



## Mayor and Cabinet

### Report title: Quarter 3 (2023/24) Performance Update

**Date:** 08<sup>th</sup> May 2024

**Key decision:** No.

**Ward(s) affected:** All.

**Contributors:** Corporate Performance Team, Director of IT & Digital and the Acting Director of Corporate Resources

### Outline and recommendations

The Mayor and Cabinet are kindly requested to take note of the key highlights in the Corporate Performance Report in preparation for the publication of the Corporate Performance Dashboard and commentary on the Lewisham Council's website.

Link to [Corporate Performance Dashboard](#).

### Timeline of engagement and decision-making

Publication middle of May 2024

## 1. Summary

- 1.1. The publication of the dashboard will provide residents with easy access to information on how the Council is performing against key performance indicators aligned with Lewisham's Corporate Priorities.

## 2. Recommendations

- 2.1. To note and comment on the performance indicators, trend analysis and narrative for the KPIs.
- 2.2. To approve the publication of the Quarter 3 Corporate Performance Dashboard on the council's website by the middle of May 2024.

### 3. Policy Context

3.1. This report aligns with Lewisham's Corporate Priorities, as set out in the Council's [Corporate Strategy \(2022-2026\)](#):

- Cleaner and Greener
- A Strong Local Economy
- Quality Housing
- Children and Young People
- Safer Communities
- Open Lewisham
- Health and Wellbeing

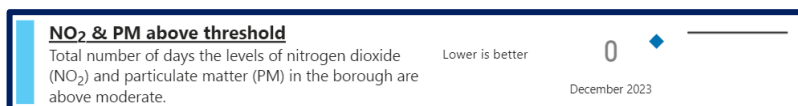
### 4. Background

- 4.1. After the development and release of the corporate strategy 2022-26, an interactive PowerBI dashboard has been created and published to display a range of KPIs/metrics related to corporate priorities.
- 4.2. Report focuses on Quarter 3 2023 / 24 performance.
- 4.3. Below are some KPI's and contextual metrics that have improved or are above target & ones that we are working to improve or are almost at target.

### 5. Improved or above target

5.1. Priority - Cleaner and Greener

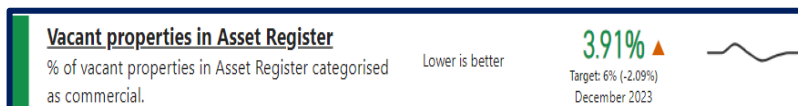
5.1.1. NO<sub>2</sub> and PM levels



5.1.2. These air quality objectives continue to be met in the borough.

5.2. Priority - Strong Local Economy

5.2.1. Vacant properties in Asset Register that are categorised as commercial

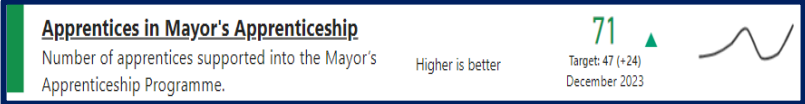


5.2.2. Two refurbished vacant units on Catford Broadway are now under offer.

5.2.3. We continue to work with Legal colleagues to ensure Completion statements and renewals can be managed efficiently.

5.2.4. Several units are currently under offer, we will continue to work on completion of these.

5.2.5. Apprentices supported into the Mayor’s Apprenticeship Programme



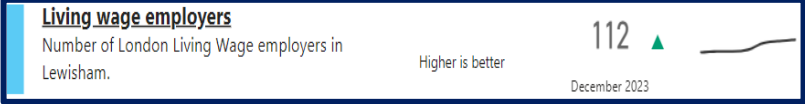
5.2.6. The Council has collated evidence for 71 apprenticeships this financial year. This represents 8 starts in the Council in Q3 2023/24. The Council is expecting to deliver more than 15 additional apprenticeship starts by the end of the 2023/24 financial year.

5.2.7. This figure also includes 5 Lewisham Works residents who were supported into their apprenticeships of choice in the local economy.

5.2.8. The Mayor’s Apprenticeship Programme has also been able to collate evidence on the Apprenticeships secured through our social value and supply chain. These total 44, most notably 27 from Peabody. There were 6 apprenticeships created by ‘Healthwatch’, 6 by ‘Three C’s’, and a range of individual roles from other suppliers for Lewisham residents.

5.2.9. This target includes performance reporting by ‘Lewisham Deal’ partners. Reporting data is collected annually from these partners and will be included in Q4 2023/24 reporting. The Council is also proactively working on support programmes to increase the number of apprenticeships in nurseries, early years providers and adult social care support services in the borough. The Council is exploring how apprenticeships can be significantly increased in these areas, performance we will publish later next year.

