












**Monthly Management Report
October
2014/15**

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

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Foreword

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

The report focuses on the Council's performance in line with our corporate priorities, drawing data from performance indicators (PIs), project monitoring information, risk register assessments and financial reports. A dashboard summary on Page 4, presents an overall picture on one page using a Red, Amber, Green rating. The overall dashboard rating for this month shows there are 16 Green ratings, 8 Amber ratings and 9 Red ratings.

Performance: Performance is being reported for September 2014. There are 38 performance indicators (73 per cent) reported as Green or Amber against target, and 24 performance indicators (46 per cent) which are showing an upward direction of travel. There are 14 performance indicators (27 per cent) reported as Red against target, and 24 performance indicators (46 per cent) which have a Red direction of travel. There are 6 indicators that have missing performance data.




Projects: Projects are being reported for October 2014. There are no changes to the projects summary dashboard this month. There is one red project this month - Kender Phase 3.

Risks: Risks are being reported for September 2014. There are no changes to the risk dashboard this month. There are red dashboard ratings for risk for Priority 7, Protection of Children; Priority 8, Caring for Adults and Older People; and Priority 10, Inspiring Efficiency, Effectiveness and Equity. There are seven red corporate risks - non compliance with Health & Safety legislation; Financial failure and inability to maintain service delivery within a balanced budget; 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 results for 30 September 2014 are as follows: The directorates' net General Fund revenue budget is forecasting an overspend of £10.6m against a Net Revenue Budget of £268.062m for 2014/15. The Housing Revenue Account (HRA) is projecting a surplus of £0.4m, this relates to additional tenants rental income and additional tenants and leaseholder service charges. The Dedicated Schools Grant (DSG) is forecast to be spent to budget. There are red dashboard ratings for finance in Priority 6, Decent Homes for All; Priority 7, Protection of Children; and Priority 8, Caring for Adults and Older People.

Barry Quirk, Chief Executive
25 November 2014

Dashboard Summary

-  On track to achieve our outcomes
-  Slightly behind and requires improvement
-  Not on Track but taking corrective action

01. Community Leadership & Empowerment	02. Young People's Achievement & Involvement	03. Clean, Green and Liveable	04. Safety, Security & Visible Presence	05. Strengthening the Local Economy
Performance	Performance	Performance	Performance	Performance
			n/a	
Projects	Projects	Projects	Projects	Projects
n/a			n/a	
Risk	Risk	Risk	Risk	Risk
				
Finance	Finance	Finance	Finance	Finance
				

06. Decent Homes for All	07. Protection of Children	08. Caring for Adults and Older People	09. Active, Healthy Citizens	10. Inspiring Efficiency, Effectiveness, and Equity
Performance	Performance	Performance	Performance	Performance
				
Projects	Projects	Projects	Projects	Projects
	n/a	n/a	n/a	n/a
Risk	Risk	Risk	Risk	Risk
				
Finance	Finance	Finance	Finance	Finance
				

Overall Summary: Performance

Summary of performance indicators in this report.

Overall Performance							Same period last year					13/14 outturn						
Current Period							Overall Performance					Overall Performance						
Overall Performance							Overall Performance					Overall Performance						
						Total					Total							Total
14	14	24	2	1	3	58	17	12	25	4	58	16	11	27	2	1	1	58
Direction of Travel					Previous Period vs 12/13					Same period last year vs 12/13								
Current Period vs 13/14					Direction of Travel					Direction of Travel								
Direction of Travel					Direction of Travel					Direction of Travel								
				Total					Total					Total				
24	4	24	6	58	20	0	25	13	58	23	1	24	10	58				

Performance

This report contains September 2014 performance data, and finds that 38 indicators are reported as Green or Amber against target, which is up from 32 from last month (August 2014). In September, 14 indicators are reported as Red against target, which is down from 18 last month (August 2014). There are 6 indicators with missing data in September 2014, which is down from 8 last month (August 2014).

Direction of Travel

A total of 24 indicators show an upward trend in September 2014, which is down from 26 in the previous month. There are 24 indicators with a red direction of travel in September 2014, which is up from 21 last month (August 2014). In September, 6 indicators had missing data, which is down from 8 last month (August 2014).

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

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Areas requiring management attention this month						
Performance Indicators - Monthly Indicators						
	Against Target Sep 14	DoT Sep 14 v Mar 14	DoT Sep 14 v Aug 14	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
WARLA002 Average attendance (Local Assemblies)	▲	■	■	-	1	p19
LPI079 Percentage of fly tip removal jobs completed within 1 day	▲	■	■	6	3	p25
LPZ706 Percentage of properties let to those in temporary accommodation	▲	■	■	6	6	p37
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population	▲	■	■	-	8	p50
BV012c Days/Shifts lost to Sickness (Schools Only)	▲	■	■	6	10	p60
BV017a % Ethnic minorities employees	▲	■	■	11	10	p61
LPI519 Percentage of FOI requests completed	▲	■	■	5	10	p62
LPI537 Council jobs gained by young people under 25 as a % of junior level appointments (Sc1-Sc5)	▲	■	■	2	10	p63

Areas of Good Performance

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Areas of Good Performance				
Performance Indicators - Monthly indicators				
	Against Target Sep 14	DoT Sep 14 v Mar 14	DoT Sep 14 v Aug 14	Priority No.
LPZ750 Percentage of land and highways inspected that are of acceptable cleanliness (detritus)	★	🟢	🟢	3
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	★	🟢	🟢	3
NI157c % of other planning applications determined within 8 weeks	★	🟢	🔴	5
LPI029 Percentage of rent collected, excluding rent due on void properties	★	🟢	🟢	6
LPI037 Average Time to Re-let	★	🟢	🟢	6
LPI129a % of children for whom contact received in month resulted in new referral	★	🟢	🟢	7
NI062 Stability of placements of looked after children: number of moves	★	🟢	🟢	7
AO/D40 % Adult Social Care clients receiving a review	★	🟢	🟢	8
LPI253 1C (1) % people using social care who receive self-directed support	★	🟢	🔴	8
LPI254 1C (2) % people using social care who receive direct payments	★	🟢	🔴	8
LPI272 2D Reablement/Rehabilitation No Support	★	🟢	🟢	8
LPI202 Library visits per 1000 pop	★	🟢	🟢	9
LPI726 Percentage of calls answered by the call centre	★	🟢	🔴	10
LPI755 Percentage of customers with appointments arriving on time seen within their appointed time	★	🟢	🔴	10
Performance Indicators - Monthly Indicators (reported one month behind)				
	Against Target Aug 14	DoT Aug 14 v Mar 14	DoT Aug 14 v Jul 14	Priority No.
NI193 Percentage of municipal waste land filled	★	🟢	🟢	3

Overall Summary: Projects and Programmes

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Projects Forward Plan



October 2014 – December 2014	
Events	Date
Deptford High Street (Southern End) – Funding has been secured to enable the well-received Giffin Square Food Fair to continue to the end of the year, alongside a weekly 'Brunch Club'.	Oct-Dec 2014
Deptford Southern Housing / Amersham Vale – Construction on the public open space on the Amersham Vale site to begin Q3 2014.	Q3 2014
Besson Street development (New Cross Gate) – Process for selection of development partner to commence Q3 2014.	Q3 2014

Overall Summary: Projects and Programmes

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Corporate Programmes

The status of the Council's Corporate Programmes in October 2014 is set out below. The Council's Corporate Programmes are made up of a number of individual projects.

Corporate Programmes	
	Current Status
PMSPROG Building Schools for the Future	
PMSPROG Primary Places Programme	

Overall Summary: Projects and Programmes

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Major Projects & Programmes

Projects are reviewed monthly by Directorate Project Review Groups and quarterly by the Corporate Project Board. A summary of all the Programmes and Projects, with a value of £500k and over that have a red RAG rating, are detailed in the table at the bottom of this page.

Project Performance - October 2014

	13/14	%	September 2014	%	October 2014	%
★	10	37	7	33	7	33
●	15	56	13	62	13	62
▲	2	7	1	5	1	5
Total	27	100	21	100	21	100

Red Projects - October 2014

Red Projects	Projects Summary	Page No.	Corporate Priority No.
Kender New Build - Phase 3 South	This scheme has suffered from a viability gap for a number of years. Following a reshaping of the ambitions of the scheme, it now appears possible to bring it to market and achieve a number of objectives through the redevelopment of the site. Construction of circa 200 housing units combined with a new health centre and other local benefits are part of the renewed vision. The Council has also identified the site as being able to contribute towards other corporate objectives, such as additional school places and revenue generation through market rent housing provision. These latter objectives are being assessed with the aim of developing a detailed brief for the site so that the market may be approached later in 2014.	41	6

Overall Summary: Projects and Programmes

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Major Projects & Programmes

Movements in project status since September 2014:

Changed from amber to red:

None

Changed from green to amber:

None

Changed from red to amber:

None

Changed from red to green:

None

Changed from amber to green:

None

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 (7 Red, 14 Amber, and none 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.

A Motor Vehicle Risk Management Review has recently been completed by Zurich Municipal Loss Control Services. The final report was presented to the Risk Management Working Party meeting on 23 September and the Internal Control Board on 20 October. The report was generally positive and an action plan will be devised and monitored to deliver the recommended improvements.

A section covering achievements and risks contained in the Annual Governance Statement will be added to the Council's next Annual Report.

