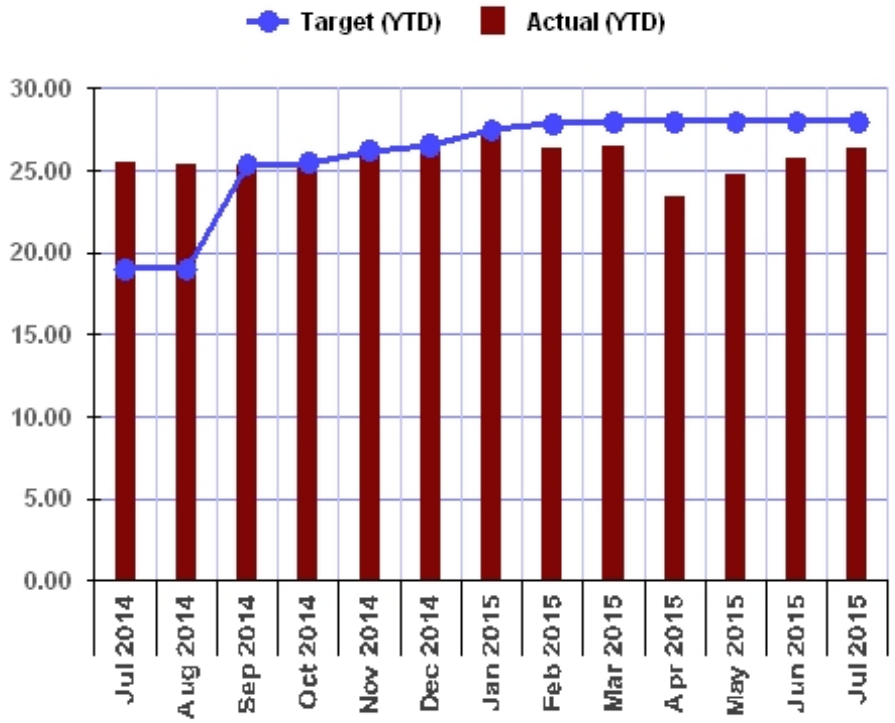
| Priority 8 - Monthly indicators (reported 1 month in arrears) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Jul 15 | Target Jul 15 | Against Target Jul 15 | DoT Last year | Against Target Jun 15 | Against Target May 15 | 14/15 |
| LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population | Number | 2.66 | 3.50 | ★ | ▼ | ★ | ★ | ▲ |
| LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop | Number per 100,000 | 1.22 | 0.70 | ▲ | ▲ | ▲ | ▲ | ▲ |

| Priority 8 - Monthly Contextual Performance | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Unit | Aug 15 | Jul 15 | Jun 15 | May 15 | Apr 15 | 14/15 |
| LPI250 ASC total service users | Number | 2,508.00 | 2,583.00 | 3,163.00 | 2,920.00 | 2,915.00 | 3,176.00 |

| Priority 8 - Finance Net Expenditure (£000s) | | | | | |
|---|---|---|---|---|---|
| | 2015/16 Budget | Projected year-end variance as at Aug 15 | Variance | % variance | Comments |
| 08. NI Caring for Adults and Older People | 74,400 | 1,500 | ▲ | 2.02 | **Finance Overspend** The Adult Services division is forecast to overspend by £1.5m. This is largely due to overspends on the budgets for packages and placements which is in part due to an increase in demand for complex packages. The delayed achievement in saving proposals is also contributing to the overspend. |