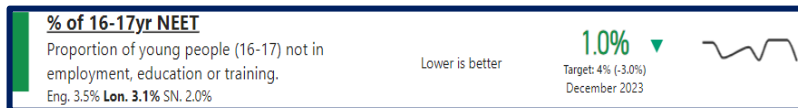
5.2.10. Living Wage Employers



5.2.11. The upward trend for Living wage employers in the borough continues to be noted. Lewisham celebrated Living Wage Week in November, promoting support to local businesses, hosting a breakfast discussion with Goldsmiths University, and communicating its commitment to fair pay through public channels.

5.2.12. This aligns with the Local Strategic Partnership's ongoing consideration of applying to become a "Living Wage Place," demonstrating a borough-wide commitment to fair wages.

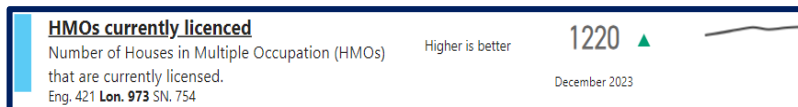
### 5.2.13. 16-17 year old NEETs



5.2.14. While continued tracking of those Not in Employment, Education or Training (NEET) has kept NEET and Unknown figures low in the borough, the challenge remains on sustaining this reduction of NEETs to remain below both London and national averages.

### 5.3. Priority - Quality Housing

#### 5.3.1. Licensed Houses in Multiple Occupation (HMOs)

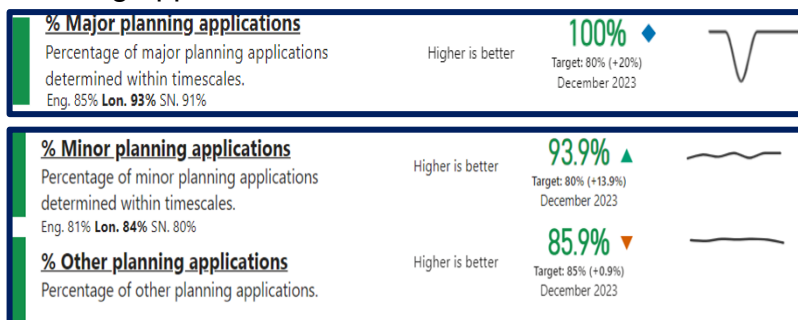


5.3.2. The service is making headway in reducing the backlog of Houses in Multiple Occupation (HMO) licence applications, this is as result of the recent large-scale recruitment drive before Christmas. However, a significant backlog is still expected for the next few months as the new staff are onboarded and trained.

5.3.3. To further improve efficiency, a direct award procurement for bespoke licensing software has been approved, and implementation is underway. Additionally, the new selective licensing scheme, approved by the Secretary of State, commencing in July 2024.

5.3.4. Recruiting, onboarding new staff, and implementing the new IT system remain the top priorities for the coming months.

#### 5.3.5. Planning applications

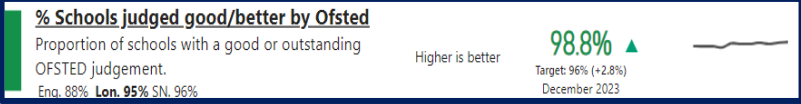


5.3.6. Percentage of major, minor and other planning applications determined within timescales has exceeded performance targets for finance year 23-24 to date. There remains strong performance in the teams.

5.3.7. The workload of officers remains under constant review by management to ensure that decisions can be issued in expected timescales. Weekly monitoring is taking place to ensure that applications are validated in time so that backlogs do not build up in the service.

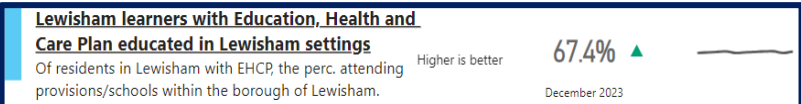
5.4. Priority - Children and Young People

5.4.1. Schools judged to be good or better



5.4.2. School performance in the borough continues to improve, with more reaching the “good” or “outstanding” categories in recent OFSTED inspections.

5.4.3. Learners with Education, Health and Care Plan educated in Lewisham settings



5.4.4. Lewisham is addressing the growing number of children with Education, Health and Care (EHC) plans by expanding both mainstream and specialist provision. Additional resource bases within schools and increased capacity in special schools are already creating more placements.

5.4.5. However, to fully address local needs, additional resource provision within the secondary school sector is required. Furthermore, establishing a new special school for students with ASD/SEMH in secondary education would significantly reduce out of borough placements and ensure their specific needs are met within the community.