Overall Performance: Risk

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Red (Corporate Register)		
Corporate priority	Risk name	Current status
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 Focused management action is being taken on budget pressures with Directorate Expenditure Panels operating for all budgets. Lewisham Futures Board established and work reported to Members in June 2014. Detailed proposals for savings for 2015/16 (£42m required) will be put forward for decision between July and December 2014.	▲
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 spans and significant changes to ways of working. Declining budgets, changing demand pressures, new technologies and a different community role under the Localism Act drive the risk of a decline in the flexibility and quality of service due to insufficient time or resource. Consideration of capacity and capability and succession planning are all included 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 change in current climate of austerity.	▲

Overall Performance: Risk

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Change (Directorate Registers)								
Risk name	Directorate	Current status	Previous	Current	Source Date	Target	Against Target	Change
01 Major External incident	CUS		3	6	30/09/2014	3		3.00
04 Failure of H&S Management in the Housing Estate	CUS		12	16	30/09/2014	8		4.00
06 Failure of key Partnerships or Contracts	CUS		16	4	30/09/2014	4		-12.00
11 Financial failure	CUS		15	20	30/09/2014	9		5.00
14 Industrial action by Council staff	CUS		9	15	30/09/2014	9		6.00
22 Managing Welfare Reform	CUS		12	6	30/09/2014	4		-6.00
23 Parking Policy Review	CUS		9	6	30/09/2014	6		-3.00
25 Delivery of Housing Strategy & HRA Reform	CUS		9	6	30/09/2014	6		-3.00
04 Industrial relations	CYP		12	16	30/09/2014	6		4.00
08 Dependency on IT systems	CYP		25	12	30/09/2014	9		-13.00
12 Budget overspend	CYP		15	20	30/09/2014	6		5.00
15 Staff in schools work unsupervised with children and young people without a DBS clearance	CYP		9	6	30/09/2014	4		-3.00
18 Failure to prevent and detect fraud and corruption.	CYP		9	6	30/09/2014	4		-3.00
01 Delays or failure to agree and implement savings proposals	R&R		16	12	30/09/2014	6		-4.00
02 Failure to implement Individual Electoral Registration (IER)	R&R		6	9	30/09/2014	4		3.00
08 Breach of information security and compliance requirements	R&R		15	9	30/09/2014	5		-6.00

Overall Performance: Risk

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Red - Red (Directorate Registers)								
Risk name	Directorate	Current status	Previous	Current	Source Date	Target	Against Target	Change
09 Recruitment and Retention issues	COM		16	16	30/09/2014	6		0.00
10 Financial control failure	COM		16	16	30/09/2014	4		0.00
24 Risk to delivery of service due to reduced resources and or increased demand	COM		16	16	30/09/2014	6		0.00
09 Injury to staff or customers	CUS		15	15	30/09/2014	9		0.00
11 Financial failure	CUS		15	20	30/09/2014	9		5.00
14 Industrial action by Council staff	CUS		9	15	30/09/2014	9		6.00
04 Industrial relations	CYP		12	16	30/09/2014	6		4.00
09 Asset and premises management	CYP		16	16	30/09/2014	9		0.00
12 Budget overspend	CYP		15	20	30/09/2014	6		5.00
27 Data Breach and errors	CYP		15	15	30/09/2014	8		0.00
28 Failure to meet demands of Demographic Growth	CYP		16	16	30/09/2014	9		0.00
29 Poor inspection report in schools	CYP		15	15	30/09/2014	6		0.00
30 Welfare Reform	CYP		16	16	30/09/2014	6		0.00
33 Failure to keep archived records secure	CYP		16	16	30/09/2014	6		0.00
06 Services not delivered to standard or efficiently due to lack of capability - through loss of knowledge with staff leaving, failure to retain key staff, or not recruit the right skills	R&R		16	16	30/09/2014	6		0.00

Overall Performance: Risk

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New Risks (September 2014 - Directorate Risk Registers)

Risk name	Directorate	Current score
31 Investment in Existing Homes	CUS	6

Overall Performance: Finance

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Performance

	Aug 2014	%	Sep 2014	%
★	6	60	6	60
●	1	10	1	10
▲	3	30	3	30
Total	10	100	10	100

The financial forecasts for 2014/15 as at 30 September 2014 are as follows:

The directorates' net General Fund revenue budget is forecasting an overspend of £10.6m against a Net Revenue Budget of £268.062m for 2014/15. At the same time last year an overspend of £0.6m was forecast. The consolidated results for the year were an underspend of £1.8m

The Housing Revenue Account (HRA) is projecting a surplus of £0.4m, this relates to additional tenants rental income and additional tenants and leaseholder service charges. The Dedicated Schools Grant (DSG) is forecast to be spent to budget.

Finance by Priorities (£000s)

	2014/15 Budget	Latest projected year end variance as at Sep 14	% variance
01. NI Community Leadership and Empowerment	6,932	-440.00	-6.35
02. NI Young People's Achievement and Involvement	9,800	-200.00	-2.04
03. NI Clean, Green and Liveable	19,400	300.00	1.55
04. NI Safety, Security and Visible Presence	13,700	-300.00	-2.19
05. NI Strengthening the Local Economy	4,500	-300.00	-6.67
06. NI Decent Homes for All	2,800	1,600.00	57.14
07. NI Protection of Children	44,100	9,200.00	20.86
08. NI Caring for Adults and Older People	81,200	2,000.00	2.46
09. NI Active, Healthy Citizens	7,768	-1,060.00	-13.65
10. NI Inspiring Efficiency, Effectiveness, and Equity	77,862	-200.00	-0.26
CEX NI Corporate Priorities	268,062	10,600.00	3.95

Priority 01: Community Leadership & Empowerment







Hot Topics

The annual Family Learning Festival ran from 16 October to 11 November with activities and events for everyone.

The theme for this year's festival was 'out of this world'. There were adventures in learning from different cultures, different time periods, the natural world and the scientific world.

A sample of the activities available included cooking and eating together, exploring your Caribbean family history, mask making or reflecting on the stories of those who experienced the horrors of the First World War.

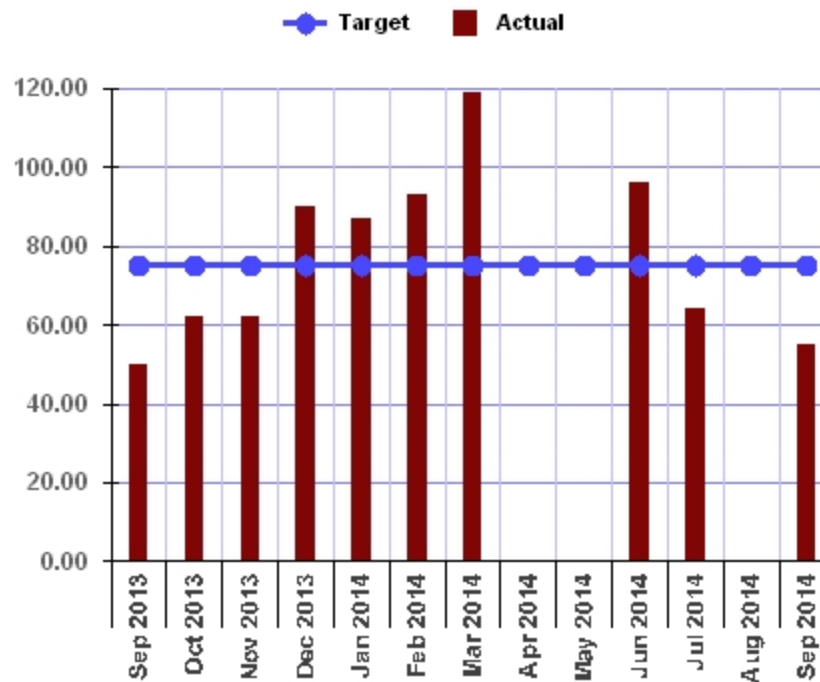
Community Education Lewisham also have a number of creative courses for adults and families to enjoy together such as jewellery making, knitting, textiles and pottery as well as courses for improving your language or employability skills.

Priority 01: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
			
Projects		Risk	
Current Status	Direction of Travel	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14
n/a	n/a		

Areas Requiring Management Attention this Month

WAR LA002 - Average Attendance at Local Assemblies

WARLA002 Average attendance (Local Assemblies)			
Number			
	Actual	Target	Performance
Sep 2013	50	75	▲
Oct 2013	62	75	▲
Nov 2013	62	75	▲
Dec 2013	90	75	★
Jan 2014	87	75	★
Feb 2014	93	75	★
Mar 2014	119	75	★
Apr 2014		75	?
May 2014		75	?
Jun 2014	96	75	★
Jul 2014	64	75	▲
Aug 2014	0	75	▲
Sep 2014	55	75	▲



WAR LA002 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Community and Neighbourhood Development	<p>Performance</p> <p>This indicator measures the average number of residents attending local assembly meetings for a given month.</p>	<p>Performance Action Plan</p> <p>This indicator does not include the additional engagement work undertaken by the local assemblies team which is now part of their remit alongside the assembly meetings. Overall engagement is up on last year through the inclusion of talk days at Rushey Green and Lee Green as well as the Downham Celebrates Event.</p>

1. Community Leadership and Empowerment

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

1.1 Performance

Priority 1 - Monthly Indicators									
	Unit	Actual Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
WARLA002 Average attendance (Local Assemblies)	Number	55	75						

Priority 02: Young People's Achievement and Involvement

Hot Topics

Young voters elect a new Young Mayor









Liam Islam has been elected Young Mayor of Lewisham. The 14 year-old Deptford Green student won after taking 1,210 votes and becomes Lewisham's 11th directly elected Young Mayor. Oneisha Palmer, who attends Sedgemoor School, was elected Deputy Young Mayor.

Liam, who represented Lewisham as a member of the UK Youth Parliament, talked about his chance to step-up and work hard for the young community and to make a real difference.

The new Young Mayor said: "I have worked hard to represent the views of young people during my time as a Member of the UK Youth Parliament and I know there are many challenges we face. But I also believe that with support and determination, we can succeed."

"I am honoured that I have been elected Young Mayor and I will continue to stand by and represent the views of Lewisham's young people."

Almost 9,000 young people voted, representing a turnout of 49.3 per cent. Liam will be in office for one year and will have a budget of £30,000 to spend on priorities identified by young people.