## LPI254 1C(2) - Percentage of people using social care who receive direct payments

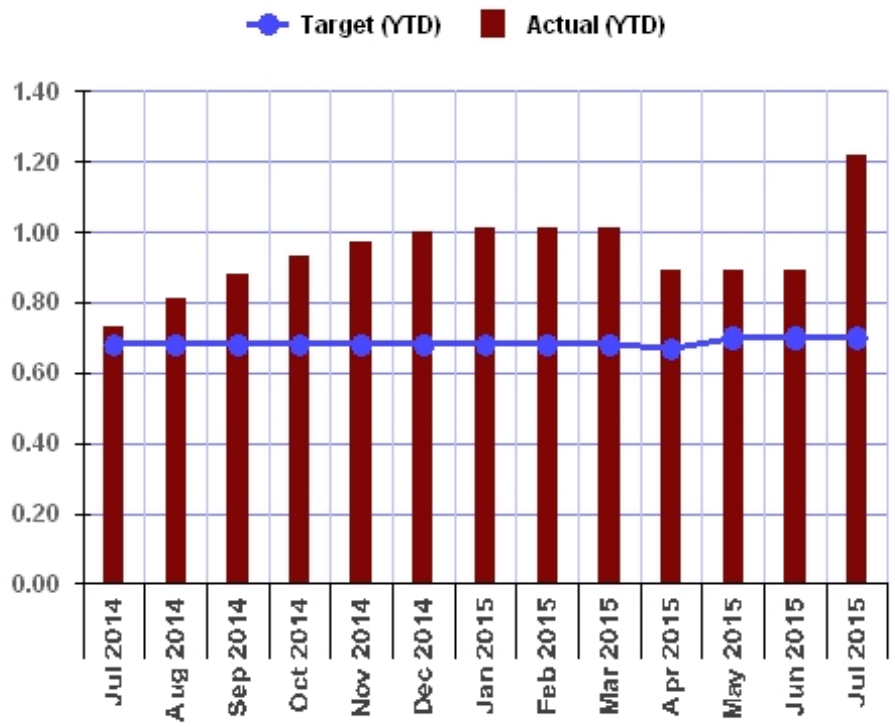
| | LPI254 1C (2) % people using social care who receive direct payments | | |
|---|---|---|---|
| | Percentage | | |
| | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Jul 2014 | 25.45 % | 19.00 % | |
| Aug 2014 | 25.32 % | 19.00 % | |
| Sep 2014 | 25.35 % | 25.35 % | |
| Oct 2014 | 25.46 % | 25.46 % | |
| Nov 2014 | 26.23 % | 26.23 % | |
| Dec 2014 | 26.55 % | 26.55 % | |
| Jan 2015 | 27.48 % | 27.48 % | |
| Feb 2015 | 26.30 % | 27.87 % | |
| Mar 2015 | 26.50 % | 27.98 % | |
| Apr 2015 | 23.40 % | 27.98 % | |
| May 2015 | 24.80 % | 27.98 % | |
| Jun 2015 | 25.80 % | 27.98 % | |
| Jul 2015 | 26.30 % | 27.98 % | |




| LPI254 1C (2) - comment | | |
|---|---|---|
| Responsible Officer | Performance Comments | Action Plan Comments |
| Director of Adult's Social Care | **Performance**<br>Performance for July 2015 is 26.30%, which is short of the target of 27.98%. However, performance has improved over the last three consecutive months. | **Performance Action Plan**<br>There has been a change in the data definition from a whole year to a snapshot statistic and this is exacerbated by an issue affecting our data intelligence tool (Business Objects) which we are working to address with our IT colleagues. |

## LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop.

| | LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop | | |
|---|---|---|---|
| | Number per 100,000 | | |
| | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Jul 2014 | 0.73 | 0.68 | ▲ |
| Aug 2014 | 0.81 | 0.68 | ▲ |
| Sep 2014 | 0.88 | 0.68 | ▲ |
| Oct 2014 | 0.93 | 0.68 | ▲ |
| Nov 2014 | 0.97 | 0.68 | ▲ |
| Dec 2014 | 1.00 | 0.68 | ▲ |
| Jan 2015 | 1.01 | 0.68 | ▲ |
| Feb 2015 | 1.01 | 0.68 | ▲ |
| Mar 2015 | 1.01 | 0.68 | ▲ |
| Apr 2015 | 0.89 | 0.67 | ▲ |
| May 2015 | 0.89 | 0.70 | ▲ |
| Jun 2015 | 0.89 | 0.70 | ▲ |
| Jul 2015 | 1.22 | 0.70 | ▲ |




| LPI265 2C (2) - comment | | |
|---|---|---|
| Responsible Officer | Performance Comments | Action Plan Comments |
| Director of Adult's Social Care | **Performance**<br>Performance has deteriorated over the last month from 0.89 to 1.22 against a target of 0.7 where smaller is better. | **Performance Action Plan**<br>The change represents a very small number of clients at out of borough hospitals. Complexity of need and the wishes of the family led to lengthy delays in securing appropriate placements. |

# 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 |
| 04 Serious Safeguarding Concern | COM | | | Jun 15 | | **Risk - What are we planning to do?**<br>1. In accordance with Care Act requirements, performance data and trend analysis is scrutinised and the Safeguarding Adult Review Panel will be established.<br>2. Further testing of organisation alerts will take place and the system will go live in Summer 2015.<br>3. Further work is being undertaken to develop a single point of access for safeguarding. | **Risk - When is it going to be completed?**<br>1. July 2015<br>2. July 2015<br>3. Sept 2015 |