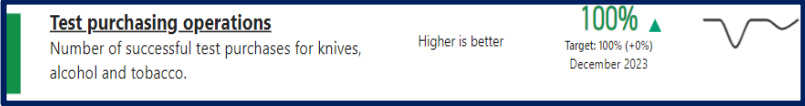
5.5. Priority - Safer Communities

5.5.1. Re-offending rates



5.5.2. The zero violent re-offences in the last 2 quarters strongly suggest the effectiveness of the Violence Reduction Team's partnership with Early Help, with targeted programmes such as Turnaround and Engage demonstrably contributing to this positive outcome.

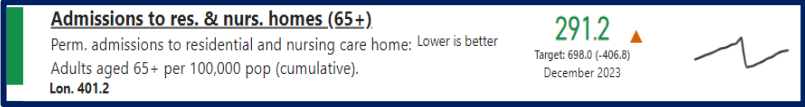
5.5.3. Test purchasing operations for knives, alcohol and tobacco



5.5.4. Lewisham's Trading Standards team continues to demonstrate consistent success in underage sales prevention. In November 2023, they conducted 24 test purchases across fireworks and alcohol, demonstrating a perfect record of refusals to sell to minors.

5.6. Priority - Health and Wellbeing

5.6.1. Permanent admissions to residential and nursing care homes (65yrs+)



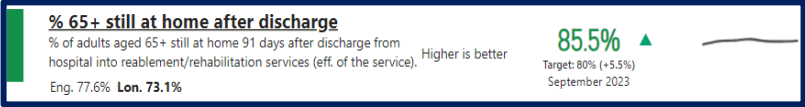
5.6.2. The placement of older adults has remained lower than in previous years, primarily due to efforts to keep individuals in their homes. However, fewer available care home beds present a challenge to sourcing placements. While December's figures are impacted by the holiday season, a rise is anticipated throughout winter.

5.6.3. The service actively collaborates with local providers to maintain market viability and secure suitable placements when they arise.

5.6.4. The four placements in December for adults aged 18-64 involved individuals in their late 50s and early 60s requiring specialised care due to severe health conditions.

5.6.5. Monitoring through panels will continue.

5.6.6. Adults aged 65+ still at home 91 days after discharge

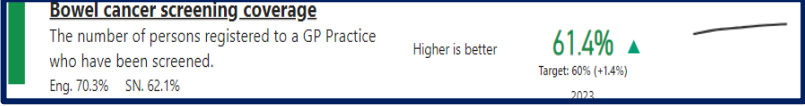


5.6.7. While overall performance remains positive at just under 86%, it has dipped slightly compared to the same period last year.

5.6.8. The Enablement Service continues to be instrumental in helping individuals regain independence and stay at home, particularly those recently discharged from hospital stays.

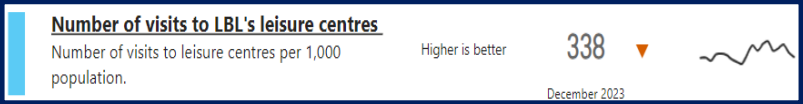
5.6.9. However, it is important to note that this data is a quarter behind, meaning it does not capture the recent winter pressure period.

5.6.10. Bowel Cancer screening coverage



- 5.6.11. Annual data for 2023, released in early February 2024, shows increased coverage (59.6% to 61.4%) compared to 2022. While performance remains below national average, the gap with London has narrowed.
- 5.6.12. The Lewisham Cancer Awareness Network is working on a borough-wide promotion of the current NHS Bowel Cancer Screening campaign to further increase uptake.

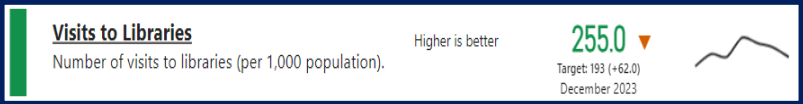
5.6.13. Visits to Council leisure centres (per 1,000 population)



- 5.6.14. GLL centres and the PFI site in Downham see continued participation growth, despite seasonal dip.
- 5.6.15. Complaints remain varied, ranging from water temperature due to gas supply issues to reduced class timetables after Christmas closures.
- 5.6.16. Swimming numbers show a typical seasonal decline, but Q3 figures remain positive compared to previous years. Both providers are reviewing class and studio programming to optimise capacity and efficiency in the New Year.