Priority 02: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
			
Projects		Risk	
Current Status Oct 14	Direction of Travel Oct 14 v Sep 14	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14
			

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Sep 14 v Mar 14	Direction of Travel Sep 14 v Aug 14

2. Young People's Achievement and Involvement

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

2.1 Performance

Priority 2 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
LPZ569 % SEN statements and EHCPs completed on time	Percentage	83.80	100.00						
LPZ569a % SEN statements excluding exceptions and EHCPs completed on time	Percentage	88.20	100.00						
Priority 2 - Half-termly Indicators									
	Unit	YTD Apr 14	Target Apr 14	Against Target Apr 14	DoT Last year	DoT Apr 14 v Feb 14	Against Target Feb 14	Against Target Dec 13	SchY 12/13
BV045.12 % Half days missed - Secondary	Percentage	4.76	6.25						
BV046.12 % Half days missed - Primary	Percentage	3.48	4.70						

2. Young People's Achievement and Involvement

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

2.2 Projects

Priority 02 projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Building Schools for the Future	CYP	£230m	Dec 2016	●
PMSCYP Primary Places Programme 2013/14	CYP	£38.2m	Dec 2014	●
PMSCYP Primary Places Programme 2014/15	CYP	TBC	Dec 2015	●
PMSCYP Renovation of House on the Hill	CYP	£1.75m	Sep 2015	●
PMSCYP Drumbeat Phase 3 (new build)	CYP	£938k	Mar 2015	●
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	Aug 2015	●

Priority 03: Clean, Green and Liveable

Hot Topics

Quietway cycle route

Lewisham Council has recently completed a consultation on proposals aimed at making a 3km route in the north of the borough more attractive to new and less-experienced cyclists.

Plans for a London-wide network of Quietways – cycle routes through quieter side streets and parks – were announced last summer by the Mayor of London. Transport for London (TfL) are funding two pilot routes, one of which runs from Waterloo to Greenwich via New Cross and Deptford.

Lewisham's section of Quietway connects Surrey Canal Road in the far north west of the borough to Creekside in the far north east. For most of the route, the focus will be on repairing or relaying the road surface and improving street lighting. However, greater changes are proposed for a few places, including Trundley's Road, Childers Street, Edward Street and Bronze Street.

Subject to approval from TfL, finalised plans should be implemented during early 2015.

Priority 03: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
Projects		Risk	
Current Status Oct 14	Direction of Travel Oct 14 v Sep 14	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14

Areas Requiring Management Attention this Month

Performance Indicators - Monthly

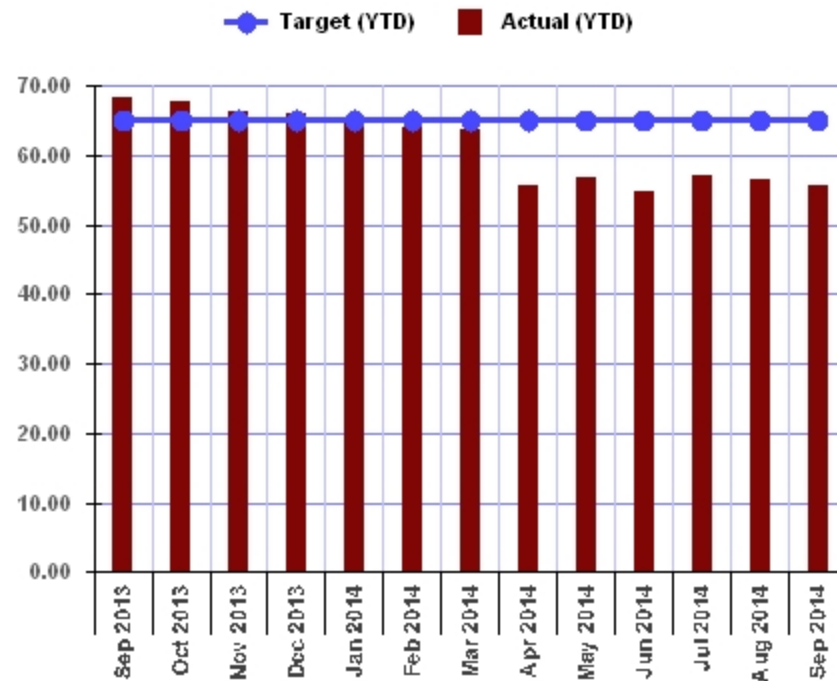
	Against Target	Direction of Travel Sep 14 v Mar 14	Direction of Travel Sep 14 v Aug 14
LPI079 Percentage of fly tip removal jobs completed within 1 day			

Performance indicators - Monthly (reported 1 month behind)

	Against Target	Direction of Travel Aug 14 v Mar 14	Direction of Travel Aug 14 v Jul 14

LPI079 - Percentage of fly tip removal jobs completed within one day

LPI079 Percentage of fly tip removal jobs completed within 1 day			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 13	68.31	65.00	★
Oct 13	67.62	65.00	★
Nov 13	66.38	65.00	★
Dec 13	65.87	65.00	★
Jan 14	64.88	65.00	●
Feb 14	63.87	65.00	●
Mar 14	63.52	65.00	●
Apr 14	55.65	65.00	▲
May 14	56.72	65.00	▲
Jun 14	54.69	65.00	▲
Jul 14	57.02	65.00	▲
Aug 14	56.48	65.00	▲
Sep 14	55.66	65.00	▲



LPI079 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Environment	<p>Performance</p> <p>The indicator measures the percentage of fly tips removed within 1 day of report. Performance in September 2014 was 51.53%, falling below the target of 65%. YTD performance for September is 55.66%.</p>	<p>Performance Action Plan</p> <p>Cleansing are working with housing partners to identify ways of reducing the amount of fly tip activity in the area. The service is also benchmarking itself against other local authorities' standards of performance.</p>

3. Clean, Green & Liveable

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

3.1 Performance

Priority 3 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
LPI079 Percentage of fly tip removal jobs completed within 1 day	Percentage	55.66	65.00						
LPI080 Percentage of recycling bins collected on time	Percentage	99.98	99.99						
LPI720 Percentage of noise nuisance complaints receiving a visit within 45 minutes, if necessary	Percentage	97.02	99.25						
LPI752 Percentage of graffiti removal jobs completed in 1 day	Percentage	100.00	99.50						
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	Percentage	89.56	92.00						
LPZ750 Percentage of land and highways inspected that are of acceptable cleanliness (detritus)	Percentage	92.43	86.00						
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	93.11	92.00						
LPZ752 Percentage of land and highways inspected that are of acceptable cleanliness (fly posting)	Percentage	94.22	95.00						
Priority 03 - Monthly Indicators									
	Unit	YTD Aug 14	Target Aug 14	Against Target Aug 14	DoT Last year	DoT Last month	Against Target Jul 14	Against Target Jun 14	13/14
NI191 Residual household waste per household (KG)	Kg/Household	59.17	58.75						
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	17.23	20.00						
NI193 Percentage of municipal waste land filled	Percentage	0.25	8.00						

3. Clean, Green & Liveable

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

3.1 Performance

Priority 3 - Contextual Indicators							
	Unit	YTD Sep 14	YTD Aug 14	YTD Jul 14	YTD Jun 14	YTD May 14	13/14
LPI720d Number of noise nuisance complaints requiring a visit	Number	1,543.00	1,258.00	896.00	600.00	354.00	2,123.00
LPI752n Number of grafitti removal jobs in within 1 day	Number	2,313.00	1,718.00	1,396.00	984.00	581.00	5,223.00

3. Clean, Green and Liveable

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





3.2 Projects

Priority 03 projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Sydenham Park Footbridge	Resources & Regeneration	£462k	Mar 2015	
PMSRGN Deptford Rise Public Realm (The Deptford Project Ltd)	Resources & Regeneration	£152k	Apr 2015	
PMSRGN Beckenham Place Park (Fundraising Project)	Resources & Regeneration	£400k (round 1 funding)	Round 2 funding announcement in Dec 2015	
PMSRGN TFL Programme 2014/15	Resources & Regeneration	£2.411m	Apr 2015	

Priority 04: Safety, Security and Visible Presence

Hot Topics

There are no 'Hot Topics' to report for Priority 4 this month.

Priority 04: Summary			
Performance Indicators		Finance	
Against Target	Direction of Travel	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
n/a	n/a		
Projects		Risk	
Current Status	Direction of Travel	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14
n/a	n/a		

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 Sep 14	YTD Aug 14	Change since last month	YTD Sep 13	Change since same period last year
Lewisham	Number	897.00	757.00	✘	782.00	✘
Outer London	Number	688.00	575.00	✘	541.00	✘
Inner London	Number	801.00	683.00	✘	664.00	✘
Robbery						
	Unit	YTD Sep 14	YTD Aug 14	Change since last month	YTD Sep 13	Change since same period last year
Lewisham	Number	396.00	330.00	✘	660.00	✔
Outer London	Number	272.90	220.90	✘	360.00	✔
Inner London	Number	420.00	371.00	✘	684.00	✔
Burglary						
	Unit	YTD Sep 14	YTD Aug 14	Change since last month	YTD Sep 13	Change since same period last year
Lewisham	Number	1,162.00	977.00	✘	1,564.00	✔
Outer London	Number	998.70	835.70	✘	1,132.00	✔
Inner London	Number	1,139.00	961.00	✘	1,323.00	✔
Criminal Damage						
	Unit	YTD Sep 14	YTD Aug 14	Change since last month	YTD Sep 13	Change since same period last year
Lewisham	Number	1,138.00	956.00	✘	1,087.00	✘
Outer London	Number	894.00	752.00	✘	857.00	✘
Inner London	Number	959.00	800.00	✘	941.00	✘



















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 Sep 14	YTD Aug 14	Change since last month	YTD Sep 13	Change since same period last year
Lewisham	Number	339.00	281.00		382.00	
Outer London	Number	326.70	268.70		302.00	
Inner London	Number	382.00	335.00		370.00	
Theft from vehicle						
	Unit	YTD Sep 14	YTD Aug 14	Change since last month	YTD Sep 13	Change since same period last year
Lewisham	Number	644.00	531.00		713.00	
Outer London	Number	753.95	630.95		956.00	
Inner London	Number	843.00	721.00		1,003.00	
Theft from person						
	Unit	YTD Sep 14	YTD Aug 14	Change since last month	YTD Sep 13	Change since same period last year
Lewisham	Number	296.00	240.00		396.00	
Outer London	Number	246.05	191.05		342.00	
Inner London	Number	750.00	687.00		1,497.00	

Priority 05: Strengthening the Local Economy

Hot Topics

Startup of the Year - top 10 listing

The O2 Smarta 100 is an annual celebration of the most resourceful, inspiring and disruptive small businesses in the UK.

