












Monthly Management Report

January 2016

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.

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

Performance: Performance is being reported for December 2015. There are 9 performance indicators (47 per cent) reported as green or amber against target, and 9 (47 per cent) are showing an upward direction of travel. There are 10 performance indicators (53 per cent) reported as red against target and 9 performance indicators (47 per cent) which have a Red direction of travel. There are 4 indicators that have missing performance data.

Projects: Projects are being reported for January 2016. There are no red projects this month.

Risks: Risks are being reported for December 2015. There are nine red corporate risks - ICT infrastructure is not fit for purpose and/or does not meet business needs; noncompliance with Health & Safety legislation; financial failure and inability to maintain service delivery within a balanced budget; loss of income to the Council; 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. There are 12 amber risks and one risk is rated green. The status of the risk ' Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition' was downgraded from red to amber following improvements in the management of the corporate estate. The status for 'Failure to agree with partners integrated delivery models for local health and care services' was reduced from amber to green as funding has now been made available.

Finance: The financial forecasts for 2015/16 as at 31 December 2015 are as follows: There is a forecast overspend of £6.7m against the directorates' net general fund revenue budget which is £246.224m. This compares to a forecasted overspend of £7.0m for the end of November. The consolidated results for the year forecast a final outturn of £5.2m. The Housing Revenue Account (HRA) is projecting a £2.3m surplus. For the Dedicated Schools Grant (DSG) there are three schools which are expected to report and apply for a licensed deficit by the year end.

Barry Quirk, Chief Executive
9 February 2016

Overall Summary: Performance

Summary of performance indicators in this report.

Priority 2 - Young People's Achievement and Involvement					Priority 2 - Young People's Achievement and Involvement				
Overall Performance					Direction of Travel				
				Total					Total
2	0	0		2	2	0	0		2
Priority 3 - Clean, Green and Liveable					Priority 3 - Clean, Green and Liveable				
Overall Performance					Direction of Travel				
				Total					Total
1	1	1	2	5	1	0	2	2	5
Priority 6 - Decent Homes for All					Priority 6 - Decent Homes for All				
Overall Performance					Direction of Travel				
				Total					Total
0	0	2		2	0	1	1		2
Priority 7 - Protection of Children					Priority 7 - Protection of Children				
Overall Performance					Direction of Travel				
				Total					Total
3	0	0		3	2	0	1		3
Priority 8 - Caring for Adults and Older People					Priority 8 - Caring for Adults and Older People				
Overall Performance					Direction of Travel				
				Total					Total
3	0	0		3	2	0	1		3
Priority 9 - Active, Healthy Citizens					Priority 9 - Active, Healthy Citizens				
Overall Performance					Direction of Travel				
				Total					Total
0	0	1		1	0	0	1		1
Priority 10 - Inspiring Efficiency, Effectiveness and Equity					Priority 10 - Inspiring Efficiency, Effectiveness and Equity				
Overall Performance					Direction of Travel				
				Total					Total
1	2	2	2	7	1	0	4	2	7

Across all performance indicators in this report					Across all performance indicators in this report				
Overall Performance					Direction of Travel				
				Total					Total
10	3	6	4	23	8	1	10	4	23

Performance

This report contains December 2015 performance data, and finds that 9 indicators are reported as Green or Amber against target, which is 1 fewer than last month. In December 2015, 10 indicators are reported as Red against target, which is 4 more than last month. There are 4 indicators with missing data in December 2015, which is 3 fewer than last month.

Direction of Travel

A total of 9 indicators are showing an upward trend in December 2015, which is up 2 from last month. There are 9 indicators with a red direction of travel in December 2015, which is up one from last month. In December 2015, 4 indicators had missing data.

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 Dec 15	DoT Dec 15 v Mar 15	DoT Dec 15 v Nov 15	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	▲	■	■	8	2	p14
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	▲	■	■	7	2	p15
NIO62 Stability of placements of looked after children: number of moves	▲	■	■	-	7	p24
NIO64 Child protection plans lasting 2 years or more	▲	■	■	9	7	p25
LPI254 1C (2) % people using social care who receive direct payments	▲	■	■	8	8	p29
Performance Indicators - Monthly Indicators (reported 1 month behind)						
	Against Target Nov 15	DoT Nov 15 v Mar 15	DoT Nov 15 v Oct 15	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	▲	■	■	8	8	p30

Areas of Good Performance










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Areas of Good Performance				
Performance Indicators - Monthly indicators				
	Against Target Dec 15	DoT Dec 15 v Mar 15	DoT Dec 15 v Nov 15	Priority No.
NI156 Number of households living in Temporary Accommodation	★	🟢	🟢	6
LPI202 Library visits per 1000 pop	★	🟢	🔴	9
LPI031 NNDR collected	★	🟢	🔴	10
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	★	🟢	🔴	10

Programmes and Projects

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Project Performance - January 2016

This month				One month ago				Two months ago			
Status			Total	Status			Total	Status			Total
			17				17				17
0	8	9		0	7	10		0	7	10	

Project	Estimated completion dates Date
PMSRGN Deptford Rise Public Realm (The Deptford Project Ltd)	Feb 2016
PMSCYP Primary Places Programme 2015/16	Mar 2016
PMSRGN TFL Programme 2015/16	Mar 2016
PMSCUS GLA Empty Homes programme Round 2	Mar 2016
PMSCUS Lewisham Homes Capital Programme 2015/16	Apr 2016
PMSCUS Bampton and Shifford Estate Development	Spring 2016
PMSCUS New Homes, Better Places - Phase 1	Phase 3 completion - Spring 2016
PMSRGN Beckenham Place Park (Fundraising Project)	Round 2 funding announcement in Dec 2016
PMSCUS Besson Street Development	Aug 2016
PMSRGN Sydenham Park Footbridge	Summer 2016
PMSCYP Building Schools for the Future	Dec 2016
PMSRGN Southern Site Housing - Deptf TC Prog - appointment of developers	Sep 2018
PMSCYP Developing 2 Year Old Childcare Provision	TBC
PMSRGN New Bermondsey Regeneration Scheme	TBC
PMSRGN Catford Centre Redevelopment	TBC
PMSRGN Milford Towers Decant	TBC
PMSCUS Excalibur Regeneration	TBC

Movements in project status since November 2015

Upgraded from Amber to Red
None

Upgraded from Green to Amber
Bampton and Shifford Estate Development
Sydenham Park Footbridge

Downgraded from Amber to Green
Southern Sites Housing - Deptford TC Programme

Removals:
None

Additions:
None

Overall Performance: Risk

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

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

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

In accordance with the Council's current Risk Management Strategy, risk is monitored by way of risk registers. Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to the 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 22 risks in total on the Corporate Risk register (9 Red, 12 Amber, and 1 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. There are two changes to the current status RAG ratings in the Corporate Risk Register this quarter (December 2015). The status of the risk 'Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition' was downgraded from red to amber following improvements in the management of the corporate estate. The status for 'Failure to agree with partners integrated delivery models for local health and care services' was reduced from amber to green as funding has now been made available.

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.

The actions arising from the recent OFSTED inspection will be added to the Annual Governance Statement and progress will be regularly monitored and reported in the corporate risk register.