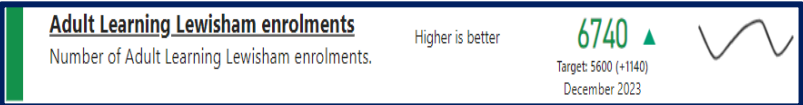
5.7. Priority - Open Lewisham

5.7.1. Visits to Libraries (per 1,000 pop)



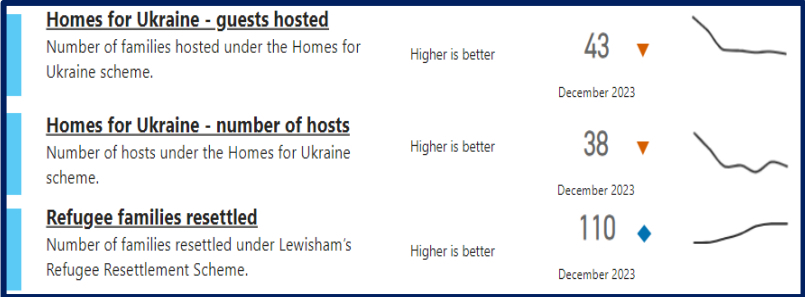
- 5.7.2. Despite the anticipated drop in visits due to the closure of Lewisham Library in September 2023 and Grove Park Community Library since Q2, Q3 visitor numbers exceeded target and followed the usual seasonal trend.
- 5.7.3. Numbers typically decline in December due to the holidays, but with the reopening of Grove Park Community Library in December 2023 and the upcoming transfer of Crofton Park Community Library in February 2024 are expected to boost Q4 visitor numbers further.
- 5.7.4. Additionally, the planned programme of engaging creative events promises to continue this positive performance trend.

5.7.5. Learning Lewisham enrolments



- 5.7.6. Enrolments are exceeding targets while contract forecasts are exceeding expectations at 107% of contract value. This strong performance provides the flexibility to manage submissions strategically and demonstrate exceptional value for money while maintaining an impressive 99.2% learner satisfaction rate.
- 5.7.7. With no performance concerns and an Ofsted inspection on the horizon, the focus is on ensuring a positive learning experience for current students.
- 5.7.8. Actively preparing for the inspection and developing the role of the governance board.

5.7.9. Families Resettled and Homes for Ukraine



- 5.7.10. The number of families for resettlement remains steady as the programme remains unchanged, while demand for front door homelessness services remains low. The Council met has resettlement targets, to continue with existing support.
- 5.7.11. Homes for Ukraine arrivals have stabilised at a lower rate, with the team successfully working to place families in private rentals or with hosts instead of temporary accommodation.
- 5.7.12. Proactive engagement with hosts and guests effectively manages homelessness demand.

5.8. Corporate Health

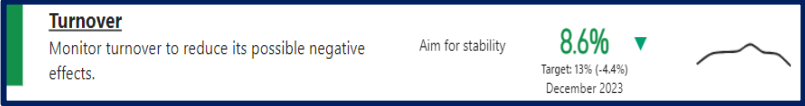
5.8.1. Sickness Days



- 5.8.2. While average sickness days per employee have decreased compared to last quarter, this improvement may be temporary due to the recent addition of 600 staff from Lewisham Homes.
- 5.8.3. As the Council integrates these new employees and builds their sickness history, the average sickness days are likely to rise. This means the current figure might not accurately reflect the true trend and may deviate from the Pan-London median average for the 2022/23 financial year.



5.8.4. Staff turnover



5.8.5. While turnover has decreased compared to last quarter and falls below our target based on the annual Pan-London median average published by London Councils, this reduction is primarily driven by the integration of Lewisham Homes staff and services, which led to an increase in council headcount.

5.8.6. Top 5% who are disabled



5.8.7. The representation of disabled staff in the top 5% of earners is significantly higher than their overall representation in the workforce.

6. Working to Improve

6.1. Priority - Cleaner and Greener

6.1.1. Waste and recycling rates



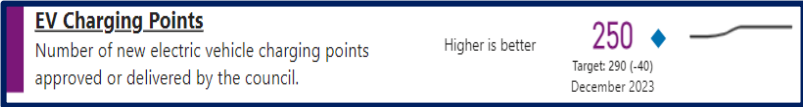
6.1.2. Recycling and composting rates rose in November, with 26% of household waste diverted from landfill compared to 24% in October, though they do not meet expected standards.

6.1.3. Weekly food waste collection rollout to schools is underway, successfully reaching 51 primary and 3 secondary schools with plans to expand. Park recycling programmes have launched, and trials for food waste and alternative bins are ongoing in various parts of the borough. Garden waste subscriptions rose, exceeding 11,300 residents by the end of the period.

6.1.4. However, contamination remains high at 21.26%, despite a slight decrease. Replacing lidless bins and educating residents/businesses are key initiatives in consideration by the service aimed at tackling wet paper and cardboard contamination. However, budget and resources are factors.

6.1.5. Staff training on recycling advice is underway, and future phases will extend food waste collection to flats, estates, and businesses.