It seeks to find the best businesses in the UK, looking for not just those who make the most money, but also those that have the most original ideas and make a true difference.

EeBria, which is based in New Cross, is a platform showcasing some of the best craft alcohol products, breweries, distilleries and vineyards from the UK. It provides small, discerning and independent businesses with national recognition. After ordering online, drinks are delivered directly to the customer the next working day.

EeBria has received national recognition by being placed in the top 10 of the Startup of the Year category in the O2 Smarta 100 Awards.

Priority 05: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of travel Sep 14 v Aug 14
Projects		Risk	
Current Status Oct 14	Direction of travel Oct 14 v Sep 14	Current Status Oct 14	Direction of travel Oct 14 v Sep 14

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Sep 14 v Mar 14	Direction of Travel Sep 14 v Aug 14

5. Strengthening the Local Economy

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

5.1 Performance

Priority 5 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
NI157b % Minor planning apps within 8 weeks	Percentage	80.31	70.00						
NI157c % of other planning applications determined within 8 weeks	Percentage	82.54	80.00						

5. Strengthening the Local Economy

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



5.1 Performance

Priority 5 - Monthly contextual Indicators							
	Unit	YTD Sep 14	YTD Aug 14	YTD Jul 14	YTD Jun 14	YTD May 14	13/14
LPI472 Job Seekers Allowance claimant rate	Percentage	3.20	3.20	3.30	3.30	3.50	3.80
LPI474 The no.of JSA claimants aged 18-24yrs	Percentage	1,220.00	1,200.00	1,200.00	1,215.00	1,310.00	1,415.00
LPI475 Average house price(Lewisham)	£	378,625.00	377,405.00	367,304.00	354,531.00	345,779.00	328,817.00
Priority 5 - Quarterly contextual indicators							
	Unit	YTD Sep 14	YTD Jun 14	YTD Mar 14	YTD Dec 13	YTD Sep 13	12/13
LPI401d Number of new businesses started as a result of our economic development programmes	Number	?	5.00	22.00	22.00	19.00	27.00
LPI423 Local employment rate	Percentage	?	75.20	73.80	72.00	71.20	69.40

5. Strengthening the Local Economy

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

5.2 Projects

Priority 05 projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Catford Centre Redevelopment	Resources & Regeneration	£350k	TBC	
PMSRGN Surrey Canal Triangle	Resources & Regeneration	£245k	TBC	

Priority 06: Decent Homes for All

Hot Topics

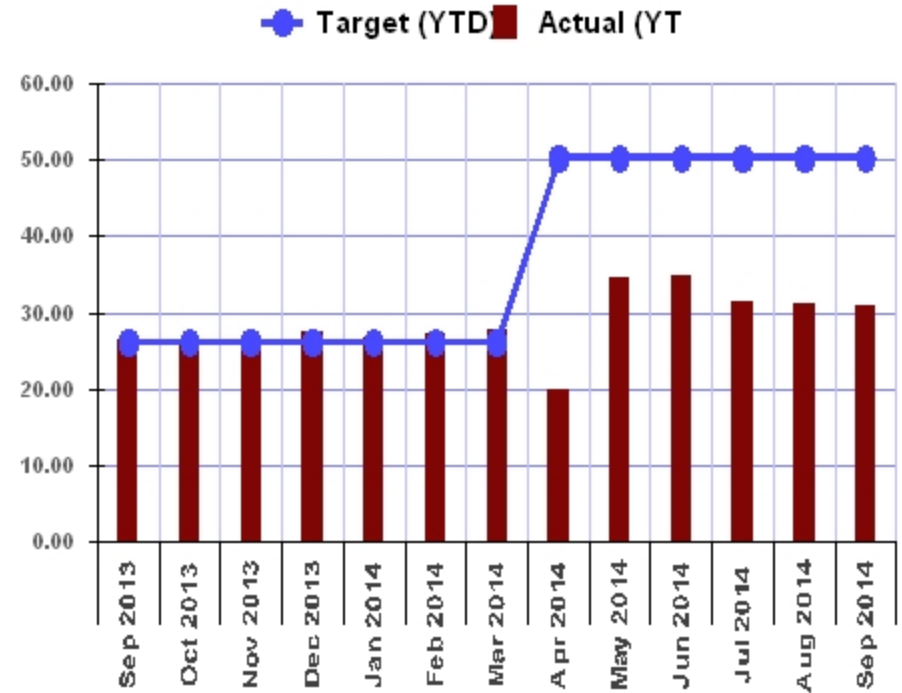
There are no 'Hot Topics' for Priority 6 this month.

Priority 06: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
Projects		Risk	
Current Status Oct 14	Direction of Travel Oct 14 v Sep 14	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Sep 14 v Mar 14	Direction of Travel Sep 14 v Aug 14
LPZ706 Percentage of properties let to those in temporary accommodation			
Projects - Red			
	Directorate	Current Status	
PMSCUS Kender New Build grant phase 3 South	Customer Services		
Finance			
	% variance	variance	
06. NI Decent Homes for All	57.14	1,600.00	

LPZ706 Percentage of properties let to those in temporary accommodation

LPZ706 Percentage of properties let to those in temporary accommodation			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2013	26.58	26.10	★
Oct 2013	25.69	26.10	●
Nov 2013	26.88	26.10	★
Dec 2013	27.40	26.10	★
Jan 2014	26.79	26.10	★
Feb 2014	27.18	26.10	★
Mar 2014	27.76	26.10	★
Apr 2014	20.00	50.30	▲
May 2014	34.48	50.30	▲
Jun 2014	34.81	50.30	▲
Jul 2014	31.40	50.30	▲
Aug 2014	31.15	50.30	▲
Sep 2014	30.96	50.30	▲



LPZ706 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Strategic Housing	<p>Performance</p> <p>Year-to-date performance in September 2014 is 30.96% against a target of 50.30%.</p>	<p>Performance Action Plan</p> <p>There is an increase in the percentage of family-sized properties that are being offered to this group. However this will be reflected in the coming months as properties are let. The percentage of lets of family-sized properties to homeless in TA this month is 50%.</p>

6. Decent Homes for All

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

6.1 Performance

Priority 6 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
LPI029 Percentage of rent collected, excluding rent due on void properties	Percent	99.49	99.00						
LPI037 Average Time to Re-let	Number	10.11	23.00						
LPI705 Percentage urgent repairs completed within timescales	Percentage	99.72	99.60						
LPZ706 Percentage of properties let to those in temporary accommodation	Percentage	30.96	50.30						
NI156 Number of households living in Temporary Accommodation	Number	1,610.00	1,450.00						
Priority 6 - Quarterly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last quarter	Against Target Jun 14	Against Target Mar 14	13/14
LPZ705 Number of homes made decent	Number	733.00	733.00						
LPZ753 Percentage of extra care housing schemes meeting new space standard	Percentage	25.00	0.00						
LPZ757 Number of families in non self contained nightly paid accommodation more than 6 weeks (Qtr)	Number	0.00	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










6.1 Performance

Priority 6 - Contextual Indicators							
	Unit	YTD Sep 14	YTD Aug 14	YTD Jul 14	YTD Jun 14	YTD May 14	13/14
LPI658d Total number of homelessness applications where a decision has been made	Number	512.00	431.00	296.00	198.00	146.00	1,073.00
LPZ725 Percentage of homeless applications where a decision was made to accept a duty	Percentage	76.37	77.03	83.11	83.84	83.56	64.21
LPZ747 Number of households on the housing register	Number	8,317.00	8,352.00	8,384.00	8,276.00	8,312.00	8,294
LPZ748 Number of approaches to HOC and SHIP	Number	4,582.00	3,909.00	3,325.00	2,570.00	1,708.00	11,860

6. Decent Homes for All

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


6.2 Projects

Priority 06 projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCUS Kender New Build grant phase 3 South	Customer Services	TBC	TBC	
PMSCUS Excalibur Regeneration	Customer Services	£2.011m	TBC	
PMSCUS Kender New Build grant phase 4	Customer Services	£1.54m	Mar 2015	
PMSRGN Southern Site Housing - Deptf TC Prog - appointment of developers	Resources & Regeneration	£1m	Dec 2014	
PMSCUS Housing Matters	Customer Services	£0.5m	Mar 2015	
PMSCUS Heathside & Lethbridge Redevelopment	Customer Services	£30.244m	Phase 3 - Nov 2015	
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	Mar 2015	
PMSCUS New Homes, Better Places - Phase 1	Customer Services	£1.5m	Nov 14	
PMSCUS Lewisham Homes Capital Programme 2014/15	Customer Services	£47m	Apr 2015	

6. Decent Homes for All

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

6.2 Projects


Red Projects			
	Senior Responsible Officer	Project Aim	Current status
PMSCUS Kender New Build grant phase 3 South	Customer Services. ED	Project Aim Kender New-Build Phase 3 South	

This scheme has suffered from a viability gap for a number of years. Following a reshaping of the ambitions of the scheme, it now appears possible to bring it to market and achieve a number of objectives through the redevelopment of the site. Construction of circa 200 housing units combined with a new health centre and other local benefits are part of the renewed vision. The Council has also identified the site as being able to contribute towards other corporate objectives, such as additional school places and revenue generation through market rent housing provision. These latter objectives are being assessed with the aim of developing a detailed brief for the site so that the market may be approached later in 2014.

6. Decent Homes for All

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

6.4 Finance

Net Expenditure Priority 06 (£000s)					
	2014/15 Budget	Projected year-end variance as at Sep 14	Variance	% variance	Comments
06. NI Decent Homes for All	2,800	1,600		57.14	Finance Overspend The Strategic Housing Service is projecting an overspend of £1.6m. This is entirely attributable to the overspend in the cost of bed and breakfast accommodation where a £1.6m overspend is being reported.

