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| REPORT TO: | Cabinet 15 November 2021 |
| SUBJECT: | Finance, Performance & Risk performance report (Croydon Renewal and Improvement Plan) - |
| LEAD OFFICER: | Gavin Handford - Director of Policy & Partnership Caroline Bruce - Head of Business Intelligence & Performance |
| CABINET MEMBER: | Councillor Hamida Ali - Leader of the Council |
| WARDS: | All |

SUMMARY OF REPORT

The Finance Performance & Risk report in Appendix A, provides timely and accurate performance data on

- programme / project status
- performance against Corporate Renewal Plan measures
- progress against the delivery of financial savings
- risks associated with these deliverables, as well as the impact to corporate risks.

In addition, it reports progress and issues related to the delivery of the Croydon Renewal Plan, and associated performance reports as agreed at Cabinet on the 12 April 2021. The latest iteration of the report, in appendix A of this report, reviews performance based on latest available data as of 30 September 2021. It should be noted that the 30 September is a snapshot in time and that not all data will actually relate to this time period due to time lags on data availability etc.

This report is produced and presented a monthly basis to Departmental and Corporate Leadership, and Cabinet Members to allow check and challenge of performance.

As agreed at the 12 April Cabinet meeting the frequency of reporting to Cabinet is to be reviewed at this meeting.

FINANCIAL IMPACT

There are no direct financial implications arising from this report.

FORWARD PLAN KEY DECISION REFERENCE NO.: This is not a Key Decision.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below:

1.RECOMMENDATIONS

- 1.1 Review the Finance, Performance & Risk report (appendix A) as of 30 September 2021 with regard to overall performance against the Croydon Renewal Plan. Note areas of good performance and those of concern.
- 1.2 Note the progress made, and areas of concern, against programmes and projects in relation to milestones, deliverables and issues.
- 1.3 Note the progress made against savings and growth targets as identified in the Croydon Renewal Plan. More detail on this area can be found in Table 2a of the Financial Monitoring Report also being presented at this Cabinet meeting.
- 1.4 That Cabinet identify areas of performance within the FPR report (appendix A) where they require deeper analysis to be presented at a future Cabinet for discussion and action.
- 1.5 That Cabinet note the recommendations of the LGA as to the content of future reports.
- 1.6 That Cabinet agree to the reporting frequency of this report to Cabinet be moved from monthly to quarterly
- 1.7 That Cabinet review the request for the amendment / deletion of three performance measures within the framework.

2. EXECUTIVE SUMMARY

- 2.1 The Croydon Renewal Plan, sets out how the Council will respond to the various reviews and recommendations that have highlighted substantial need for improvements. The Improvement Plan has also identified key areas of focus which are essential to changing the overall culture of the Council to one that is evidence led, manages resources well, and is open and transparent with stakeholders.
- 2.2 The Finance, Performance & Risk report detailed in appendix A of this report, reviews the areas of project and programme delivery, and the measures used to monitor delivery of the actions detailed within the CRP plan, as well as monitoring the performance of the organisation as a whole. The report reviews the period up to and including 30 September 2021. It should be noted that where measures are subject to a reporting time lag the latest available data has been included; this may not correspond with the reported time period.

3. Background

- 3.1 Cabinet and Council agreed in September 2020 to the development of the Croydon Renewal and Improvement Plan (CRP) which incorporates a financial recovery plan, the submission to MHCLG to secure the necessary capitalisation direction as part of that financial recovery, a corporate

Improvement Plan to deliver the required changes to ensure the financial investment and rebalancing of the budget is sustainable.

- 3.2 On 12 April 2021 a report was presented to, and approved by cabinet, detailing a suite of indicators and a range of actions to create a corporate performance framework. This reporting mechanism ensures that what the data is telling us is visible to everyone and open to challenge.

4. Corporate Finance, Performance & Risk (FPR) report (appendix A)

- 4.1 This report reviews our performance against the delivery of the actions within the CRP providing Members, the Executive Leadership Team, Directors, Overview & Scrutiny and Residents with information on the status of major programmes and projects, delivery of financial savings, progress of against performance indicators and risks associated to non delivery.

- 4.2 **Performance Indicators (PI's)** - Regular review and monitoring against the agreed performance measures. Impact performance will have against finance, risk and programme deliverables.

4.2.1 There are currently 119 PI's which form the framework for the CRP. The performance report in appendix A, gives an overview of current performance, areas doing well and those which require more attention. In addition, for reference, the back of the report details all 119 measures within the framework. These are listed by department and division for ease of reference. PI's which are at, or above target will receive a green status, those within 10% of target an amber status and those which are operating below target a red status. Where a measure has no target, either because it is not appropriate to set one or we are still benchmarking the measures, the RAG status will be shown as grey. Where a measure has no data or target at the moment, the RAG status will be shown as black.