6.1.6. Electric Vehicle Charging points

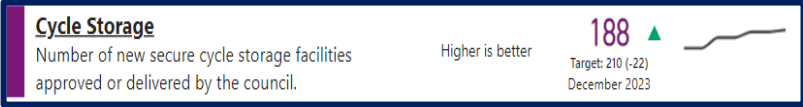


6.1.7. The Electric Vehicle (EV) charging point rollout across the borough continues with 250 installations by end of the quarter. This is driven primarily by the Sustainable Streets programme in areas implementing the proposed measures.

6.1.8. Adopted in July 2023, the Electric Vehicle Infrastructure Implementation Plan 2023-2026 outlines further expansion. However, the pace of delivery has been hindered by difficulties identifying a suitable EV supply model and procurement approach.

6.1.9. To accelerate this, funding is being sought through various schemes, including Local Electric Vehicle Infrastructure (LEVI), On-Street Residential Chargepoint Scheme (ORCS) and Cross River Partnership (CRP) Smarter Greener Logistics (SGL) programme.

6.1.10. New secure cycle storage facilities approved or delivered by the council



6.1.11. Lewisham Council is committed to expanding secure bike storage with an ambitious target of 50 new cycle hangars annually focusing on areas with high demand and low coverage.

6.1.12. 27 new hangars are planned for 2023/24, subject to statutory consultation which may be impacted by the upcoming mayoral by-election. Additionally, 40 hangars will be introduced in Sustainable Streets zones in Honor Oak Park, Ravensbourne Park and Deptford.

6.1.13. However, TfL funding for cycle parking is expected to decrease from £106k to £76k in 2024/25 due to a formula change agreed with London Councils and the London Technical Advisory Group (LoTAG) in 2010 and government shift of focus directed on motor traffic projects.

6.1.14. Decisions on 2024/25 locations will be determined after the upcoming installations and contract approval by Mayor and Cabinet on 13 March 2024.

6.2. Priority - Strong Local Economy

6.2.1. Adults with a learning disability who are in paid employment

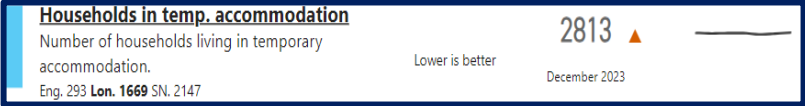


6.2.2. The number of adults with Learning Disabilities (LD) choosing to live at home has increased, while employment opportunities for this population remain highly challenging.

6.2.3. We have clear commitments and taking actions to improve outcomes for people with learning disabilities. We are committed to implementing the LD strategy and ensuring our efforts lead to tangible progress.

6.3. Priority - Quality Housing

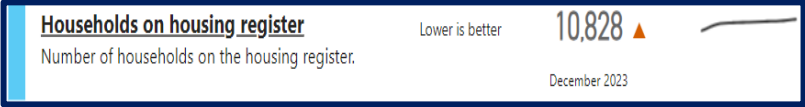
6.3.1. Households in temporary accommodation



6.3.2. Households in Temporary Accommodation (TA) increased following a brief November dip, likely impacted by the December pause in allocation bidding.

6.3.3. While new TA placements are comparable to 2021/22, they remain higher than 2022/23. To address this, the service will continue focusing on the TA Reduction project. This includes measuring triage cases to showcase early prevention efforts and reviewing Section 21 data to guarantee appropriate case closure stages.

6.3.4. Households on the housing register



6.3.5. Several newly built properties have recently been handed over or are nearing completion in the coming months. Facilitated by Local Lettings plans, a significant portion of these will be allocated to homeless households. The Find Your Home protocol has been updated and distributed to Registered Provider partners.

6.3.6. Despite a rising number of households on the housing register, especially those facing hand back requests in temporary accommodation (prioritised as Band 1), demand for larger family homes significantly outstrips supply.

6.3.7. Moving forward, to continue to monitor homeless placements and SMART lettings to facilitate transfers within existing social housing. Additionally, partnering with Locata to further enhance the functionality of the SMART lettings feature, aiming for a more streamlined process.

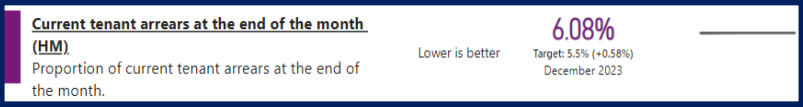
6.3.8. Average number of calendar days to complete responsive repairs (DLO and Contractors)



6.3.9. December performance averaged 33 days.

6.3.10. The Repairs Transformation Project is underway, with short term priorities being to reduce the backlog of repairs jobs and improve our response to residents through the call centre and in the way we handle complaints.