# 9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

| Priority 9 - Monthly Performance | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | Target Aug 15 | Against Target Aug 15 | DoT Last year | Against Target Jul 15 | Against Target Jun 15 | 14/15 |
| LPI202 Library visits per 1000 pop | Number per 1000 | 620.00 | 633.00 | | | | | |

# 9. Active, Healthy Citizens

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 |
| 28. Failure to agree with partners integrated delivery models for local health and care services. | Corporate | | | Jun 15 | | **Risk - What are we planning to do?**<br>1. Enhance the capacity to manage and deliver the Adult Integrated Care Programme.<br>2. Develop an overall benefit realisation plan for each of the five schemes.<br>3. Continue to review and assess the impact of proposals to reconfigure health and care services.<br>4. New delivery models will be piloted to allow for the further gathering of evidence to inform important decisions. | **Risk - When is it going to be completed?**<br>2018 |

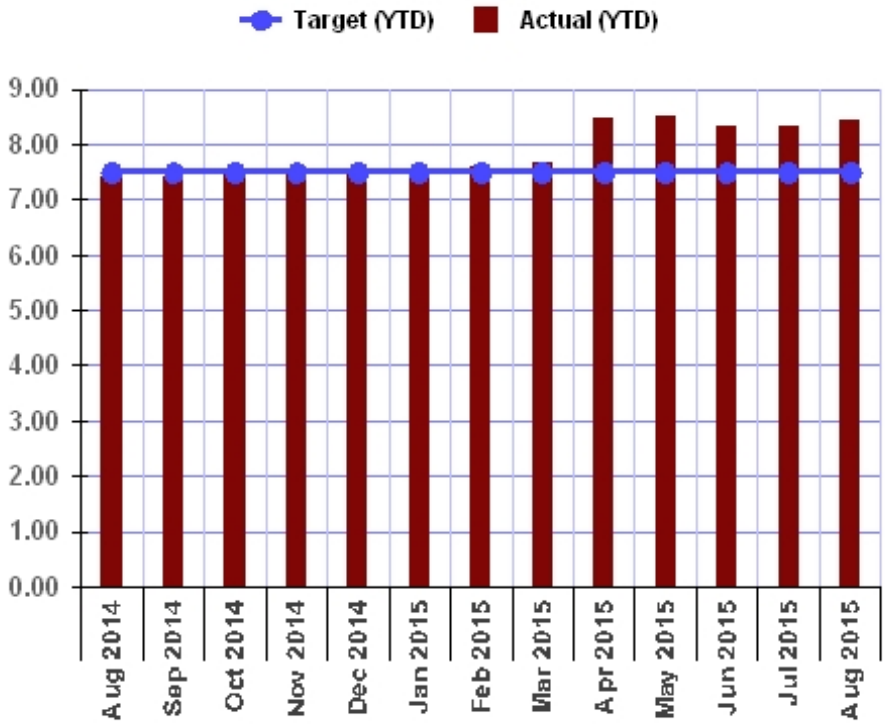
# 10. Inspiring Efficiency, Effectiveness and Equity

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

| Priority 10 - Monthly Performance | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Unit | YTD Aug 15 | Target Aug 15 | Against Target Aug 15 | DoT Last year | Against Target Jul 15 | Against Target Jun 15 | 14/15 |
| BV008 Invoices paid within 30 days | Percentage | ? | 100.00 | ? | ? | ? | ? | ? |
| BV012b Days/shifts lost to sickness (excluding Schools) | Number | 8.44 | 7.50 | ▲ | ■ | ▲ | ▲ | ● |
| LPI031 NNDR collected | Percentage | 124.49 | 99.00 | ★ | ↗ | ★ | ★ | ★ |
| LPI032 Council Tax collected | Percentage | 94.82 | 96.00 | ● | ■ | ● | ● | ● |
| LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE | Percentage | 1.72 | 1.00 | ▲ | ↗ | ▲ | ▲ | ▲ |
| LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time | Percentage | 98.20 | 91.00 | ★ | ↗ | ★ | ★ | ★ |
| NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events | Days | 6.47 | 7.50 | ★ | ↗ | ★ | ★ | ★ |