The Executive Management Team and Internal Control Board considered the future arrangements for managing and reporting risk, mindful of the reduced

resources available to support risk management against the likely increased risks arising from the scale and pace of change alongside unprecedented budget reductions. The Risk Management Strategy will be refreshed during 2016 to reflect new streamlined reporting arrangements that will require directorates to align risks with objectives and produce annual risk registers. Quarterly exception reports will be presented to the Risk Management Working Party and Internal Control Board that will inform the Corporate Risk Register that will continue to be reported quarterly in the Management Report. The new arrangements will be implemented on completion of the business planning process for 2016/17.

An Internal Audit of Risk Management reported a 'Satisfactory' assurance level in December 2015. There are three medium and one low recommendation and progress with actions will be monitored by the Risk Management Working Party.

Overall Performance: Risk

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Red (Corporate Register)		
Corporate priority	Risk name	Current status
10	2. ICT infrastructure is not fit for purpose and/or does not meet business needs	▲
	Detailed proposals on the exact nature of the shared service with Brent are being developed for Mayoral consideration in Autumn 2015, with a view to implementation by April 2016.	
10	4. Non-compliance with Health & Safety Legislation	▲
	Health & Safety training programme now in place. Awareness and reinforcement to continue. Training take-up and investment to be monitored throughout the year.	
10	6. Financial Failure and inability to maintain service delivery within a balanced budget	▲
	The directorates' net general fund revenue budget was overspent by £9.1m at the end of 2014/15 and, after applying the corporately held sum of £3.9m for "risks and other pressures", this reduced the overspend to £5.2m and this was covered by once-off corporate resources.	
10	9. Loss of income to the Council	▲
	Issues continue with Oracle 12 and the system is hampering debt collection and fund allocation.	
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 and significant changes to ways of working. Declining budgets, changing demand and pressures, new technologies and a different community role under the Localism Act drive risk of a decline in flexibility and duality of service due to insufficient time or resource. Consideration of capacity and capability and succession planning are all indicated in the 'STAR' service planning model. Transformation officers support service changes Council-wide.	
10	30. Strategic programme to develop and implement transformational change does not deliver	▲
	Reviews across key services to implement transformational changes in current climate of austerity.	

Overall Performance: Risk




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

Overall Performance: Finance

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Performance

	Nov 2015	%	Dec 2015	%
	5	50	6	60
	0	0	0	0
	5	50	4	40
Total	10	100	10	100

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

There is a forecast overspend of £6.7m against the directorates' net general fund revenue budget which is £246.224m. This compares to a forecasted overspend of £7.0m for the end of November. The consolidated results for the year forecast a final outturn of £5.2m.

The Housing Revenue Account (HRA) is projecting a £2.3m surplus. For the Dedicated Schools Grant (DSG) there are three schools which are expected to report and apply for a licensed deficit by the year end.

Finance by Priorities (£000s)

	2015/16 Budget	Latest projected year end variance as at Dec 15	% variance
01. NI Community Leadership and Empowerment	5,996	-200.00	-3.34
02. NI Young People's Achievement and Involvement	8,600	1,200.00	13.95
03. NI Clean, Green and Liveable	18,800	600.00	3.19
04. NI Safety, Security and Visible Presence	11,000	-300.00	-2.73
05. NI Strengthening the Local Economy	2,700	-400.00	-14.81
06. NI Decent Homes for All	3,900	2,600.00	66.67
07. NI Protection of Children	42,500	5,700.00	13.41
08. NI Caring for Adults and Older People	72,500	-300.00	-0.41
09. NI Active, Healthy Citizens	5,504	-300.00	-5.45
10. NI Inspiring Efficiency, Effectiveness, and Equity : Net Expenditure	74,724	-1,900.00	-2.54
Corporate priorities	246,224	6,700.00	2.72

Hot Topics

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The following 'Hot Topics' are being reported for January 2016:

Apply for funding to clean up your area

If your group is eager to improve Lewisham's streets, parks or public spaces, the Capital Clean-up programme could help. Grants of between £500 and £1,500 are available, along with clean-up kits (including a £50 voucher). Previous recipients have used the funding to great effect, organising litter-picks in Lambeth and path-building in Penge. Capital Clean-up is the Mayor of London's partnership campaign to help Londoners get together to revamp the city's environment. It is part of his wider Team London volunteering programme and is supported by McDonald's. The deadline for applications is 5pm on 14 March 2016. Please visit www.london.gov.uk/cleanup for more information and application details.

Volunteer youth workers wanted

Are you passionate about working with young people? Do you want to help young people be all they can be? Do you have skills to give back to the local community? We are looking for volunteers to support our youth service and our work with young people in Lewisham aged 8–19 (up to 25 for those with additional needs) across our youth clubs, adventure playgrounds and head office. Who are we looking for? Volunteers need to be 18 and over, available in flexible three-hour slots (typically over an evening and/or a weekend) and interested or experienced in some of the following areas: music production; sport and recreation; cooking; drama and performing arts; ICT and gaming; and finance and admin. It doesn't matter if you have prior experience of working with young people or none at all; if you are passionate about young people and have skills to bring then we want to hear from you. What will I get? full training, guidance and support from qualified staff; the chance to develop new skills or start a new career in youth work; and the opportunity to make a difference to young people's lives in Lewisham. Get in touch if you would like to find out more about becoming a volunteer youth worker, register your interest below and we will contact you with further details

Help make Deptford High Street better

We are improving the north section of Deptford High Street between Giffin Street and Evelyn Street and would like your views on how to make the High Street better. We are working in partnership with Transport for London (TfL), which is providing funding, to deliver the project. We have engaged Project Centre to develop new designs for the section of the High Street between the junction with Evelyn Street and the newly re-vamped Deptford station. We now want your views about the ideas. There will be a drop-in session in the foyer of Deptford Lounge between 3pm and 7.30pm on Wednesday 3 February 2016. Pop by during this session to view the objectives and design principles and to speak to the project consultants, Project Centre, and the Council's project team. You can also view the design principles and give your views online. The consultation was due to close on 10 February 2016.

2. Young People's Achievement and Involvement

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

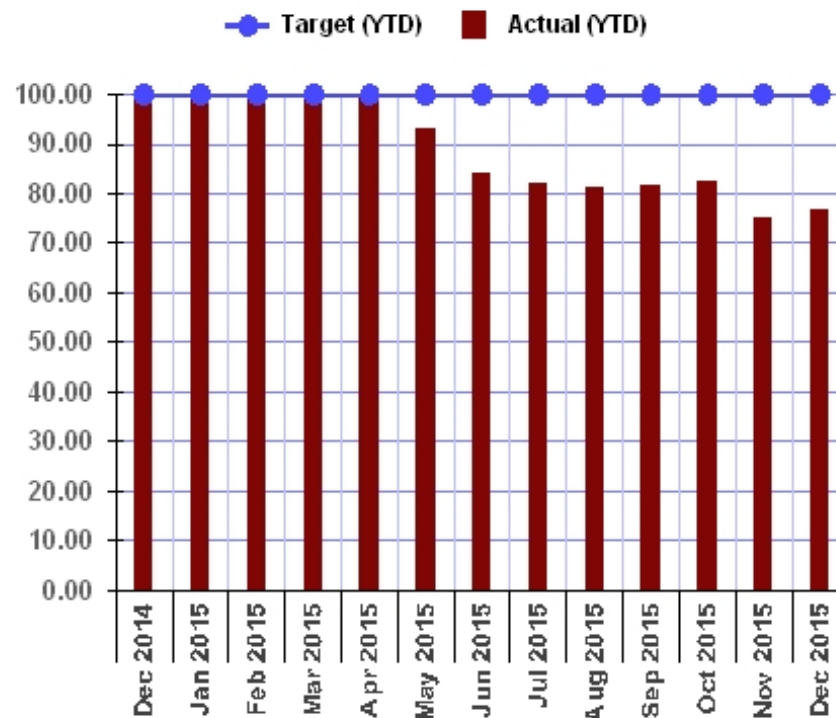
Priority 2 - Monthly Performance								
	Unit	YTD Dec 15	Target Dec 15	Against Target Dec 15	DoT Last year	Against Target Nov 15	Against Target Oct 15	14/15
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	Percentage	76.70	100.00	▲	■	▲	▲	★
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	Percentage	76.00	95.00	▲	■	▲	▲	●