Priority 07: Protection of Children

Hot Topics

There are no 'Hot Topics' to report for Priority 7 this month.

Priority 07: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
Projects		Risk	
Against Target	Direction of Travel	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Sep 14 v Mar 14	Direction of Travel Sep 14 v Aug 14
Finance			
	% variance	variance	
07. NI Protection of Children		20.86	9,200.00
Red Risks - Corporate Risk Register			
	Responsible Officer	Current Status	
RMSCYP01 Avoidable death or serious injury	Director CSC		

7. Protection of Children

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

7.1 Performance

Priority 7 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
LPI129a % of children for whom contact received in month resulted in new referral	Percentage	18.30	14.00	★	➡	➡	▲	★	★
LPZ900 % of single assessments completed within 45 working days	Percentage	91.12	?	!	?	?	!	!	!
NI062 Stability of placements of looked after children: number of moves	Percentage	8.90	9.00	★	➡	➡	▲	▲	▲
NI063 Stability of placements of looked after children: length of placement	Percentage	70.10	73.00	●	➡	➡	▲	▲	●
NI064 Child protection plans lasting 2 years or more	Percentage	5.10	5.00	●	➡	➡	●	▲	★
NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time	Percentage	11.30	10.00	★	➡	➡	★	★	★
NI066 Looked after children cases which were reviewed within required timescales	Percentage	99.40	99.80	●	➡	➡	●	●	★
NI067 Percentage of child protection cases which were reviewed within required timescales	Percentage	99.60	100.00	●	➡	➡	●	★	★

7. Protection of Children

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

7.1 Performance

Priority 7 - Monthly Contextual Indicators									
	Unit	England 12/13	Statistical Neighbours 12/13	Sep 14	Aug 14	Jul 14	Jun 14	May 14	13/14
LPI137 CH39 Number LAC per 10,000 under 18 LBL	Number	60.00	75.10	78.70	79.80	79.80	80.90	78.30	77.00
LPI141 CH01 No.on CPP per 10,000 LBL	Number	37.90	40.90	48.60	45.50	47.80	46.10	44.70	46.20
LPI301 No. of children on CPP 'as at'	Number	284.00	240.00	313.00	293.00	308.00	297.00	288.00	304.00
LPI302 No. of LAC 'as at'	Number	448.00	441.00	507.00	514.00	514.00	521.00	504.00	500.00
LPI309a Number of Referrals per month	Number	325.00	263.00	266.00	152.00	303.00	313.00	197.00	198.00

7. Protection of Children

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

7.3 Risk

Priority 7 - Corporate Risk Register - Red Risks				
RMSCYP01 Avoidable death or serious injury				Current status
Priority 7 - Corporate Risk Register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCYP01 Avoidable death or serious injury	<p>Risk - What are the worst consequences of the risk? Death or serious injury to child/young person. Cost of response and redirection of resources. Litigation. Loss of public trust. Reduced staff morale. Loss of staff. Decreased performance.</p>	➔	Director CSC	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 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. Meeting arranged for LA senior managers to discuss the implications of the Rotherham Report. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> Quality control, relationships with providers. Strength of partnerships. Child protection systems. Strong PR. Ensure safeguarding plans fully implemented. Regular supervision of staff procedures. Regular timely inter-agency communication and meetings. Education Psychologists now trained in trauma support. Ensure strong safeguarding mechanisms for all staff across contract bids from other organisations. Safeguarding Board monitors action plans from Serious Case Reviews. Adherence to CYP Lone Working Policy; violence to staff meetings and review of lessons learnt. Serious Youth Violence Strategy implemented. MASH Information Sharing Protocols have been agreed and signed off. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> Dec 14


Priority 7 - Corporate Risk Register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
	Impact on Inspection.			<p>Risk Notes</p> <ul style="list-style-type: none"> • Child Protection Conferences undertaken to engage hard to reach families in child protection process to improve outcomes. • Targeted Family Support undertaken to identify children at risk early and provide support. • RAG rating always maintained at 25 because of the impact on the Council when a child known to CSC dies as a result of abuse. CSC deal with child abuse cases and make professional judgements based on risk indicators. Serious Case Reviews identify risk indicators that may have contributed to the death of a specific child in a particular family, however the same group of risks are also present in many of the cases that do not end up in child death and where it is in the child's best interest to preserve significant attachments, by working in partnership with parents to maintain a child in that family. It is not always possible to predict a death of a child. Professional judgement has to be applied throughout and there is always a risk that a child may die with devastating consequences for the family and the local authority. • Legal supporting ongoing historical cases relating to children's homes.

7. Protection of Children

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

7.4 Finance

Net Expenditure Priority 07 (£000s)					
	2014/15 Budget	Projected year-end variance as at Sep 14	Variance	% variance	Comments
07. NI Protection of Children	44,100	9,200		20.86	Finance Overspend Children's social care is showing a budget pressure is £9.2m. This comprises of a £2.0m pressure in the placement budget for looked after children (LAC), a £6.2m pressure relating to clients with no recourse to public funds and a £1.0m pressure as a result of an increase in the number of young people who are leaving care.

Priority 08: Caring for Adults and Older People

Hot Topics

New dementia centre of excellence

The Ladywell Centre in Lewisham has had a range of building improvements to provide a dedicated and 'dementia friendly' environment for people with dementia. This dementia centre of excellence offers specialist facilities, an interior designed specifically for those with dementia and a dedicated garden space.

The refurbishment has come about as a result of funding of £250k from the Department of Health and a further £43k from Lewisham Council. Lewisham was the only local authority to be awarded funding for this type of project.

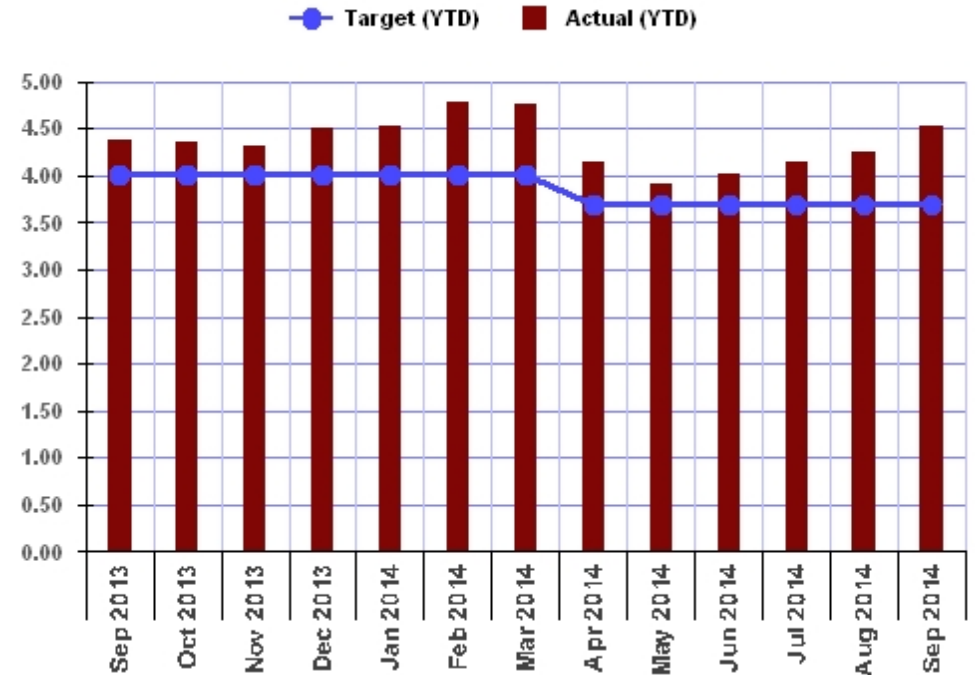
The funding has allowed the existing environment to be transformed and the new development means the Council will be able to offer improved services, person-centred activities, a more secure environment and therefore increased freedom of movement.

Priority 08: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
Projects		Risk	
Current Status	Direction of Travel	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Sep 14 v Mar 14	Direction of Travel Sep 14 v Aug 14
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population			
Red Risks			
	Responsible Officer	Current Status	
RMSCOM04 Serious Safeguarding Concern	Head of Adult Assessment and Care Management, Head of Communities and Neighbourhood Development; Head of Cultural Services; Head of Crime Reduction.		
Finance - Net Expenditure - Reds (£000s)			
	% variance	variance	
08. NI Caring for Adults and Older People	2.46	2,000.00	

LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population

LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population			
Number			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2013	4.38	4.00	▲
Oct 2013	4.35	4.00	▲
Nov 2013	4.32	4.00	▲
Dec 2013	4.51	4.00	▲
Jan 2014	4.52	4.00	▲
Feb 2014	4.79	4.00	▲
Mar 2014	4.75	4.00	▲
Apr 2014	4.15	3.69	▲
May 2014	3.92	3.69	▲
Jun 2014	4.01	3.69	▲
Jul 2014	4.15	3.69	▲
Aug 2014	4.24	3.69	▲
Sep 2014	4.52	3.69	▲



LPI264 2C (1) - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Adult Social Care	<p>Performance This indicator measures the rate of delayed transfers of care from ALL NHS hospitals per 100,000 population aged 18+, not just Lewisham UHL. A transfer is delayed when a patient is medically fit to move, but still occupying a hospital bed. Data for this indicator is provided by the NHS England. (Lower performance is better).</p> <p>We have continued to achieve low delayed transfers of care in relation to patients from UHL and out-of-borough hospitals, such as Kings. The challenge of ensuring that patients occupying the additional beds created within local hospitals in anticipation of winter pressure has required additional resources to be provided by the Assessment Teams, as well as a significant increase to the levels of care provided. People who required a hospital admission have tended to present with complex health conditions and have consequently required enhanced care and support on discharge.</p>	<p>Performance Action Plan Additional staff were recruited to assist with timely discharge therefore delays attributed to adult social care are minimal. Further work on prevention and admission avoidance is a key focus of current and future activity to reduce unnecessary admissions. Work has continued to focus on better health and social care integration to improve the care pathway in line with plans set out in the Integration Programme.</p>