## BV012b Days/shifts lost to sickness (exc. schools)

| | BV012b Days/shifts lost to sickness (excluding Schools) | | |
|---|---|---|---|
| | Number | | |
| | Actual (YTD) | Target (YTD) | Performance (YTD) |
| Aug 2014 | 7.41 | 7.50 | |
| Sep 2014 | 7.43 | 7.50 | |
| Oct 2014 | 7.44 | 7.50 | |
| Nov 2014 | 7.46 | 7.50 | |
| Dec 2014 | 7.52 | 7.50 | |
| Jan 2015 | 7.56 | 7.50 | |
| Feb 2015 | 7.61 | 7.50 | |
| Mar 2015 | 7.68 | 7.50 | |
| Apr 2015 | 8.49 | 7.50 | |
| May 2015 | 8.52 | 7.50 | |
| Jun 2015 | 8.32 | 7.50 | |
| Jul 2015 | 8.32 | 7.50 | |
| Aug 2015 | 8.44 | 7.50 | |




| BV012b - comment | | |
|---|---|---|
| Responsible Officer | Performance Comments | Action Plan Comments |
| Head of Personnel and Development | **Performance**<br>Absence for the 12 months to August 2015 stands at 8.95 days for non-schools staff (target is 7.5 days). | **Performance Action Plan**<br>The Council's overall strategy for monitoring and managing absence continues with regular briefings at management teams and EMT. Referrals to Occupational Health, along with capability hearings also continues, an indication that managers are taking action in accordance with trigger points. |

# 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 |
| 1. Failure to maintain minimum service continuity during and quickly recover from a disaster | Corporate | | | Jun 15 | | **Risk - What are we planning to do?**<br>1. Work completed with key system owners to identify recovery arrangements of their systems. Plans being developed and costed to incorporate in IMT disaster recovery.<br>2. Council-wide BCP check is continuing. Work is progressing to align IMT and Service BCM plans as highlighted by the EPRR Forum.<br>3. BC arrangements for the loss of Laurence House have been identified as a priority workstream.<br>4. Roll out of new BC Sharepoint site.<br>5. Recommendations of ICT disaster recovery audit to be discussed at EPRRF | **Risk - When is it going to be completed?**<br>• October 2014<br>• Ongoing<br>• TBC - Late 2015<br>• September 2015 |
| 2. ICT infrastructure is not fit for purpose and/or does not meet business needs | Corporate | | | Jun 15 | | **Risk - What are we planning to do?**<br>1. Develop detailed proposals on the exact nature of the shared service with Brent for Mayoral consideration in Autumn 2015, with a view to implementation by April 2016.<br>2. Works ordered for PSN line at Wearside and new line at Deptford Church Street.<br>3. Careful monitoring of current arrangements. | **Risk - When is it going to be completed?**<br>Being monitored monthly by CSPRG |

# 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 |
| 4. Non-compliance with Health & Safety Legislation | Corporate | ▲ | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. Emphasis on H&S awareness for all staff<br>2. Lessons learnt from CYP 2014/15 audits to be reported to CYP DMT.<br>3. Cross directorate monitoring meetings are taking place to ensure the implementation of the Broadway Theatre plan. | **Risk - When is it going to be completed?**<br>1. June 2015<br>2. September 2015<br>3. Throughout 2015 |
| 5. Failure to anticipate and respond appropriately to legislative change. For example: Localism Act, Public Services Act, Welfare Reform Bill, Health & Social Care Act | Corporate | ● | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. Further reports to Council on constitutional changes as necessary to reflect legislation and anticipated regulations.<br>2. Significant work ongoing to assess the impact of Dilnott, Care Act and Better Care Fund for further integration of social care work with health.<br>3. Pension Board working group with member involvement, doing the preparatory work for Pension Board from 1st April.<br>4. We will go live with single claimants in December 2015<br>5. Review of Care Act Implementation Action Plan is ongoing.<br><br>Current likelihood score increased due to uncertainties and timing of changes arising from the Care Act | |