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

Net Expenditure Priority 02 (£000s)					
	2015/16 Budget	Projected year-end variance as at Dec 15	Variance	% Variance	Comments
02. NI Young People's Achievement and Involvement	8,600	1,200	▲	13.95	Finance Overspend The final outturn on schools' transport at end of 2014/15 was an overspend of £1.1m. This has been subsequently increased to £1.2m as there have been a greater number of children being transported. There has been progress on the increased use of independent travel and direct payments.

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

LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2014	100.00	100.00	★
Jan 2015	100.00	100.00	★
Feb 2015	100.00	100.00	★
Mar 2015	100.00	100.00	★
Apr 2015	100.00	100.00	★
May 2015	93.00	100.00	▲
Jun 2015	84.20	100.00	▲
Jul 2015	82.00	100.00	▲
Aug 2015	81.30	100.00	▲
Sep 2015	81.50	100.00	▲
Oct 2015	82.50	100.00	▲
Nov 2015	75.00	100.00	▲
Dec 2015	76.70	100.00	▲



LPZ940 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Head of Targeted Services and Joint Commissioning

Performance

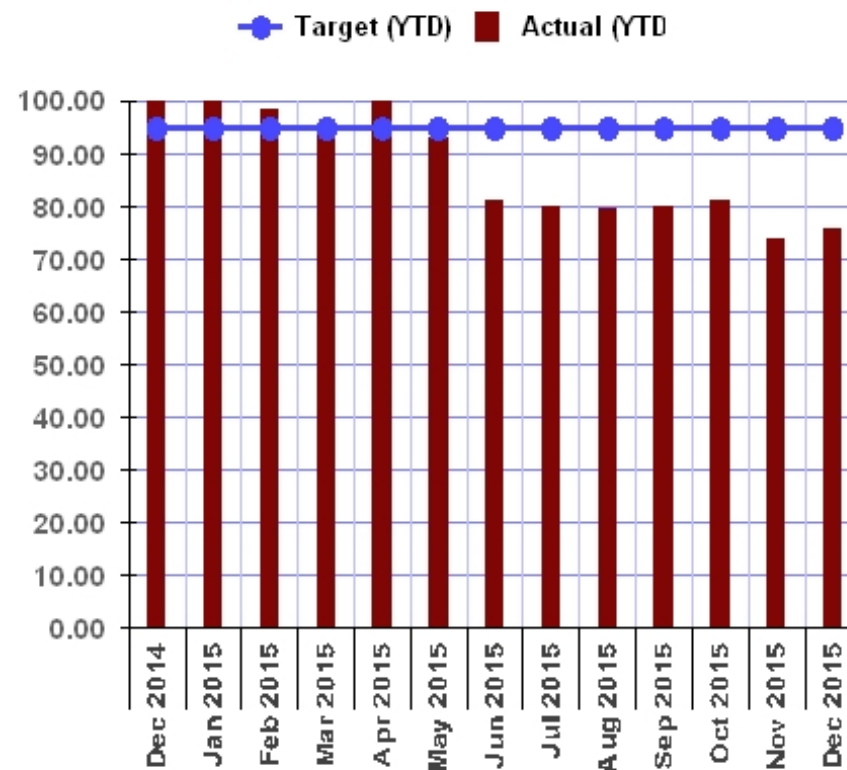
There has been a significant decrease in performance of LPZ940 and LPZ941. This is due to a period of 6 weeks during October/November where severe IT issues at Kaleidoscope meant Lewisham staff were unable to access the network on a daily basis. We are also processing increasing numbers of requests for EHCPs since the introduction of the new legislation last year. Overall the number of requests for assessment has doubled over the past year from an average of 11.5 requests per month to an average of 22.5 requests per month. About 60% of requests for assessment go on to receive an EHCP. Performance is now improving (cumulative from April 2015), although is still below target. This is due to vacant posts within the team and reduced capacity

Performance Action Plan

Recruitment to fill vacant posts is underway. Out of a total of 30 plans issued in December 2014, four were issued after the 20 weeks timescale.

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

LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2014	100.00	95.00	★
Jan 2015	100.00	95.00	★
Feb 2015	98.50	95.00	★
Mar 2015	93.80	95.00	●
Apr 2015	100.00	95.00	★
May 2015	93.00	95.00	●
Jun 2015	81.40	95.00	▲
Jul 2015	80.00	95.00	▲
Aug 2015	79.80	95.00	▲
Sep 2015	80.20	95.00	▲
Oct 2015	81.40	95.00	▲
Nov 2015	74.10	95.00	▲
Dec 2015	76.00	95.00	▲



LPZ941 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Head of Targeted Services and Joint Commissioning

Performance

There has been a significant decrease in performance of LPZ940 and LPZ941. This is due to a period of 6 weeks during October/November where severe IT issues at Kaleidoscope meant Lewisham staff were unable to access the network on a daily basis. We are also processing increasing numbers of requests for EHCPs since the introduction of the new legislation last year. Overall the number of requests for assessment has doubled over the past year from an average of 11.5 requests per month to an average of 22.5 requests per month. About 60% of requests for assessment go on to receive an EHCP. Performance is now improving (cumulative from April 2015), although is still below target. This is due to vacant posts within the team and reduced capacity .

Performance Action Plan

Recruitment to fill vacant posts is underway. Out of a total of 30 plans issued in December 2015, four were issued after the 20 weeks timescale.

3. Clean, Green & Liveable

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

Priority 3 - Monthly Performance									
	Unit	YTD Dec 15	Target Dec 15	Against Target Dec 15	DoT Last year	Against Target Nov 15	Against Target Oct 15		14/15
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	Percentage	?	92.00	?	?	?	?		▲
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	?	92.00	?	?	?	?		★
Priority 3 - Monthly Performance (reported one month in arrears)									
	Unit	YTD Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15		14/15
NI191 Residual household waste per household (KG)	Kg/Household	59.90	58.75	●	■	●	●		●
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	17.79	20.00	▲	■	▲	▲		▲
NI193 Percentage of municipal waste land filled	Percentage	0.78	2.00	★	■	★	★		★

3. Clean, Green & Liveable

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

Priority 3 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Beckenham Place Park (Fundraising Project)	Resources & Regeneration	£323k (round 1 funding)	Round 2 funding announcement in Dec 2016	★
PMSRGN TFL Programme 2015/16	Resources & Regeneration	£6.565m	Mar 2016	★
PMSRGN Deptford Rise Public Realm (The Deptford Project Ltd)	Resources & Regeneration	£152k	Feb 2016	●
PMSRGN Sydenham Park Footbridge	Resources & Regeneration	£775k	Summer 2016	●

Priority 3 - Finance Net Expenditure (£000s)					
	2014/15 Budget	Projected year-end variance as at Dec 15	Variance	% variance	Comments
03. NI Clean, Green and Liveable	18,800	600	▲	3.19	Finance Overspend The Environment Division is forecasting an overspend of £0.6m. £0.3m relates to extra costs in processing disposals of residual waste and £0.2m relates to the delay in implementation in the savings proposal to increase community and voluntary sector engagement in the maintenance of small parks due to additional consultation. The additional £0.1m is as result of lost rental income in respect of the Foxgrove Club in Beckenham Place Park.

