

LONDON BOROUGH OF CROYDON

REPORT:	CABINET
DATE OF DECISION	15 May 2024
REPORT TITLE:	Mayor’s Business Plan 2022-2026 Performance Report
CORPORATE DIRECTOR / DIRECTOR:	Marie Snelling, Assistant Chief Executive (interim) David Courcoux, Director of Policy, Programmes and Performance
LEAD OFFICER:	Caroline Bruce, Head of Programmes & Performance
LEAD MEMBER:	Mayor Jason Perry, Executive Mayor of Croydon
KEY DECISION?	No
CONTAINS EXEMPT INFORMATION?	No
WARDS AFFECTED:	ALL

1 SUMMARY OF REPORT

- 1.1 This report presents performance against the five outcomes (listed below), within the Mayor’s Business Plan 2022-26 which was approved at Cabinet in November 2022 and Full Council in December 2022.
1. The council balances its books, listens to residents and delivers good sustainable services.
 2. Croydon is a place of opportunity for business, earning and learning.
 3. Children and young people in Croydon have the chance to thrive, learn and fulfil their potential.
 4. Croydon is a cleaner, safer and healthier place, a borough we’re proud to call home.
 5. People can lead healthier and independent lives for longer.
- 1.2 The Executive Mayor’s Business plan is the Council’s core strategic document setting out its objectives and priorities for the next four years. It reflects the Executive Mayor’s manifesto pledges and priorities, as set out in a report to Cabinet in June 2022.
- 1.3 The Appendices of this report will monitor delivery of the Executive Mayor’s Business Plan 2022-26. Given the Plan includes borough wide objectives, the performance indicators include both Council and Partnerships measures. Council measures are those which the Council is the lead in terms of delivery. A small number of these measures do not have a target set as these are tracking metrics. Whilst it is not appropriate to set targets for such measures, it is important that the performance is

tracked to monitor growth and development.

- 1.4 Within the appendices of this report, there are 20 partnership measures which monitor work with our partners, such as the Police and NHS. Our partners are the lead for the delivery of outcomes, and the council has an important role to play in promoting partnership working to support these outcomes. Partnership measures are indicated by a blue background and labelled as such to allow them to be easily distinguished. The setting of, and delivery against the targets for these measures are set (where appropriate) by our partners for their use and are not included within this report.
- 1.4 At its meeting on 26 September 2023, the Scrutiny & Overview Committee reviewed the proposed key performance indicators (KPI's) to be used to monitor the delivery of the Mayor's Business Plan. The Committee was supportive of the initial set of KPI's, and noted their clarity and measurability. The Committee welcomed confirmation that the KPI's would continue to be reviewed and refined in the months and years to come to ensure that successful delivery of the Mayor's Business Plan can be accurately assessed.
- 1.5 The performance report in Appendix A, gives an overview of performance across each of the five outcomes within the plan. Appendix B, provides detailed performance data on the Council's progress in delivering the outcomes within the Mayor's Business Plan as at 28 February 2024.

2 RECOMMENDATIONS

For the reasons set out in the report and Appendices, the Executive Mayor in Cabinet, is recommended to:

- 2.1 Note the Mayors Business Plan performance report (Appendix A and B) with latest data available on 28 February 2024 (unless otherwise stated) regarding overall council and partnership performance, and actions being taken to improve outputs.
- 2.2 Note that it is necessary to review measures within outcomes one, four and five of the Mayor's Business Plan to reflect changes to statutory reporting and the requirements of independent boards, as detailed in points 7.3 and 7.4 of this report.
- 2.2 Note the enhanced escalation process for areas where performance requires improvement, as detailed in section 8 of this report.

3 REASONS FOR RECOMMENDATIONS

- 3.1 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 of the objectives within the Executive Mayor's Business Plan are unlikely to happen without it.

4 BACKGROUND AND DETAILS

- 4.1 The Executive Mayor's Business Plan was approved at Cabinet in November 2022 and Full Council in December 2022. Corporate Performance Reports will reflect progress against the Executive Mayor's Business Plan 2022-26 on both a Council and Partnership level as this is a plan for Croydon the borough.

- 4.2 It is important to note that accountability of performance to deliver the outputs remains with the relevant Directorate(s).