4.2.2 **Project & Programmes** - Monitoring of milestones, deliverables and issues

4.2.3 Details of each individual project are collated within "LBC Delivery Tracker", with corresponding MS Teams cards to track progress at a granular task level. The tracker allows for centralised, regular, monitoring of both progress and confidence in delivering the projects that make up the programmes of the CRP.

4.2.4 **Three year Croydon Renewal Plan - April 2021 to March 2023**

Within the tracker, there are now 476 actions, representing the three year plan, this includes the nine recommendations from the ARK report linked to Croydon's Housing Improvement Plan.

4.2.5 **Action status across full three year programme as of 14 October 2021:**

To date 154 Renewing Croydon Programme actions are marked as complete, 116 relate to the medium term Financial Strategy Programme. Please refer to the Financial Performance Report also presented at this Cabinet.

- 80.8% of all actions are in progress (385 of 476)
- Actions not yet underway have defined start dates across the full three years of the programme.

4.2.6 Appendix A of this report provides an overview update against each of the programmes.

4.2.7 **Financial savings** - Savings and growth targets, as identified within the MTFS project of the Croydon Renewal Plan, are £72.45m and £122.45m respectively. Breakdown of the savings and risk were previously provided to Cabinet in March 2021 under Appendix A.

4.2.8 The Financial Monitoring Report for period six of the 2021/22 financial year, being presented to Cabinet on 15 November, details projects that are at risk of delivery. Table 2a of the Financial Monitoring Report provides full details of MTFS savings risks with a brief commentary of the projects that are at risk of delivery. To date, there are potential £0.874m worth of savings (£1.408m in Month 5) that may not be achieved. Services are currently carrying out further work to ensure these can be delivered or otherwise mitigated. So far no specific mitigations have been fully identified. Directorates are working up proposals to bring these savings at risk back on track. This represents 3% of the total savings (£44.6m) that had been identified as part of the 2021/22 budget setting exercise. If these savings are deemed to be definitely non-deliverable they will be factored into the monthly forecast and incorporated into the forecast outturn position.

4.2.9 **Risk** - This report will monitor the risk to the delivery of the CRP actions and savings and the potential impact against corporate risks and mitigation in place. There are currently 137 risks on the strategic risk register. These are cross referenced monthly against the PMO risk register monitoring the risk to delivery of projects and the impact against these strategic risks.

4.2.10 **Analysis and Benchmarking** - As detailed in previous reports to Cabinet, the FPR report will seek to provide further analysis and benchmarking into areas where Cabinet requires more focus on areas within the report noted as underperforming in order to allow the necessary check and challenge. Cabinet is asked to review the report and identify the area/s they wish to review as part of the September FPR report which will be presented to Cabinet.

5. Departmental and statutory performance reporting – These reports continue to be presented to all Departmental Leadership Team meetings with the latest review taking place on the 20 October 2021. This process continues on a monthly basis. Executive Directors / Directors are responsible for discussing the contents of departmental and statutory performance reports with the relevant Cabinet Member to ensure line of sight and accountability.

6. Local Government Association (LGA) review of report

6.1 The latest version of this FPR report has been reviewed by the Local Government Authority as part of the iterative process in creating the reporting framework, and the reports produced. Detailed analysis has been provided and we will ensure that those recommendations are applied to future versions of the report, ensuring that we continue to be open and transparent and that we are reporting the things that clearly matter to our residents.

6.2 The key points from the review are detailed below and we will give an update on how these actions have progressed to Cabinet in the next reporting cycle.

- At present the volume of the report is appropriate however it will be important to keep this under constant review to continue to report in line with the Council's improvement journey.
- Over the medium term, once sufficient reassurance has been provided, the report should aim to reduce the number of measures within the report to enable more focus on the 'right things'.
- Quarterly is the appropriate frequency for the report to come to Cabinet and is in line with other councils. Some performance information will be available and shared with Cabinet Members in the interim, particularly where there are emerging issues.
- Corporate Directors will need to think about how this emerging information is shared with Cabinet as a whole.
- Awareness of the work on priorities should inform which key areas for improvement are highlighted in the covering report and should prompt a check on whether the right indicators are being tracked.

7. Frequency of reporting

7.1 As agreed at the 12 April Cabinet meeting, performance reporting will take place at different frequencies as deemed appropriate (monthly, quarterly, annually) depending on the type of report and audience. To date, this performance report has been presented to Cabinet on a monthly basis, with frequency of reporting being reviewed in November 2021.

7.2 It is recommended that the frequency of reporting be amended to quarterly, as reflected in the reporting timetable below. This will allow for further analysis of the data to take place and for changes in performance to be reported in more detail and context. This is also in line with the frequency of reporting to Cabinet in other London Boroughs, and as recommended by the LGA.