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 Dec 15	YTD Nov 15	Change since last month	YTD Dec 14	Change since same period last year	
Lewisham	Number	1,361.00	1,217.00	✘	1,356.00	✘
Outer London	Number	1,060.00	951.00	✘	1,034.00	✘
Inner London	Number	1,294.00	1,147.00	✘	1,154.00	✘
Robbery						
Unit	YTD Dec 15	YTD Nov 15	Change since last month	YTD Dec 14	Change since same period last year	
Lewisham	Number	639.00	566.00	✘	608.00	✘
Outer London	Number	405.00	364.00	✘	444.90	✔
Inner London	Number	672.00	599.00	✘	573.00	✘
Burglary						
Unit	YTD Dec 15	YTD Nov 15	Change since last month	YTD Dec 14	Change since same period last year	
Lewisham	Number	1,595.00	1,409.00	✘	1,666.00	✔
Outer London	Number	1,479.00	1,303.00	✘	1,587.70	✔
Inner London	Number	1,780.00	1,566.00	✘	1,719.00	✘
Criminal Damage						
Unit	YTD Dec 15	YTD Nov 15	Change since last month	YTD Dec 14	Change since same period last year	
Lewisham	Number	1,892.00	1,699.00	✘	1,694.00	✘
Outer London	Number	1,428.00	1,278.00	✘	1,348.00	✘
Inner London	Number	1,591.00	1,417.00	✘	1,436.00	✘



















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 Dec 15	YTD Nov 15	Change since last month	YTD Dec 14	Change since same period last year
Lewisham	Number	717.00	642.00		506.00	
Outer London	Number	448.00	404.00		494.70	
Inner London	Number	622.00	555.00		534.00	
Theft from vehicle						
	Unit	YTD Dec 15	YTD Nov 15	Change since last month	YTD Dec 14	Change since same period last year
Lewisham	Number	1,154.00	1,047.00		1,020.00	
Outer London	Number	1,128.00	1,015.00		1,127.95	
Inner London	Number	1,241.00	1,096.00		1,213.00	
Theft from person						
	Unit	YTD Dec 15	YTD Nov 15	Change since last month	YTD Dec 14	Change since same period last year
Lewisham	Number	393.00	326.00		448.00	
Outer London	Number	374.00	326.00		452.05	
Inner London	Number	1,520.00	1,336.00		989.00	

5. Strengthening the Local Economy

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

Priority 5 - Monthly Contextual Performance							
	Unit	YTD Dec 15	YTD Nov 15	YTD Oct 15	YTD Sep 15	YTD Aug 15	14/15
LPI472 Job Seekers Allowance claimant rate	Percentage	2.40	2.40	2.50	2.60	2.60	2.80
LPI474 The no.of JSA claimants aged 18-24yrs	Number	805.00	850.00	915.00	960.00	965.00	1,030.00
LPI475 Average house price(Lewisham)	£	430,120.00	423,787.00	420,315.00	410,436.00	406,311.00	388,298.00

Priority 5 - Quarterly Contextual Performance							
	Unit	YTD Dec 15	YTD Sep 15	YTD Jun 15	YTD Mar 15	YTD Dec 14	14/15
LPI423 Local employment rate	Percentage	?	76.20	74.40	74.90	74.80	74.90

Priority 5 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Catford Centre Redevelopment	Resources & Regeneration	£350k	TBC	
PMSRGN New Bermondsey Regeneration Scheme	Resources & Regeneration	£245k	TBC	

6. Decent Homes for All

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

Priority 6 - Monthly Indicators									
	Unit	YTD Dec 15	Target Dec 15	Against Target Dec 15	DoT Last year	Against Target Nov 15	Against Target Oct 15	Against Target	14/15
NI156 Number of households living in Temporary Accommodation	Number	1,722.00	1,733.00	★	🟡	★	🟡		▲
Priority 6 - Quarterly Indicators									
	Unit	YTD Dec 15	Target Dec 15	Against Target Dec 15	DoT Last year	Against Target Sep 15	Against Target Jun 15	Against Target	14/15
LPZ705 Number of homes made decent	Number	190.00	190.00	★	➡	★	★		★
Priority 6 - Contextual Performance									
	Unit	Dec 15	Nov 15	Oct 15	Sep 15	14/15			
LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks	Number	0.00	30.00	54.00	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

	Priority 6 Projects			
	Directorate	Budget	Est. completion date	Current Status
PMSCUS Besson Street Development	Customer Services	£285k to RIBA stage D	Aug 2016	★
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	TBC	★
PMSCUS Lewisham Homes Capital Programme 2015/16	Customer Services	£49m	Apr 2016	★
PMSCUS New Homes, Better Places - Phase 1	Customer Services	£1.5m	Phase 3 completion - Spring 2016	★
PMSRGN Southern Site Housing - Deptf TC Prog - appointment of developers	Resources & Regeneration	£1m	Sep 2018	★
PMSCUS GLA Empty Homes programme Round 2	Customer Services	£500k	Mar 2016	●
PMSCUS Bampton and Shifford Estate Development	Customer Services	£300k	Spring 2016	●
PMSCUS Excalibur Regeneration	Customer Services	£2.011m	TBC	●

Priority 6 - Finance Net Expenditure (£000s)					
	2015/16 Budget	Projected year-end variance as at Dec 15	Variance	% variance	Comments
06. NI Decent Homes for All	3,900	2,600	▲	66.67	Finance Overspend The Strategic Housing service is projecting an overspend of £2.6m. This relates solely to bed and breakfast accommodation costs.