8. Caring for Adults and Older People

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

8.1 Performance

Priority 8 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
AO/D40 % Adult Social Care clients receiving a review	Percentage	40.52	28.66	★	🟢	🟢	★	★	🔴
LPI253 1C (1) % people using social care who receive self-directed support	Percentage	120.87	89.53	★	🟢	🔴	★	★	🟡
LPI254 1C (2) % people using social care who receive direct payments	Percentage	20.39	20.39	★	🟢	🔴	★	★	🔴
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population	Number	4.52	3.69	🔴	🔴	🔴	🔴	🔴	🔴
LPI272 2D Reablement/Rehabilitation No Support	Percentage	69.00	36.00	★	🟢	🟢	★	★	★

8. Caring for Adults and Older People

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

8.1 Performance



Priority 8 - Monthly Contextual Indicators

	Unit	Sep 14	Aug 14	Jul 14	Jun 14	May 14	13/14
LPI297 Total number of Adult Social Care contacts (new contacts)	Number	7,330.00	6,072.00	4,970.00	3,718.00	2,408.00	11,900.00

8. Caring for Adults and Older People

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

8.3 Risk

Priority 8 - Corporate Risk Register - Red Risks				
Current status				
RMSCOM04 Serious Safeguarding Concern 				
Priority 8 - Corporate Risk Register - Red Risks				
	Consequen...	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOM04 Serious Safeguarding Concern	Death of adult or child. Institutional Abuse. Domestic Homicide.		Head of Adult Assessment and Care Manageme... Head of Crime Reduction & Supporting People.	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. We will strengthen the governance and operational structure of the Lewisham Safeguarding Adults Board to meet Care Act requirements. 2. We will improve performance and data collection and reporting systems to ensure identification of trends and analysis of activities to inform policy and practice developments. 3. The QAF working group has workstreams which are developing a risk assessment guide and dashboard. Both are currently being tested. 4. A new structure is being developed which will strengthen links across Adult Social Care and Mental Health in relation to referral pathways and the management of safeguarding casework. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Implemented multi-agency Adult Safeguarding policy and procedures. • Undertaken pro-active monitoring of referrals to identify potential institutional abuse. • Implemented preventative approaches within Safeguarding and Domestic Violence services. • Established a Case Panel Review Group in April 2013. • A revised training programme was developed and completed during 2013. • Domestic Homicide Reviews - actions are reviewed as a task and finish group which reports to the SLP and the Adults Safeguarding Board as required. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. Work is in progress to support the LSAB becoming statutory in April 2015. 2. The performance framework will be completed and implemented by October 2014. 3. Current work is aiming for full implementation of the QAF in October 2014. 4. November 2014.

8. Caring for Adults and Older People

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

8.4 Finance

Net Expenditure Priority 08 (£000s)					
	2014/15 Budget	Projected year-end variance as at Sep 14	Variance	% variance	Comments
08. NI Caring for Adults and Older People	81,200		2,000 ▲	2.46	Finance Overspend The Adult Services division is forecast to overspend by £2.0m. This is largely due to overspends on the budgets of packages and placements which is, in part, attributable to demographic factors.

Priority 09: Active, Healthy Citizens

Hot Topics

Transgender swimming sessions at Glass Mill

Trans and Gender Non-Conforming Swimming Group (TAGS), is running transgender safe swimming sessions at Glass Mill leisure centre every Friday evening.

Glass Mill is accessible for individuals with disabilities and includes a discrete space with electric blinds on all windows to ensure privacy as well as gender specific and gender neutral training facilities.

The session runs from 8.30–10pm every Friday and costs £3.20 – less for residents in the borough and members.

Pool staff have been receiving training by TAGS to ensure that gender issues are covered and treated sensitively and TAGS representatives will be on hand to greet swimmers and take them to the changing area. There is also accessible CCTV monitored parking, open until the centre closes, and a cafe space to socialise. Parents of young people and carers are welcome to swim or spectate.

TAGS is the only Trans Gender Non Conforming swimming group in London. These sessions are part of a three month trial and all interested swimmers are being encouraged to support the initiative by coming to the sessions.

Priority 09: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
Projects		Risk	
Current Status	Direction of Travel	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Sep 14 v Mar 14	Direction of Travel Sep 14 v Aug 14

9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

9.1 Performance

Priority 9 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
CF/C19 Health of LAC	Percentage	90.50	93.00						
NI052 Take up of school lunches	Percentage	57.10	58.00						

Priority 9 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
LPI202 Library visits per 1000 pop	Number per 1000	663.29	567.16						
	Unit	Sep 14	Sep 13	Aug 14	Aug 13	Jul 14	Jul 13	13/14	
LPI202r Library visits rolling 12 months	Number	2,090,231	1,896,349	2,079,634	1,871,673	2,073,344	1,850,575	2,046,822	

Priority 9 - Quarterly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last Quarter	Against Target Jun 14	Against Target Mar 14	13/14
NI053 Prevalence of breastfeeding at 6 - 8 weeks from birth	Percentage	?	78.00						
NI123 Stopping smoking	Rate per 100,000	?	366.00						
LPI324 MMR1 Immunisation rates 2nd birthday	Percentage	87.20	91.00						

9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone







9.1 Performance

Priority 9 - Monthly Contextual Indicators							
	Unit	YTD Sep 14	YTD Aug 14	YTD Jul 14	YTD Jun 14	YTD May 14	13/14
LPI211a Children free swims	Number	24,538.00	22,011.00	15,541.00	9,631.00	6,896.00	32,427
LPI211b 60+ free swims	Number	14,517.00	12,050.00	9,506.00	6,422.00	3,747.00	18,675

Priority 10: Inspiring Efficiency, Effectiveness & Equity

Hot Topics

There are no 'Hot Topics' to report in Priority 10 this month.

Priority 10: Summary			
Performance Indicators		Finance	
Against Target Sep 14	Direction of Travel Sep 14 v Aug 14	Variance Sep 14	Direction of Travel Sep 14 v Aug 14
			
Projects		Risk	
Current Status	Direction of Travel	Current Status Oct 14	Direction of Travel Oct 14 v Sep 14
n/a	n/a		

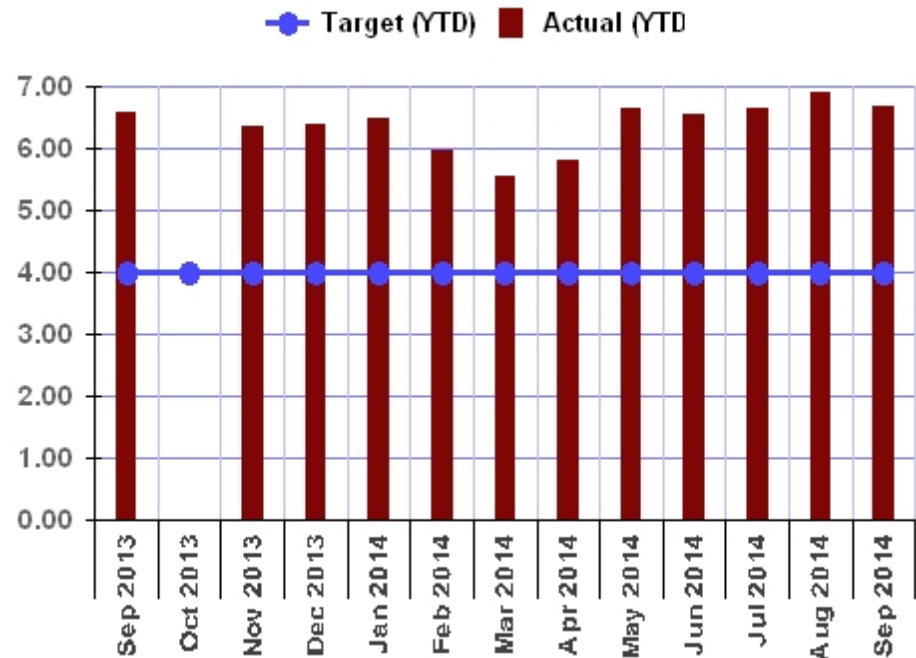
10. Inspiring Efficiency, Effectiveness and Equity

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

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Sep 14 v Mar 14	Direction of Travel Sep 14 v Aug 14
BV012c Days/Shifts lost to Sickness (Schools Only)	▲	■	■
BV017a % Ethnic minorities employees	▲	■	■
LPI519 Percentage of FOI requests completed	▲	■	■
LPI537 Council jobs gained by young people under 25 as a % of junior level appointments (Sc1-Sc5)	▲	■	■
Red Risks - Corporate Risk Register			
	Responsible Officer	Current Status	
RMSCOR04 Non compliance with Health & Safety Legislation	Chief Executive	▲	
RMSCOR15 Inability to maintain assets & premises in safe & effective condition	Executive Director for Resources & Regeneration	▲	
RMSCOR19 Employee Relations	Chief Executive	▲	
RMSCOR21 Data Integrity/Non Compliance/Information Security	Chief Executive	▲	
RMSCOR24 Management capacity and capability	Chief Executive	▲	
RMSCOR30 Strategic programme to develop and implement transformational change does not deliver	Chief Executive	▲	

BV012c Days/shifts lost to sickness (schools only)

BV012c Days/Shifts lost to Sickness (Schools Only)			
	Number		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2013	6.59	4.00	▲
Oct 2013		4.00	?
Nov 2013	6.35	4.00	▲
Dec 2013	6.40	4.00	▲
Jan 2014	6.50	4.00	▲
Feb 2014	5.98	4.00	▲
Mar 2014	5.57	4.00	▲
Apr 2014	5.81	4.00	▲
May 2014	6.66	4.00	▲
Jun 2014	6.57	4.00	▲
Jul 2014	6.66	4.00	▲
Aug 2014	6.92	4.00	▲
Sep 2014	6.68	4.00	▲