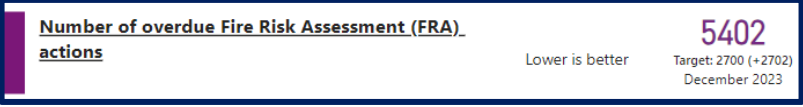
6.3.11. Current tenant arrears at the end of the month (HM)



6.3.12. Data up to November 2023 show that Lewisham Housing's true current arrears are within the peer group when compared to other social housing providers in London (HouseMark).

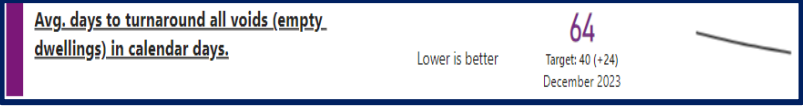
6.3.13. We are working to ensure data accuracy in the new HMS and to target support to residents struggling with the cost of living including making their rent payments.

6.3.14. Overdue Fire Risk Assessment (FRA) actions



6.3.15. By the end of the financial year, the service is committed to completing all P1X actions (currently 186) and reducing overdue P1 actions (currently 284) by 50%. To achieve this, a procurement process is underway to engage front entrance doors contractors to manage door replacements and minor repairs, which constitute the majority of open and overdue P2 actions.

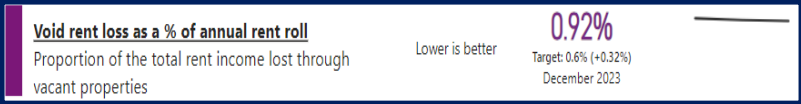
6.3.16. Average days to turnaround all voids (empty dwellings) in calendar days.



6.3.17. Turnaround times have been impacted by unavailability of services in vacant properties and the high number of pest treatment requirements. While data quality issues within the Housing Management System (HMS) may not always directly affect turnaround times, they can hinder effective process management and delay identification.

6.3.18. To address these challenges, the service is implementing improved maintenance procedures and policies, including specific KPIs and daily action plans for each stage and staff member to enhance productivity. Additionally, conducting weekly reviews of data input into the HMS to ensure accuracy and timely resolution.

6.3.19. Void rent loss as a percentage of annual rent roll.

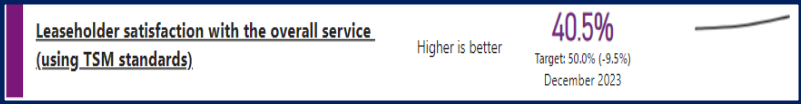


6.3.20. Over the past 9 months, void loss has shown a steady decline, reaching 0.92% in December 2024. However, challenges remain, particularly with sheltered accommodation and studio properties, some of which have been re-advertised multiple times.

6.3.21. Legacy issues contribute significantly to the remaining void loss, with some properties vacant since 2012. Furthermore, delays in letting due to unavailable key fobs at sign-up have been addressed through a new ordering system implemented at the process start.

6.3.22. To address these, long-term void meetings will resume, and a comprehensive review of the "key to key" process has been initiated. This review will involve all housing teams and focus on optimising pre-termination visits to minimise unnecessary works caused by residents leaving properties in poor condition.

6.3.23. Leaseholder satisfaction with the overall service (using TSM standards).



6.3.24. Leaseholder satisfaction doubled to 40% in Q3.

6.3.25. To ensure this momentum continues, the service is undertaking a comprehensive service review of leaseholder management across the housing directorate.

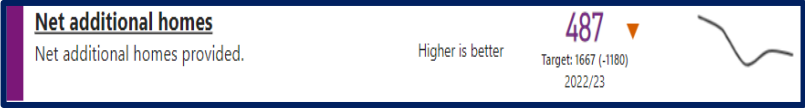
6.3.26. Percentage of planning appeals dismissed.



6.3.27. The planning service has a strong track record of defending appeals related to employment floorspace, conservation areas, heritage, and design matters, including upward extensions with high visibility.

- 6.3.28. However, appeals for larger residential extensions exceeding guidance or with lower public visibility have been allowed by the Planning Inspectorate, who consider there to be less harm. Telephone infrastructure appeals have seen mixed results, but the service remains committed to rigorous assessments of each proposal's impact on public spaces and highway safety.
- 6.3.29. While December's appeals performance fell below target due to low decision volume, the service maintains its current decision-making approach with increased flexibility for larger residential extensions under specific site conditions. An ongoing review of appeal decisions aims to identify policy and decision-making weaknesses leading to approvals.
- 6.3.30. The Planning Service submitted its next Local Plan for examination on 3 November 2023. If deemed sound by the Planning Inspectorate, it will potentially replace the existing framework by late 2024/early 2025.