7. Protection of Children

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

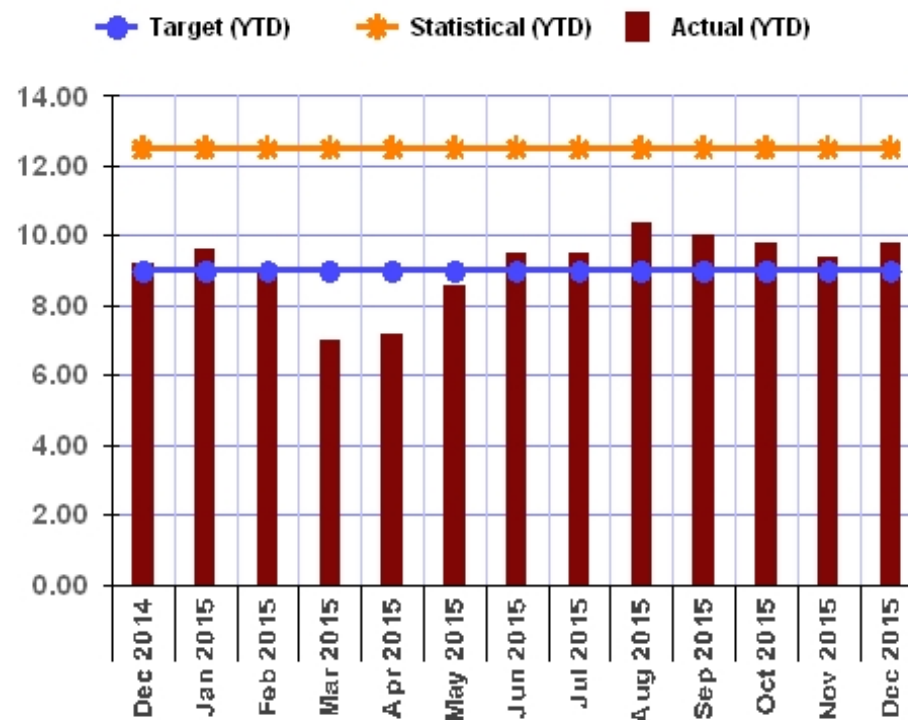
Priority 7 - Monthly Performance								
	Unit	YTD Dec 15	Target Dec 15	Against Target Dec 15	DoT Last year	Against Target Nov 15	Against Target Oct 15	14/15
NI062 Stability of placements of looked after children: number of moves	Percentage	9.80	9.00	▲	■	●	▲	★
NI063 Stability of placements of looked after children: length of placement	Percentage	70.20	74.00	▲	■	●	●	▲
NI064 Child protection plans lasting 2 years or more	Percentage	8.40	4.00	▲	■	▲	▲	★

Priority 7 - Contextual Performance									
	Unit	England 13/14	Statistical Neighbours 13/14	Dec 15	Nov 15	Oct 15	Sep 15	Aug 15	14/15
LPI302 No. of LAC 'as at'	Number	453.00	437.00	467.00	481.00	468.00	480.00	491.00	486.00
LPI309a Number of Referrals per month	Number	360.00	250.00	202.00	314.00	256.00	225.00	156.00	273.00

Priority 7 - Finance Net Expenditure (£000s)					
	2015/16 Budget	Projected year-end variance as at Dec 15	Variance	% variance	Comments
07. NI Protection of Children	42,500	5,700	▲	13.41	Finance Overspend There are cost pressures amounting to £5.7m in Children's Social Care which are in the following areas: Clients with no recourse to public funds create a pressure of £1.2m; the placement budget for looked after children is currently forecast to overspend by £2.1m; children leaving care is currently forecast to overspend by £1.6m; and additional pressure on the Section 17 budget unrelated to No Recourse of £0.2m and on salaries and wages which show a forecast overspend of £0.6m.

NI062- Stability of placements of looked after children: number of moves

NI062 Stability of placements of looked after children: number of moves				
Percentage				
	Actual (YTD)	Target (YTD)	Statistical (YTD)	Performance (YTD)
Dec 2014	9.20	9.00	12.50	●
Jan 2015	9.60	9.00	12.50	▲
Feb 2015	9.10	9.00	12.50	●
Mar 2015	7.00	9.00	12.50	★
Apr 2015	7.20	9.00	12.50	★
May 2015	8.60	9.00	12.50	★
Jun 2015	9.50	9.00	12.50	▲
Jul 2015	9.50	9.00	12.50	▲
Aug 2015	10.40	9.00	12.50	▲
Sep 2015	10.00	9.00	12.50	▲
Oct 2015	9.80	9.00	12.50	▲
Nov 2015	9.40	9.00	12.50	●
Dec 2015	9.80	9.00	12.50	▲

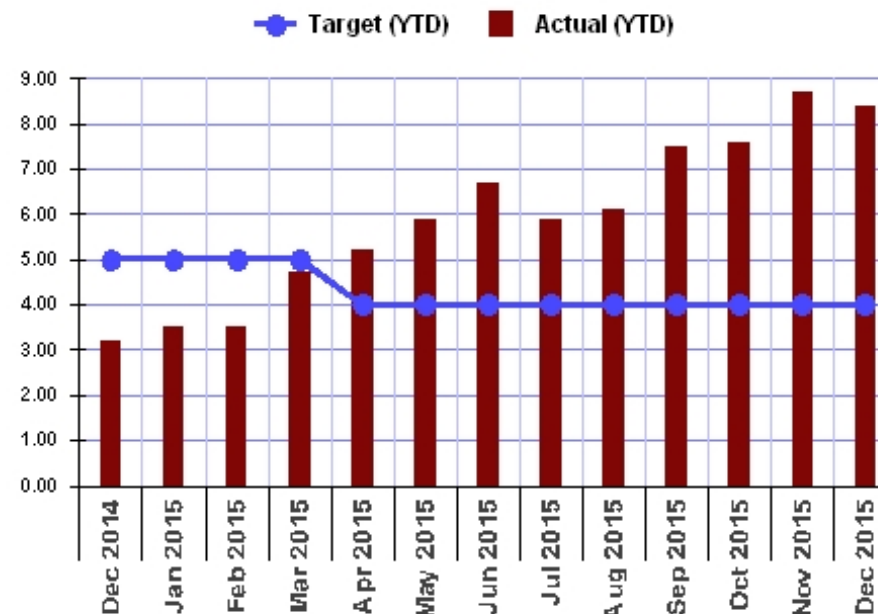


NI062 - comments

Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	<p>Performance</p> <p>The children and young people with 3 or more placement moves (same placement less than 2 years) are predominately teenagers who display a number of complex and challenging behaviours as a result of earlier childhood experiences. The moves for this group have been both planned to accommodate their complex needs and unplanned due to relationship breakdown. In all cases individual care plans are reviewed and agreed by independent reviewing officers. Individual care plans are devised to meet the needs of our most challenging looked after children; these include multi agency work with partners including YOS and CAMHS.</p>	<p>Performance Action Plan</p> <p>Placement support meetings are arranged with carers to develop placement stability, these are completed in a timely fashion within 3-5 working days. These meetings focus on the early identification and tracking of fragile placements, and the provision of multi-agency & multi-disciplinary support to carers to prevent breakdown.</p>

NI064 Child protection plans lasting 2 years or more

	NI064 Child protection plans lasting 2 years or more		
	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jan 2015	3.50	5.00	★
Feb 2015	3.50	5.00	★
Mar 2015	4.70	5.00	★
Apr 2015	5.20	4.00	▲
May 2015	5.90	4.00	▲
Jun 2015	6.70	4.00	▲
Jul 2015	5.90	4.00	▲
Aug 2015	6.10	4.00	▲
Sep 2015	7.50	4.00	▲
Oct 2015	7.60	4.00	▲
Nov 2015	8.70	4.00	▲
Dec 2015	8.40	4.00	▲



NI064 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Director of Children's Social Care

Performance

This PI is often misunderstood. This indicator does not give an indication of the number of children subject to a child protection plan for over 2 years. Children are only included in this indicator when the child protection plan has ceased after the child has been subject to a plan for 2 years or more. We should not have many children subject to a plan for more than two years because it suggests that progress in addressing the issues of concern is slow or stalling and as such a plan that may not be making required change. In the year to date, 32 children have ceased to be the subject of child protection plans after 2 years or more out of a total of 379 children who had ceased to be the subject of a child protection plan. As such, performance currently stands at 8.4% for this indicator against our most recent statutory neighbour local authorities' outturn of 5.6% for the same period.