- 7.3 Cabinet Members will continue to be sighted of performance within their relevant portfolio on a monthly basis by directors and corporate directors.

| Reporting period | Reported to Cabinet |
|------------------|---------------------|
| October 2021 | February 2022 |
| November 2021 | |
| December 2021 | |
| January 2022 | May 2022 |
| February 2022 | |
| March 2022 | |

8. Change Control – Performance Measures

- 8.1 The children, families and education department have requested that the following measures be replace / removed from the framework, due to the measures having no comparative data available. These measures are useful at operation level, where they are reported as local measures within the department.
- **CFE CSC 19** Number of young people who have Appeals Rights Exhausted – this will be replaced with a new measure which will be detailed in the next performance report. These measures will be replaced and reported within the next reporting cycle.
 - **CFE CSC 26** Rate of adolescents entering care per 10,000 (13-17 years) population excluding UASC year to date – to be removed
 - **CFE CSC 27** Rate of adolescents leaving care per 10,000 (13-17 years) population excluding UASC year to date – to be removed

9. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 9.1 It is essential that the Council takes steps to ensure that a robust performance management plan and framework are in place, alongside the work of the Programme Management Office, Finance and Risk. Delivery against the actions in the CRIP and sustainable improvements in services are unlikely to happen without it.

10. OPTIONS CONSIDERED AND REJECTED

- 10.1 None.

11. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 11.1 There are no direct financial implications arising from this report. There will be financial implications associated with the delivery of the projects and actions within the Croydon Renewal and Improvement Plan which have been factored into the Medium Term Financial Strategy. The delivery of these projects and

actions, and the resulting savings is essential. It is therefore critical that effective monitoring and reporting is in place.

11.2 Approved by: Matthew Davis, Director of Finance.

12. LEGAL CONSIDERATIONS

12.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that section 3(1) of the Local Government Act 1999 requires the council as a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Monitoring of performance information and acting on the findings are an important way in which that obligation can be supported.

12.2 For the purpose of deciding how to fulfil the duty arising under subsection (1) an authority must consult—

- (a) representatives of persons liable to pay any tax, precept, or levy to or in respect of the authority,
- (b) representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,
- (c) representatives of persons who use or are likely to use services provided by the authority, and
- (d) representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.

12.3 In deciding how to fulfil the duty arising under section 3 (1), who to consult under section 3 (2), or the form, content, and timing of consultations under that subsection, an authority must have regard to any guidance issued by the Secretary of State. The most recent version of this guidance was published in March 2015:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/418505/Revised_Best_Value_Statutory_Guidance_final.pdf

12.4 Any legal implications arising in relation to individual actions will need to be dealt with as projects and decisions come forward for approval.

12.5 Approved by: Sandra Herbert, Head of Litigation and Corporate Law for and on behalf of the Interim Director of Legal Services.

13. HUMAN RESOURCES IMPACT

13.1 Key to delivery of the Croydon renewal and Improvement Plan will be to retain and invest in a skilled workforce, who are enabled and engaged through a positive organisational culture. The council's workforce strategy is aligned to the Croydon Renewal & Improvement Plan and supports building the workforce skills and capacity for the future.

- 13.2 Any planned service changes through informed review, will be subject to the council's organisational change procedure and consultation with staff and trade unions.
- 13.3 Approved by: Elaine Jackson, Interim Assistant Chief Executive.

14. EQUALITIES IMPACT

- 14.1 In April 2011 the Equality Act (2010) introduced the public sector duty which Extends the protected characteristics covered by the public sector equality duty to include age, sexual orientation, pregnancy and maternity, and religion or belief.
- 14.2 Section 149 Equality Act 2010 requires public bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
 - advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - foster good relations between people who share a protected characteristic and people who do not share it.
- 14.3 Having due regard means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken. Equalities impact assessments will be a key part of our governance framework for the Improvement Board, with direct input from the Council's Equality & inclusion Manager.
- Approved by: Gavin Handford, Director of Policy & Partnership.

15. DATA PROTECTION IMPLICATIONS - WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

- 15.1 **NO** - The Director of Policy & Partnership comments that there are no data protection implications arising from the contents of this report
- 15.2 Approved by: Gavin Handford, Director of Policy, Programmes & Performance.

16. REASONS FOR RECOMMENDATIONS/ PROPOSED DECISION

- 16.1 It is essential that the Council takes steps to address the necessary improvements required to enable Croydon Council to be a financially sustainable council delivering value for money efficient and effective services.
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CONTACT OFFICERS:

Caroline Bruce, Head of Business Intelligence, Performance and Improvement.
Craig Ferguson, Business Insight Manager.

APPENDICES TO THIS REPORT

Appendix A – Finance Performance and Risk report – Latest available data as of 30 September 2021

BACKGROUND PAPERS

Croydon Renewal and Improvement Plan.