6.3.31. Net additional homes provided.

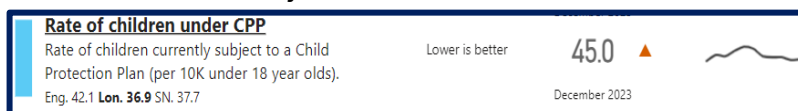


- 6.3.32. Despite falling short of target, housing delivery in the 2022/23 period shows signs of recovery from COVID, Brexit, and inflation. Major projects nearing completion promise a significant increase in new homes and overall increase in housing stock within the borough in the coming years, such as Connington Road, Axion House, Maise House, and Lewisham Gateway.
- 6.3.33. Despite a high affordable housing delivery rate with 34% completions and 62% approvals, overall housing delivery is still recovering from the pandemic, Brexit, and inflation, mirroring national trends. New Homes England data confirms national declines in housebuilding starts and completions.
- 6.3.34. While development approvals are lagging, the Council continues to grant major development resolutions. Delays in some applications stem from complex Section 106 agreements or applicant revisions due to viability concerns or changing fire regulations.
- 6.3.35. Though the Council's direct impact on private development pace is limited due to external factors like viability and legislation, it remains committed to working with partners to accelerate housing delivery through:
  - 6.3.36. Collaborative and proactive engagement with landowners and developers to expedite site readiness
  - 6.3.37. Continuous monitoring through Authority Monitoring Reports.
  - 6.3.38. Predictive and preventative measures to address future Housing Delivery Tests.
  - 6.3.39. Accounting for past under-delivery by including a suite of site allocations in the submitted Local Plan.
  - 6.3.40. Additional explanation on the relative risk

- 6.3.41. Based on the self-referral to RSH the key risks identified to safety and compliance was in regards to the potential breaches of the Home Standard (Part 1.1 (a) and 1.2(a &b)) in respect of our management of Fire Safety and the number of overdue FRA actions (5402 as of Q3).
- 6.3.42. Key actions planned as outlined to the RSH and the improvement plan are:
- 6.3.43. Additional contract management resource has been procured, with three new contractors appointed to deliver the actions. In total we now have 10 contractors working on these actions, along with internal teams dealing with housing management issues.
- 6.3.44. All FRAs are within their required timescales and our quarterly communal Fire Door Assessments have been completed. This identified 255 communal doors requiring repair or replacement and a further 186 high risk actions, all of which have been added to our capital programme.
- 6.3.45. FRA actions are to be removed from contractor Mashers to our in House team to manage with our in-house team to be given training to manage these actions.
- 6.3.46. The only other areas was in relation to domestic electrical safety certification (EICR). Here, performance as of Q3 was 99.5% of domestics properties had a valid safety inspection and certificate, this does compare fairly well in relation to other London Local authority benchmarks (data from House Mark). However the improvement plan following the self-referral identifies that we will be procuring a new contractor to carry out the EICR checks and to remove this activity from In House Operatives going forward.

#### 6.4. Priority - Children and Young People

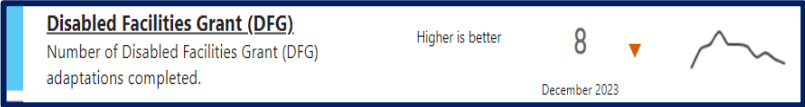
##### 6.4.1. Rate of children subject to a Child Protection Plan



- 6.4.2. 290 children and young people in Lewisham currently require protection plans, a slight increase from last quarter.
- 6.4.3. Over 80% of these children receive visits at least every 10 days, and over 90% are seen within 20 days.
- 6.4.4. Notably, Ofsted judged Lewisham's Safeguarding Services for Children as "Good" in December 2023

6.5. Priority - Health and Wellbeing

6.5.1. Disabled Facilities Grant (DFG) adaptations completed.



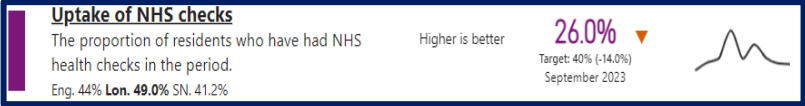
6.5.2. The number of adaptations completed has dipped and remains low.

6.5.3. While both underspending our grant allocation and completing fewer grants than average this financial year is anticipated, a recent service review has provided a clear roadmap for improvement. We are confident that the measures we are putting in place including implementing more efficient data management system, providing additional training and support for our staff, exploring additional support options to handle increased workloads will result in improvements. We are committed to not only increasing the number of completed grants but also to enhancing the overall quality and responsiveness of our DFG service.

6.5.4. The service is confident that by end of next year, it will be significantly stronger. This optimism stems from a comprehensive review conducted by Foundations, which yielded valuable recommendations currently being assessed for implementation.