As noted the indicator reflects numbers of child protection plans 2 years + that have ended. As such, during a period of service improvement where we become more successful at ending child protection plans where the child protection plan has lasted more than two years, our performance will present as worse. It is important therefore to give an indication of overall volume.

Performance Action Plan

We want to ensure that wherever possible children do not remain subject to a plan for more than two years. To address this we are:

- reviewing all current plans 18 months+ to ensure that interventions are appropriate to need;
- ensuring additional reviews of child protection plan progress are made after 1 year to ensure assertive action to affect change and early review of effectiveness;
- co-ordinating a multi-agency audit of plans lasting more than one year which will be presented to the Lewisham Safeguarding Children Board by June 2016;
- ensuring consideration of more statutory action should the prognosis for change be poor on plans 18 months+ and on-going as part of the Children's Social Care Business Plan;
- providing a safeguarding training programme for front line practitioners as well as development of the strengthening families

Responsible
Officer

Performance Comments

Currently there are 18 children who have active child protection plans that have lasted more than 2 years (6%) and a further 20 children with plans between 1.5 - 2 years. Unless there is a significant reduction of children within 2015/16 in the aforementioned cohort this indicator is likely to increase for the year 2016/17.

Action Plan Comments

accredited model used within case conference; and
- Reviewing direct social work interventions that may further assist in reducing duration of plans.

7. Protection of Children

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

		Risk					
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
18. Failure of safeguarding arrangement.	Corporate	▲	●	Dec 15	➔	<p>Risk - What are we planning to do? <u>Adults</u></p> <ol style="list-style-type: none"> In accordance with the Care Act requirements, performance data and trend analysis will be scrutinised. The Safeguarding Adult Review Panel will be established and will provide that function. Organisation Alert Tool will be rolled out across ASC and Joint Commissioning following the delivery of suitable training. <p><u>Children & Young People</u></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. 	<p>Risk - When is it going to be completed? <u>Adults</u></p> <ol style="list-style-type: none"> July 2016 July 2016 <p><u>Children & Young People</u></p> <ol style="list-style-type: none"> December 2015

8. Caring for Adults and Older People

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

Priority 8 - Monthly Indicators								
Unit	YTD Dec 15	Target Dec 15	Against Target Dec 15	DoT Last year	Against Target Nov 15	Against Target Oct 15	Against Target 14/15	14/15
LPI254 1C (2) % people using social care who receive direct payments	Percentage	25.90	27.99	▲	■	▲	▲	★

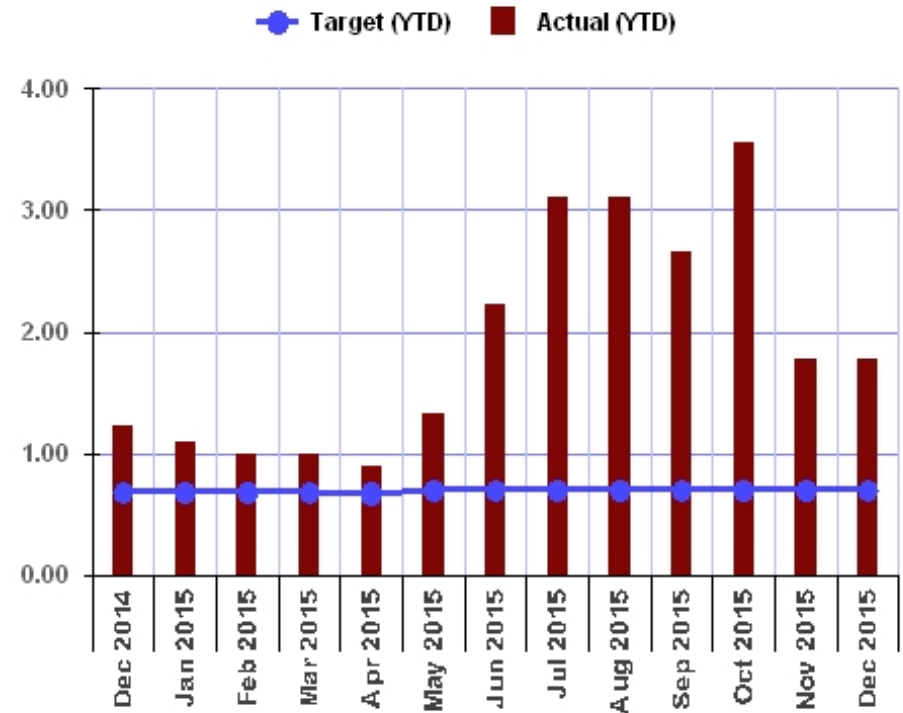
Priority 8 - Monthly indicators (reported 1 month in arrears)								
Unit	YTD Nov 15	Target Nov 15	Against Target Nov 15	DoT Last year	Against Target Oct 15	Against Target Sep 15	Against Target 14/15	14/15
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	Number	4.00	3.70	▲	■	★	★	▲
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	Number per 100,000	1.78	0.70	▲	■	▲	▲	▲

Priority 8 - Monthly Contextual Performance							
Unit	Dec 15	Nov 15	Oct 15	Sep 15	Aug 15	14/15	
LPI250 ASC total service users	Number	2,153.00	2,193.00	2,360.00	2,435.00	2,508.00	3,176.00

LPI254 1C (2) - data review 2009

LPI254 1C (2) % people using social care who receive direct payments

	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2014	25.67 %	22.07 %	★
Jan 2015	25.85 %	22.61 %	★
Feb 2015	25.89 %	23.09 %	★
Mar 2015	25.94 %	23.49 %	★
Apr 2015	23.40 %	27.98 %	▲
May 2015	24.60 %	27.98 %	▲
Jun 2015	25.00 %	27.98 %	▲
Jul 2015	25.32 %	27.98 %	▲
Aug 2015	25.53 %	27.98 %	▲
Sep 2015	25.64 %	27.98 %	▲
Oct 2015	25.73 %	27.98 %	▲
Nov 2015	25.80 %	27.99 %	▲
Dec 2015	25.90 %	27.99 %	▲



LPI254 1C (2) - comment

Responsible Officer

Performance Comments

Action Plan Comments

Director of Adult Social Care

Performance

The year-end outturns for 2013/14 (15.9%) and 2014/15 (24.7%) illustrate an increase in the percentage of people using social care who receive direct payments. Between 2013/14 and 2014/15, Lewisham increased its ranking from 13th to 7th out of a total of 16 'Comparator Boroughs' within London, measuring the proportion of adults receiving direct payments.