# 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 |
| 6. Financial Failure and inability to maintain service delivery within a balanced budget | Corporate | ▲ | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>The directorates' net general fund revenue budget was overspent by £9.1m at the end of 2014/15 and, after applying the corporately held sum of £3.9m for "risks and other pressures", this reduced the overspend to £5.2m and this was covered by once-off corporate resources.<br><br>As at 31/5/15 there is a forecast overspend of £8.5m against the directorates' net general fund revenue budget. | **Risk - When is it going to be completed?**<br>1. February 2015<br>2. March 2015 |
| 7. Adequacy of Internal Control. | Corporate | ● | ● | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. Internal Audit delivery plans for 14/15 being finalised - using mix of partner and contract resources while core service is rebuilt.<br>2. Implement new Internal Audit approach and submit to peer review (including full risk based plan, aligned to compliance work and restructured delivery model). | **Risk - When is it going to be completed?**<br>1. March 2015<br>2. March 2015 |
| 8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams. | Corporate | ● | ● | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. Estate re-valuations have been received and are being checked. | **Risk - When is it going to be completed?**<br>1. December 2014 |

# 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 |
| 9. Loss of income to the Council | Corporate | ▲ | ▲ | Jun 15 | ↗ | **Risk - What are we planning to do?**<br>1. Seek approval of proposals for future charges to schools as part of Futures Board work at School Forum.<br>2. Issues with Oracle 12 are subject to scrutiny overseen by EDRR. Issues continue and the system is hampering debt collection and fund allocation.<br>Current likelihood score increased due to Oracle system issues impacting debt collection and stretch income targets via LFP | **Risk - When is it going to be completed?**<br>1. March 2015<br>2. March 2015 |
| 10. Failure to manage performance leads to service failure. | Corporate | ● | ▲ | Jun 15 | → | **Risk - What are we planning to do?**<br>1. Revise resourcing and work plans in light of Futures Board report. | **Risk - When is it going to be completed?**<br>March 2015 |
| 12. Multi-agency governance failure leads to ineffective partnership working | Corporate | ● | ▲ | Jun 15 | → | **Risk - What are we planning to do?**<br>1. Adult Integrated Care Programme to improve services and provide better VFM.<br>2. Review of crime reduction partnership in relation to changes across Police, Fire & Probation. | **Risk - When is it going to be completed?**<br>1. September 2015<br>2. Four year programme to 2017/18<br>3. Throughout 2015 |
| 13. Failure to manage strategic suppliers and related procurement programmes. | Corporate | ● | ▲ | Jun 15 | → | **Risk - What are we planning to do?**<br>. | **Risk - When is it going to be completed?**<br>. |

# 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 |
| 15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition | Corporate | ▲ | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. A review of compliance on the commercial estate has completed. Report awaited - expecting 47% compliance across estate. | **Risk - When is it going to be completed?**<br>July 2015 |
| 19. Loss of constructive employee relations | Corporate | ▲ | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>The following are built into the HR Divisions work plan:-<br>- Trade Union engagement<br>- Union meetings with the Mayor<br>- Briefing to all managers<br>- Staff survey and Staff Forum engagement<br>- PES<br>- L&D offering<br>- Works Council<br>- LGPS changes<br>- Monitor staff and union feedback | **Risk - When is it going to be completed?**<br>Quarterly Reviews |
| 21. Information governance failure. | Corporate | ▲ | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>Refresh all of the Information Management policies, taking into account the new Data Protection legislation coming from the EU that will replace the current DPA.<br><br>Review our information sharing guidance and processes again taking into account legislative changes. | **Risk - When is it going to be completed?**<br>During 2015 |

# 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 |
| 24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes. | Corporate | ▲ | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. New objective and appraisal process for senior management introduced December 2014.<br>2. Organisational shape, direction and delivery strategy being reviewed. | **Risk - When is it going to be completed?**<br>1. December 2014<br>2. March 2015 |
| 26 Loss of service capacity and failure to protect the vulnerable due to extreme environmental circumstances | Corporate | ● | ● | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. New pandemic flu and weather local partnership plan/policy to be written.<br>2. Multi-agency Pandemic Flu workshop being held July 2015 | **Risk - When is it going to be completed?**<br>1. Being monitored by EPRR Group quarterly. |
| 27 Governance failings in the implementation of service changes | Corporate | ● | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>. | **Risk - When is it going to be completed?**<br>. |
| 29 Failure to implement Individual Electoral Registration (IER) | Corporate | ● | ▲ | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. Targetted rolling canvass throughout the year. | **Risk - When is it going to be completed?**<br>. |
| 30. Strategic programme to develop and implement transformational change does not deliver | Corporate | ▲ | ● | Jun 15 | ➡ | **Risk - What are we planning to do?**<br>1. Exploring potential for shared services as a means of delivering savings. | |

# 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 2015). 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



**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 the Risk Management Working Party 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.