6.5.5. Additionally, a dedicated Service Improvement Manager joined the team in January to help translate the review's findings into action.

6.5.6. Uptake of NHS Checks for people aged 40-74



6.5.7. As of September 2023 the Quarter 2 uptake rate of NHS free check up on overall health for people aged 40-74 remained below target at 26%, representing a slight decrease from Quarter 1, the overall reach of the programme significantly increased.

6.5.8. The number of eligible individuals offered the check increased by 49% (from 6,634 to 9,894), with a notable 39% rise (719 more residents) in Lewisham receiving Health Checks in Quarter 2.

6.5.9. This positive trend reflects improved engagement between One Health Lewisham (OHL), our NHS Health Check service provider and GP practices, suggesting their collaborative efforts are yielding results.



#### 6.5.10. Uptake of flu vaccine in persons 65+



6.5.11. Flu vaccination uptake in persons over 65 years of age in 2022-23 is lower than previous years.

6.5.12. The Immunisation Partnership group is working with all relevant partners and stakeholders to ensure the flu vaccination uptake improves in the future flu season.

### 6.6. Corporate Health

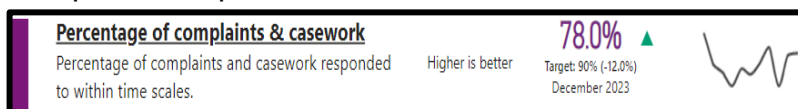
#### 6.6.1. Subject Access Requests



6.6.2. Prioritising Children & Young People (CYP) historical Subject Access Records (SARs) has reduced the backlog, but attracting experienced candidates for both Corporate and Access to Records teams remains a challenge.

6.6.3. The recent return of Lewisham Homes has caused a rise in information requests. The upcoming Scan on Demand contract implementation promises a positive impact on CYP SARs.

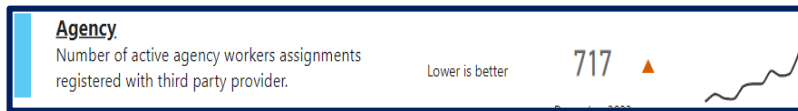
#### 6.6.4. Complaints response timeliness



6.6.5. The overall number of complaints increased from 1280 in Q2 to 1365 in Q3. The percentage of complaints completed on time in Q3 increased to 78% from 77% in Q2. The number of upheld complaints increased from 11% to 14%. We will continue to work with services, where necessary, to improve performance.

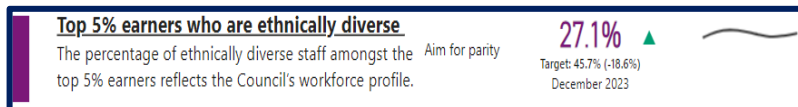
6.6.6. To continue collaborating with services to enhance performance.

### 6.6.7. Agency workers



6.6.8. Council is committed to minimising its reliance on agency workers. While processes are in place to actively monitor and challenge all assignments, some agency workers will always be necessary, particularly for hard to fill vacancies like social workers, long-term absences due to sickness or maternity leave, and short-term spikes in service demands.

### 6.6.9. Top 5% earners who are ethnically diverse



6.6.10. The proportion of staff from an ethnic background within the top 5% earners has increased by 1.37 percentage points compared to the last quarter.

6.6.11. Further progress is needed to achieve parity. Clear actions to improve performance will be set out in the annual pay report.

## 7. Financial implications

7.1. There are no direct financial implications arising from this report.

## 8. Legal implications

8.1. There are no direct legal implications to this report.

## 9. Risk Implications

9.1. Whilst it is recognised that there may be potential risks at the service level, it is important to clarify that this report has no direct risk implications.

## 10. Equalities implications

10.1. The Performance Dashboard has been designed with accessibility requirements in mind, including a user guide that explains the terminology and enables residents to navigate to the indicators of interest.

## 11. Climate change and environmental implications

11.1. There are no direct climate change and environmental implications arising from this report.

## 12. Crime and disorder implications

12.1. There are no direct crime and disorder implications arising from this report.

### **13. Health and wellbeing implications**

- 13.1. There are no direct health and wellbeing implications arising from this report.

### **14. Background papers**

- 14.1. A PDF version is appended on this report to supplement the interactive dashboard.

### **15. Glossary**

| <b>Term</b> | <b>Definition</b>         |
|-------------|---------------------------|
| KPI         | Key Performance Indicator |

### **16. Report author(s) and contact**

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- 16.3. Financial implications – Peter Allery / Nick Penny
- 16.4. Legal implications - Melanie Dawson

### **17. Appendices**

- 17.1. Appendix A, A copy of the Lewisham corporate performance dashboard PDF version is appended on this report to supplement the interactive dashboard.