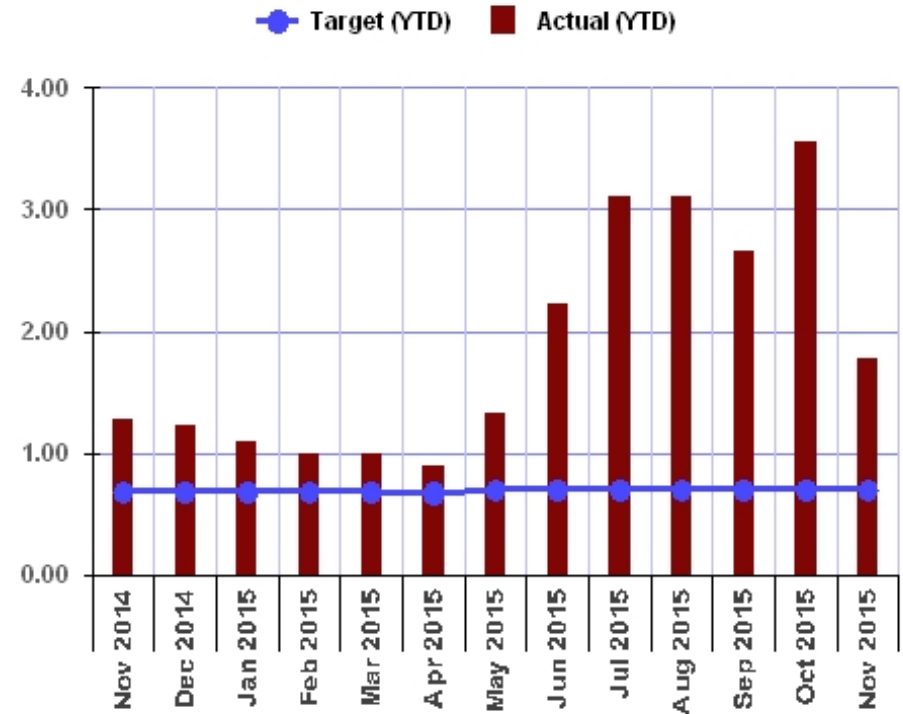
In the year-to-date to 31 December 2015, a total of 4641 users and carers had received direct payments and a total of 17966 clients and carers had received services. As such, year-to-date performance in December 2015 is 25.90%. Whilst this is short of the target of 27.99%, year-to-date performance has seen a month-on-month increase between April and December 2015.

Performance Action Plan

The Direct Payments Team are working to increase the uptake of Direct Payments (DP) in the following ways: Meeting with P2P to improve the Personal Assistant market; increasing Support Planners understanding of the DP offer; rolling out employment training across the DP Team; working with the Financial Assessment Team to speed up the assessment process; and re-calculating the Resource Allocation System to reflect the increase in the hourly cost of care which will include the London Living Wage and travel time. The new care providers contracts are due to start in April. A target will be agreed to establish Independent Service funds by July which will increase DP take up.

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

LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop			
Number per 100,000			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Nov 2014	1.27	0.68	▲
Dec 2014	1.22	0.68	▲
Jan 2015	1.09	0.68	▲
Feb 2015	1.00	0.68	▲
Mar 2015	1.00	0.68	▲
Apr 2015	0.89	0.67	▲
May 2015	1.33	0.70	▲
Jun 2015	2.22	0.70	▲
Jul 2015	3.11	0.70	▲
Aug 2015	3.11	0.70	▲
Sep 2015	2.66	0.70	▲
Oct 2015	3.55	0.70	▲
Nov 2015	1.78	0.70	▲






LPI265 2C (2) - comment

Responsible Officer	Performance Comments	Action Plan Comments
Director of Adult's Social Care	<p>Performance</p> <p>A delayed transfer of care occurs when a patient is ready for transfer from a hospital bed but is still occupying a hospital bed. This indicator is based on a monthly snapshot of performance reported by the Department of Health. It captures the average number of delayed transfers of care (for those aged 18 years and over) that are attributable to social care or jointly to social care and the NHS, per 100,000 population (based upon Office for National Statistics mid-year population estimates).</p> <p>Year to date performance for November 2015 is 1.78 per 100,000 population (where smaller is better). Although this exceeds the target of 0.70, it is an improvement on the previous month. In November 2015, this equates to a total of four patients who experienced a delayed transfer of care attributable to social care or jointly to social care and the NHS.</p>	<p>Performance Action Plan</p> <p>Meetings are in place with providers to explore solutions on how we can support them to manage both demand and complexity of individuals who are referred. We are working in partnership with Health to monitor discharge flows on a case by case basis. There is an action plan for each patient who is ready for discharge.</p>

8. Caring for Adults and Older People

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

Risk							
	Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed	
18. Failure of safeguarding arrangement.	Corporate			Dec 15		<p>Risk - What are we planning to do?</p> <p>Adults</p> <ol style="list-style-type: none"> 1. In accordance with the Care Act requirements, performance data and trend analysis will be scrutinised. The Safeguarding Adult Review Panel will be established and will provide that function. 2. Organisation Alert Tool will be rolled out across ASC and Joint Commissioning following the delivery of suitable training. <p>Children & Young People</p> <ol style="list-style-type: none"> 1. Information relating to incidents or potential incidents to be shared across agencies within specific time frames in order to prevent further incidents from occurring. This includes schools and colleges. 	<p>Risk - When is it going to be completed?</p> <p>Adults</p> <ol style="list-style-type: none"> 1. July 2016 2. July 2016 <p>Children & Young People</p> <ol style="list-style-type: none"> 1. December 2015

9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

Priority 9 - Monthly Performance									
	Unit	YTD Dec 15	Target Dec 15	Against Target Dec 15	DoT Last year	Against Target Nov 15	Against Target Oct 15	Against Target	14/15
LPI202 Library visits per 1000 pop	Number per 1000	508.00	504.00	★	🟢	★	🟡		🟡

Priority 9 - Finance Net Expenditure (£000s)					
	2015/16 Budget	Projected year-end variance as at Dec 15	Variance	% Variance	Comments
09. NI Active, Healthy Citizens	5,504	-300.00	★	-5.45	

9. Active, Healthy Citizens

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

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





10. Inspiring Efficiency, Effectiveness and Equity

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

Priority 10 - Monthly Performance								
	Unit	YTD Dec 15	Target Dec 15	Against Target Dec 15	DoT Last year	Against Target Nov 15	Against Target Oct 15	14/15
BV008 Invoices paid within 30 days	Percentage	?	100.00	?	?	?	?	?
BV012b Days/shifts lost to sickness (excluding Schools)	Number	?	7.50	?	?	?	▲	●
LPI031 NNDR collected	Percentage	112.47	99.00	★	▲	★	★	★
LPI032 Council Tax collected	Percentage	95.07	96.00	●	▲	●	●	●
LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	Percentage	3.53	1.00	▲	▲	▲	▲	▲
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	Percentage	96.53	91.00	★	▲	★	★	★
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	7.80	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

				Risk			
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
1. Failure to maintain minimum service continuity during and quickly recover from a disaster	Corporate			Dec 15		Risk - What are we planning to do? <ol style="list-style-type: none"> 1. EMT to sign off BCPs and revise strategy. 2. Developing specific arrangements for the loss of Laurence House including a pilot project with a local school. 3. Development of a new BCM Sharepoint site. 4. BCM exercise planned for early 2016. 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Mar 2016 2. Jan 2016 3. Mar 2016 4. Mar 2016
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	Corporate			Dec 15		Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Develop detailed proposals on the exact nature of the shared service with Brent with a view to implementation by April 2016. 2. Careful monitoring of current arrangements. 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Procurement for new ICT infrastructure carried out and project for implementation started. Client infrastructure due for completion by April 2016. Application server infrastructure migration to run in parallel but with longer completion time - full completion before end of Q3 2016. 2. Being monitored monthly by CSPRG.