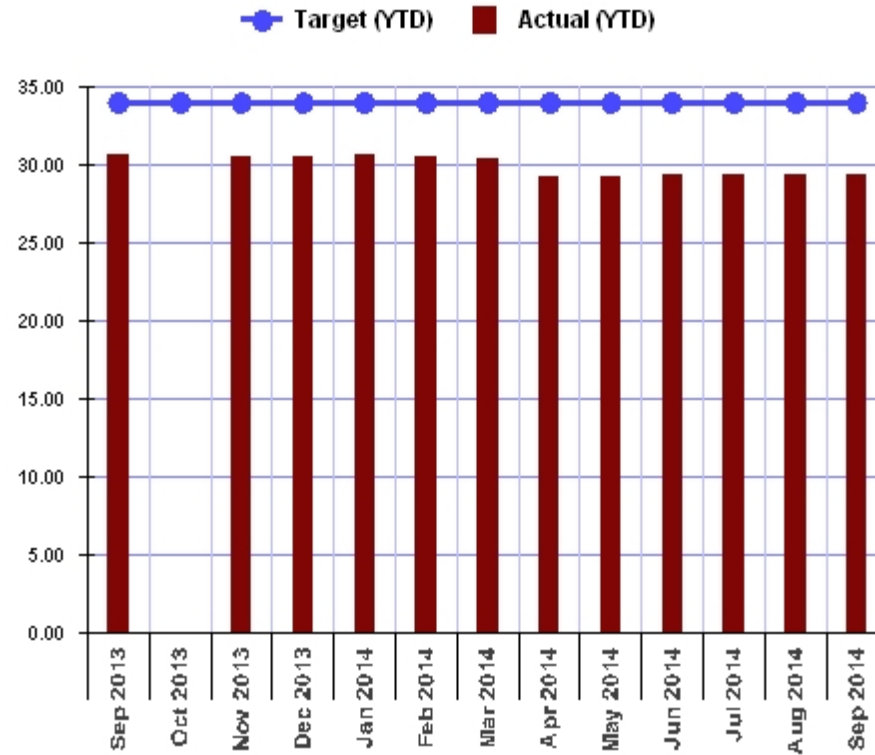


BV012c - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Personnel and Development	<p>Performance Absence for the 12 months to September 2014 stands at 6.68 days for schools staff (target 4 days).</p>	<p>Performance Action Plan 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.</p>

BV017a % Ethnic minorities employees

BV017a % Ethnic minorities employees			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2013	30.62	34.00	▲
Oct 2013		34.00	?
Nov 2013	30.61	34.00	▲
Dec 2013	30.60	34.00	▲
Jan 2014	30.62	34.00	▲
Feb 2014	30.51	34.00	▲
Mar 2014	30.44	34.00	▲
Apr 2014	29.28	34.00	▲
May 2014	29.31	34.00	▲
Jun 2014	29.38	34.00	▲
Jul 2014	29.38	34.00	▲
Aug 2014	29.35	34.00	▲
Sep 2014	29.38	34.00	▲

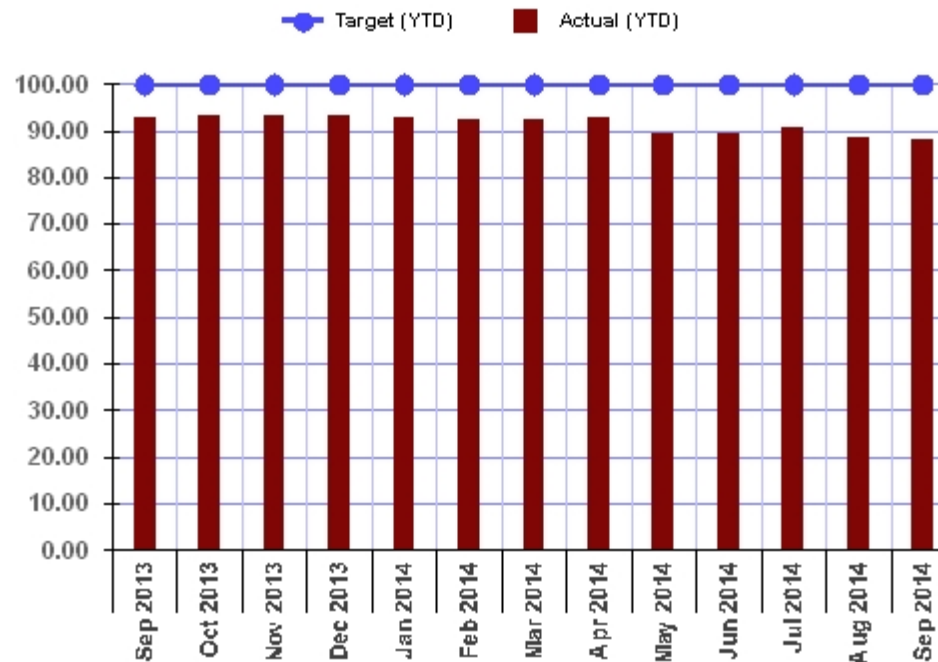


BV017a - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Personnel & Development	<p>Performance 29.56% of all staff (non-schools and schools staff) are from Black, Asian and Minority Ethnic (BAME) communities against the target of 34%. YTD performance in September is 29.38%.</p> <p>Non-schools staff represents 35.68% against a target of 40%. This performance has declined over the past year.</p>	<p>Performance Action Plan Recruiting managers continue to be reminded of the Council's target at the start of each recruitment process. Search consultants are also briefed on the need to ensure that effective mechanisms are in place to target and encourage applicants from BAME groups.</p>

LPI519 Number of FOI requests completed in given timescales

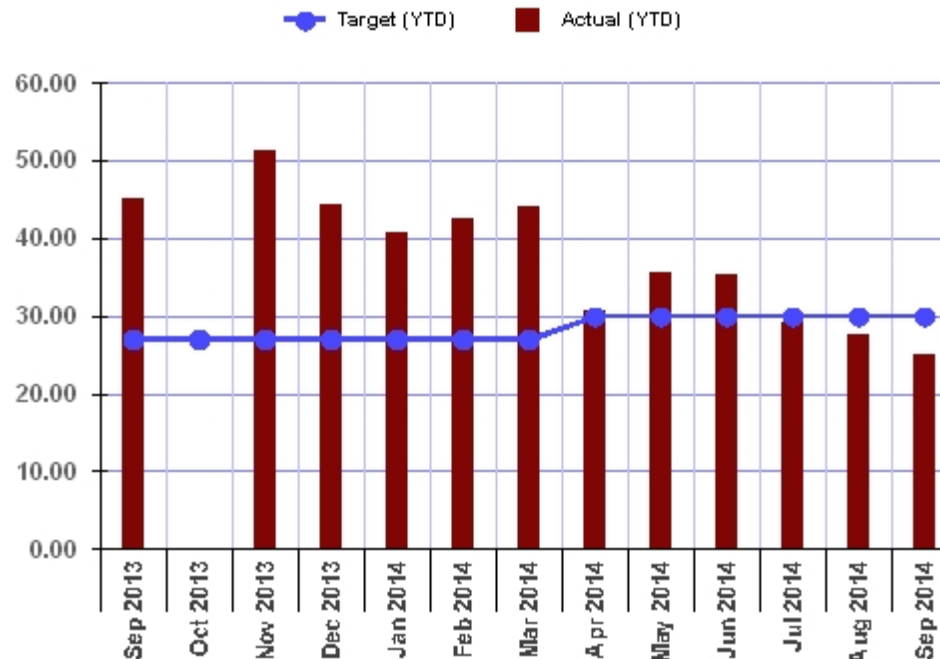
	LPI519 Percentage of FOI requests completed		
	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2013	92.84	100.00	▲
Oct 2013	93.48	100.00	▲
Nov 2013	93.21	100.00	▲
Dec 2013	93.19	100.00	▲
Jan 2014	92.76	100.00	▲
Feb 2014	92.51	100.00	▲
Mar 2014	92.57	100.00	▲
Apr 2014	92.75	100.00	▲
May 2014	89.53	100.00	▲
Jun 2014	89.56	100.00	▲
Jul 2014	90.57	100.00	▲
Aug 2014	88.61	100.00	▲
Sep 2014	87.97	100.00	▲



LPI519 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Head of Technology & Transformation	<p>Performance</p> <p>The Council received 101 FOI requests in September 2014 which at this point in time for reporting purposes represents the last closed period. 85 have been closed within the timescale and 15 requests closed out of the statutory timescales, 1 remains open, a compliance rate of 84.2%. Year-to-date performance is 87.97%.</p>	<p>Performance Action Plan</p> <p>The Corporate Team continue to support the directorate representatives who have continued to maintain good performance levels. They are working to improve how cross-directorate requests could be better managed as often these are responded to out of time. The Team manage output of responses for all directorates to ensure compliance and a consistent approach to the application of exemptions. All requests were acknowledged within 3 days.</p>

LPI537 Council jobs gained by young people under 25 as a % of junior level appointments (SC1-SC5)

LPI537 Council jobs gained by young people under 25 as a % of junior level appointments (Sc1-Sc5)			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Sep 2013	45.16	27.00	★
Oct 2013		27.00	?
Nov 2013	51.28	27.00	★
Dec 2013	44.44	27.00	★
Jan 2014	40.68	27.00	★
Feb 2014	42.65	27.00	★
Mar 2014	44.16	27.00	★
Apr 2014	30.77	30.00	★
May 2014	35.71	30.00	★
Jun 2014	35.29	30.00	★
Jul 2014	29.27	30.00	●
Aug 2014	27.66	30.00	▲
Sep 2014	25.00	30.00	▲



LPI537 - comment

Responsible Officer	Performance Comment	Action Plan Comment
Head of Personnel & Development	<p>Performance</p> <p>The Council recruited candidates to 17 posts during September. Three were gained by a young people under 25. YTD performance in September 2014 is 25% against a target of 30%.</p>	<p>Performance Action Plan</p> <p>The Council plans to continue raising awareness of careers with Lewisham for those entering the labour market. Recruiting managers are reminded of the Council's target at recruitment initiation and at shortlisting stage particularly where employment opportunities would be suitable for young people. Work is also continuing to ensure that a variety of entry routes are provided through trainee schemes and apprenticeships for young people seeking public sector career opportunities.</p>