10. Inspiring Efficiency, Effectiveness and Equity

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

				Risk			
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
4. Non-compliance with Health & Safety Legislation	Corporate	▲	▲	Dec 15	➔	Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Lessons learnt from CYP 2014/15 audits to be reported to CYP DMT. 2. Cross directorate monitoring meetings are taking place to ensure the implementation of the Broadway Theatre plan. 	Risk - When is it going to be completed? March 2016
5. Failure to anticipate and respond appropriately to legislative change. For example: Localism Act, Public Services Act, Welfare Reform Bill, Health & Social Care Act	Corporate	●	▲	Dec 15	➔	Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Further reports to Council on constitutional changes as necessary to reflect legislation and anticipated regulations. 2. Significant work ongoing to assess the impact of Dilnott, Care Act and Better Care Fund for further integration of social care work with health. 3. Pension Board working group with member involvement, doing the preparatory work for Pension Board from 1st April. 4. We will go live with single claimants in December 2015 5. Review of Care Act Implementation Action Plan is ongoing. 	Risk - When is it going to be completed? Throughout 2015/16

10. Inspiring Efficiency, Effectiveness and Equity

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

		Current Status	Current Status against target	Risk		When is it going to be completed
				Direction of Travel	What are we planning to do?	
6. Financial Failure and inability to maintain service delivery within a balanced budget	Corporate	▲	▲	Dec 15	➡	<p>Risk - What are we planning to do?</p> <p>As at 30/11/15 there is a forecast overspend of £7M against the directorates' net general fund revenue budget with £3.2M of corporate provisions held for risk and pressures.</p> <p>New Savings proposals of £23M to 17/18 were progressed at M&C on 30/9/15. Officers are now working to complete the necessary consultations etc to implement these savings.</p> <p>Lewisham Future programme continues work to identify new proposals to close savings gap for 15/16 and future years to total at least £45M by 2017/18.</p> <p>Preparations underway to assess impact and response to government policies, comprehensive spending review and local government finance settlement.</p> <p>Risk - When is it going to be completed? March 2016</p>
7. Adequacy of Internal Control.	Corporate	●	●	Dec 15	➡	<p>Risk - What are we planning to do?</p> <p>1. Core financial internal audits to be completed to draft report stage by end of Q3</p> <p>2. Internal Audit peer review approach agreed by Audit Panel and to happen by end of 15/16</p> <p>Risk - When is it going to be completed? 1. March 2016 2. March 2016</p>
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	Corporate	●	●	Dec 15	➡	<p>Risk - What are we planning to do?</p> <p>Actuarial review of insurable liabilities in progress.</p> <p>Risk - When is it going to be completed? Jan 2016</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

		Current Status		Risk			
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
9. Loss of income to the Council	Corporate	▲	▲	Dec 15	➡	Risk - What are we planning to do? Issues with Oracle 12 are subject to scrutiny overseen by EDRR. Issues continue and the system is hampering debt collection and fund allocation. Oracle system issues impacting debt collection and stretch income targets via LFP	Risk - When is it going to be completed? Monthly Review
10. Failure to manage performance leads to service failure.	Corporate	●	▲	Dec 15	➡	Risk - What are we planning to do? Revise resourcing and work plans in light of Futures Board report	Risk - When is it going to be completed? To be reviewed monthly
12. Multi-agency governance failure leads to ineffective partnership working	Corporate	●	▲	Dec 15	➡	Risk - What are we planning to do? <ol style="list-style-type: none"> Adult Integrated Care Programme to improve services and provide better VFM. Review of crime reduction partnership in relation to changes across Police, Fire & Probation. 	Risk - When is it going to be completed? <ol style="list-style-type: none"> Four year programme to 2017/18 Throughout 2015/16

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

		Current Status	Current Status against target	Risk		What are we planning to do?	When is it going to be completed
				Direction of Travel			
13. Failure to manage strategic suppliers and related procurement programmes.	Corporate			Dec 15		Risk - What are we planning to do? Communications forward plan, performance report and template for managers to be issued.	Risk - When is it going to be completed? Actions ongoing and being monitored by the Commissioning and Procurement Group.
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	Corporate			Dec 15		Risk - What are we planning to do? A review of compliance on the commercial estate has completed. Report awaited - expecting 47% compliance across estate.	Risk - When is it going to be completed? Dec 2015
19. Loss of constructive employee relations	Corporate			Dec 15		Risk - What are we planning to do? The following are built into the HR Divisions work plan: - - Trade Union engagement - Union meetings with the Mayor - Briefing to all managers - Staff survey and Staff Forum engagement - PES - L&D offering - Works Council - LGPS changes - Monitor staff and union feedback	Risk - When is it going to be completed? Quarterly Reviews

10. Inspiring Efficiency, Effectiveness and Equity

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

		Current Status		Risk			
		Current Status	Current Status against target	Direction of Travel		What are we planning to do?	When is it going to be completed
21. Information governance failure.	Corporate	▲	▲	Dec 15	➔	<p>Risk - What are we planning to do? Refresh all of the Information Management policies, taking into account the new Data Protection legislation coming from the EU that will replace the current DPA.</p> <p>Review our information sharing guidance and processes again taking into account legislative changes.</p> <p>Align IT policies with Brent with IG policies to follow.</p>	<p>Risk - When is it going to be completed? During 2015/16</p>
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	Corporate	▲	▲	Dec 15	➔	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Organisational shape, direction and delivery strategy being continually reviewed. 	<p>Risk - When is it going to be completed? Throughout 2015/16</p>
26 Loss of service capacity and failure to protect the vulnerable due to extreme environmental circumstances	Corporate	●	●	Dec 15	➔	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Participating in an international exercise in February/March 2016 which will test Rest Centre operations. 2. Post Exercise Safer City evaluation underway. Report due end of January 2016 	<p>Risk - When is it going to be completed? Being monitored by the EPRR Group quarterly.</p>
27 Governance failings in the implementation of service changes	Corporate	●	▲	Dec 15	➔	<p>Risk - What are we planning to do? Six monthly post-implementation reviews to ensure service changes are delivering as expected.</p>	<p>Risk - When is it going to be completed? Ongoing advice from Legal and HR on all change proposals.</p>

10. Inspiring Efficiency, Effectiveness and Equity

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

				Risk			
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
29 Failure to implement Individual Electoral Registration (IER)	Corporate			Dec 15		Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Continue outreach programme, including "Bite the Ballot" with Young Mayor's team and partners. 2. Cooperate with the GLA plan for enhancing the register prior to the GLA election. 3. Targetted rolling canvass all year 	Risk - When is it going to be completed? Ongoing to May 2016
30. Strategic programme to develop and implement transformational change does not deliver	Corporate			Dec 15		Risk - What are we planning to do? Exploring potential for shared services as a means of delivering savings	Risk - When is it going to be completed? Throughout 2015/16
32. GLA election/Europe Referendum not conducted efficiently	Corporate			Dec 15		Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Project plan to be implemented 2. PR campaign to dovetail with GLA campaign 3. Resolve outstanding issues with IT by transfer to shared IT services with Brent 4. Ongoing liaison with GLA project managers re practicalities 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Ongoing to May 2016 2. Ongoing to May 2016 3. Early Feb/Mar 2016 4. Ongoing to May 2016

Appendix A - Performance Scoring Methodology

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

Performance

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

Areas for management attention are determined by considering performance against the following 2 elements - Against target and Direction of Travel (DoT) against the previous years outturn (in this case March 2015). If both of these elements are red we consider that the indicator should be flagged as an area for management attention.

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

Data Quality Policy

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

Appendix B - Projects, Risk & Finance Scoring Methodology

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

Projects

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

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

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

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

Risk

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