10. Inspiring Efficiency, Effectiveness and Equity

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

10.1 Performance

Priority 10 - Monthly Indicators									
	Unit	YTD Sep 14	Target Sep 14	Against Target Sep 14	DoT Last year	DoT Last month	Against Target Aug 14	Against Target Jul 14	13/14
BV008 Invoices paid within 30 days	Percentage	?	100.00	?	?	?	?	?	▲
BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.57	7.50	●	■	■	★	★	★
BV012c Days/Shifts lost to Sickness (Schools Only)	Number	6.68	4.00	▲	■	■	▲	▲	▲
BV016a % of Disabled employees	Percentage	3.66	3.50	★	■	■	★	★	★
BV017a % Ethnic minorities employees	Percentage	29.38	34.00	▲	■	■	▲	▲	▲
LPI031 NNDR collected	Percentage	97.07	99.00	●	■	■	★	★	★
LPI032 Council Tax collected	Percentage	94.72	96.00	●	■	■	●	●	★
LPI500 % staff from ethnic minorities recruited at PO6 and above	Percentage	0.00	30.00	▲	➡	➡	▲	▲	▲
LPI519 Percentage of FOI requests completed	Percentage	87.97	100.00	▲	■	■	▲	▲	▲
LPI537 Council jobs gained by young people under 25 as a % of junior level appointments (Sc1-Sc5)	Percentage	25.00	30.00	▲	■	■	▲	●	★
LPI726 Percentage of calls answered by the call centre	Percentage	91.68	91.00	★	■	■	★	★	★
LPI755 Percentage of customers with appointments arriving on time seen within their appointed time	Percentage	95.55	91.00	★	■	■	★	★	●
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	7.16	7.50	★	■	■	★	★	★

10. Inspiring Efficiency, Effectiveness and Equity

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

10.3 Risk

Priority 10 - Corporate Risk Register - Red Risks				
RMSCOR04 Non compliance with Health & Safety Legislation				Current status
Priority 10 - Corporate Risk Register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOR04 Non compliance with Health & Safety Legislation	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> • Death or injury to public or staff. • Criminal prosecution. • Civil litigation. • Service stopped. • Cost of lost time dealing with incident and recovery. • Loss of public trust in Council. 	➔	Chief Executive	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Emphasis on H&S awareness for all staff and training to support improvements in quality of H&S risk assessment. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Adoption of H&S BS18001 approach for managing H&S across the Council and moved to one H&S Manual. • H&S governance strengthened with H&S Committee (members, officers and unions) and Corporate H&S Board reporting to EMT in place. • Occupational Health and Learning & Development. commissioned through contracts. • Online system for reporting Council H&S accidents, incidents & near misses to help monitor H&S risks. • All services complete annual self-assessment of their H&S and a rolling risk based audit plan of full audits is in place. • H&S induction and training programme. • Online system for monitoring H&S recommendations. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. Mar 15

10. Inspiring Efficiency, Effectiveness and Equity

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

10.3 Risk

Priority 10 - Corporate Risk Register - Red Risks				
				Current status
RMSCOR06 Financial Failure - inability to maintain a balanced budget				▲
Priority 10 - Corporate Risk Register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOR06 Financial Failure - inability to maintain a balanced budget	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> • Central government intervention. • Emergency measures disrupt all services • Services not delivered to time, quality or cost 	➔	Executive Director of Resources & Regeneration	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Lewisham future programme has published £40m savings proposals for member scrutiny and decision which, if taken, would leave a £10m gap for 15/16. 2. Focused management action on budget pressures, currently £10m for 14/15 - e.g. cost of looked after children placements, children leaving care and B&B and temporary accommodation. 3. CEP process will supplement DEPs. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Annual budget planning process established with clear timeframes to enable consultation and consolidation. • Directorate Expenditure Panels operating for all budgets. • Routine monthly budget monitoring reported to DMT, EMT & members. • Regular reviews by actuaries and consultations with external auditors to retain acceptable levels of reserves and provisions. • Budget for 2014/15 set and appropriate savings agreed to live within available resources. • Lewisham Future Programme Board established. • Project groups to deal with 'Integration with Health' and 'No Recourse' established. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. Feb 15 2. Mar 15 3. Nov 14

Priority 10 - Corporate Risk Register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
				<p>Risk Notes</p> <ol style="list-style-type: none"> 1. Next phase of Lewisham future programme to be agreed and work to bring forward further savings progressed.

10. Inspiring Efficiency, Effectiveness and Equity

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

10.3 Risk

Priority 10 - Corporate Risk register - Red Risks				
RMSCOR19 Employee Relations				Current status
Priority 10 - Corporate Risk register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOR19 Employee Relations	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> • Increase in disputes and grievances. • Increased staff turnover with related loss of knowledge and experience and expertise. • Recruitment difficulties. • Diversion of staff and management time away from core service delivery. • Disruption to service delivery. 	➔	Chief Executive	<p>Risk - What are we planning to do? The following are built into the HR Divisions work plan:</p> <ul style="list-style-type: none"> • Trade Union engagement and meetings with the Mayor • Briefing to all managers • Staff Forum engagement • PES • L&D offering • Works Council • LGPS changes • Staff survey • Monitor staff and union feedback <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Completed refresh of JDs, single status review and accredited as an Investors in People (IIP) employer. • Regular communications with staff via multiple channels on pressures and changes the Council is facing. • HR reconfiguration included review of employee relations structures to ensure integrated approach. • Strong consultation governance structures and engagement with the Trade Unions. • Monitoring of staff structures and recruitment against equality characteristics, and wellbeing, absence management, grievances and complaints. • IIP accreditation maintained. <p>Risk - When is it going to be completed?</p> <ul style="list-style-type: none"> • Quarterly reviews in Jul and Oct 14

Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
				<p>Risk Notes</p> <ul style="list-style-type: none"> • NUT & UNITE strike action during March 2014. • All unions strike action on 10 July 2014. • Target score increased from 4 to 8.

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 - Corporate Risk register - Red Risks

Priority 10 - Corporate Risk register - Red Risks				Current status
RMSCOR21 Data Integrity/Non Compliance/Information Security				▲
Priority 10 - Corporate Risk register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOR21 Data Integrity/Non Compliance/Information Security	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> • Exposure of confidential information or corruption of data. • Prosecution/fine for statutory breach. • Diversion of resources and loss of public trust. • Loss of access to GCSX data sources, health data sources and payment card transactions 	➔	Chief Executive	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Move files from Eros House basement to offsite storage with scan on demand. 2. Implement ICO Audit recommendations. 3. Specialist training for key staff. 4. Reinforce the privacy impact assessment process. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Information asset register. • Audits of compliance. • Policies, procedures and guidance in place. • Information sharing agreements (incl. third parties). • Secure email system for SC staff, 2FA for remote working. • Info security visits, project monitoring, privacy impact assessments. • Process for reporting & monitoring data breaches. • Information Governance forum established. • Achieved high amber in the ICO audit. • SLA to 25% of Lewisham schools. • Process for access to information complaints, appeals and ICO investigations. • PSN compliance achieved Sep 14. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. Sep 14 2. First deadline Sep 14 - evidence of implementation by Jan 15 3. Mar 15 4. Sep 14

Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
	revoked.			<p>Risk Notes</p> <ul style="list-style-type: none"> • Remaining 2011/12 data breaches being assessed by ICO. • PSN compliance requirement mean more changes to infrastructure. 10 PSN related projects with Capita will be delivered by Autumn 2015. • Metacompliance tool will force staff to read and sign acceptance of appropriate policies (wider than just IT) and provide a tailored training module. • Huge increase in the number of malware and phishing emails seen. New protective monitoring tool being purchased.

10. Inspiring Efficiency, Effectiveness and Equity

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

10.3 Risk

Priority 10 - Corporate Risk register - Red Risks				
RMSCOR24 Management capacity and capability				Current status
Priority 10 - Corporate Risk register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOR24 Management capacity and capability	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> Decline in the quality and flexibility of service delivery. Failure to manage services to meet customer/citizen need. Failure to innovate and improve delivery of services and deliver better value for money. 	➔	Chief Executive	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> New objective and appraisal process for senior management introduced. Organisational shape, direction and delivery strategy being reviewed. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> Governance processes, including ER/VR panels, provide robust challenge for redundancies, changes to working hours, and working beyond retirement. Consideration of capacity and capability, and succession planning are all included as questions in the 'STAR' service planning model. Dedicated transformation team supporting service changes Council wide. All recruitment (permanent and agency) monitored and scrutinised closely for evidence of longer term capacity or capability gaps. Refresh of Directorate internal performance indicators, aligned to service plan objectives. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> Dec 14 Mar 15

10. Inspiring Efficiency, Effectiveness and Equity

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

10.3 Risk

Priority 10 - Corporate Risk register - Red Risks				
RMSCOR30 Strategic programme to develop and implement transformational change does not deliver				Current status
Priority 10 - Corporate Risk register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOR30 Strategic programme to develop and implement transformational change does not deliver	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> Breach of statutory duty(ies) Service disruption and poor performance Loss of staff good will Anxiety for service users 	➔	Chief Executive	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 2nd Managers conference. Extend use of We Create to Members. Consideration for Citizens Panels or equivalent to ensure effective and engaged consultation on options / decisions. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> Established the Lewisham Future Programme Board supported by Transformation team to set priorities and oversee delivery of the change programme. Initiated reviews for priority areas for change based on the output from a member led process. Decoupled the process for agreeing savings from the budget process to enable work to be done on a rolling basis. Set up the basic workflow (agenda, information, communication and reporting) and governance for managing the programme. Launched online ideas management tool - WeCreate. Members awareness and training. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> Dec 14 Sep 14 Sep 14

Appendix A - Performance Scoring Methodology

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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 2014). 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 Performance summary’ 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

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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.