5 EXECUTIVE MAYOR'S BUSINESS PLAN 2022-2026

- 5.1 The Executive Mayor's Business Plan sets out the Executive Mayor's vision for Croydon. This Plan consists of five outcomes to be achieved by the Council over the next four years, with priority aims to deliver those outcomes, along with the high-level actions required. The full Business Plan can be viewed using this link <https://www.croydon.gov.uk/mayors-business-plan-2022-2026>
- 5.2 The financial challenges detailed in Section 114 reports and the two Reports in the Public Interest in recent years have reduced the resources available to the Council, which means that it will be forced to do less in future. The Executive Mayor's mission is to transform the Council's way of working, instilling financial discipline, making services more efficient, balancing the budget, changing how services are run, securing maximum value for money, instilling strong governance, listening to residents' concerns and restoring pride in Croydon. The Council will work closely with partners from the business, statutory, and voluntary sectors to bring more resources to the borough and to support and empower local communities so that together we can transform the Council and deliver services for the borough.

6 Corporate Performance Report (Appendix A & B)

- 6.1 This report reviews performance of the actions currently aligned to delivery of the five outcomes detailed within the Executive Mayor's Business Plan. This, and historical performance reports monitoring the progress against the Croydon Renewal Plan, and Corporate Priorities, presented to Cabinet can be viewed at <https://www.croydon.gov.uk/council-and-elections/freedom-information-and-corporate-performance/corporate-performance>
- 6.2 **Key Performance Indicators (KPI's)** - Regular review and monitoring against the agreed performance measures and the impact performance will have against finance, risk and programme deliverables.
- 6.4 The performance report in appendix A gives an overview of performance on 28 February 2024 (unless otherwise stated). The measures are listed under the relevant outcomes of the Executive Mayor's Business Plan. KPI's which are at, or above target, will receive a green status. Those within 10% of achieving target an amber status and those which are operating below target by 10% or more, a red status. Where a measure has no target as it has not yet been set, or it is not appropriate to set a target, the RAG status will be shown as grey. Where a measure has either no data or target at the moment, the RAG status will be shown as black.
- 6.5 Where measures are under performing, with a RAG rating of amber or red, service commentary to the actions in place to address under performance is provided to add context when reviewing. Those measures which are performing well and to target, are not required to supply any commentary at present. Future reports to cabinet will have commentary provided across all measures irrespective of the RAG rating.

- 6.6 Where timely data is not provided, or a target has not been set (council KPI's only, excluding tracking metrics), this may create a risk as is it not possible to robustly monitor performance.

7 Reviewing measures and targets.

- 7.1 In line with the council's maturing approach to data, it is necessary to review measures within outcomes one, four and five of the Mayor's Business Plan to take into account changes to statutory reporting and the requirements of independent boards, as detailed in points 7.3 and 7.4 of this report.
- 7.2 As part of the Housing transformation programme, the Housing directorate has transitioned to a new I.T system (NEC). The phased transition to the new system included a period of staff training on data inputting, report extraction and the development of performance reports on the system. This coupled with the Housing Directorate undergoing a significant period of change, including mobilisation of new contractors, new repairs contact centre and the restructure of the Homelessness division.
- 7.3 Following discussion with the Housing Improvement Board, and with the support of the Mayor and the Improvement and Assurance Panel (IAP), the Housing Directorate proposes a review of some performance targets for 2024-25. With the commencement of the new housing repairs contracts in August 2023 it has become clear that repairs demand is considerably higher than was anticipated based on the information available at contract procurement. At the same time additional data concerning households in temporary accommodation needs to be factored into target setting. This review of affected KPIs will provide more realistic targets for 2024-25, based on sound data, and will be conducted in consultation with the Mayor, the Housing Improvement Board and the IAP.
- 7.4 The Adult Social Care, Short and Long Term (SALT) data return has been superseded by the Client Level Data (CLD) return, which is a statutory requirement. Capturing CLD will support the understanding of people's journeys through the social care system. As such, the measures within outcome five of the Mayor's Business Plan relating to Adult Social Care, will be reviewed to ensure they are fit for purpose and aligned with the new statutory way of reporting.
- 7.5 Any proposed changes to measures and or targets, will be presented to Cabinet for review and sign off where appropriate.

8 Assurance, Governance and Escalation of performance

- 8.1 **Directorate and statutory performance reporting** – Performance reports continue to be presented to all Directorate Management Team meetings each month. Corporate Directors / Directors are responsible for discussing the contents of directorate and statutory performance reports with the relevant Cabinet Member and the Executive Mayor to ensure line of sight and accountability. The report is then presented to the Corporate Management Team (CMT) on a monthly basis, to allow check and challenge.



8.2 The Head of Programmes and Performance has independent oversight of all performance reports relating to the Executive Mayor's Business Plan 2022-26 which are also reviewed monthly at Corporate and Directorate Management Team meetings (as detailed in point 8.1). In order to ensure that under performance is addressed, an escalation process is triggered applying the following criteria;

- Measure which are under performing for three consecutive reporting periods in excess of 10% off target **and**
- Direction of travel worsening over the same period, **and**
- No action plan in place or, action plan in place is having no effect in expected timescale.

And where there is

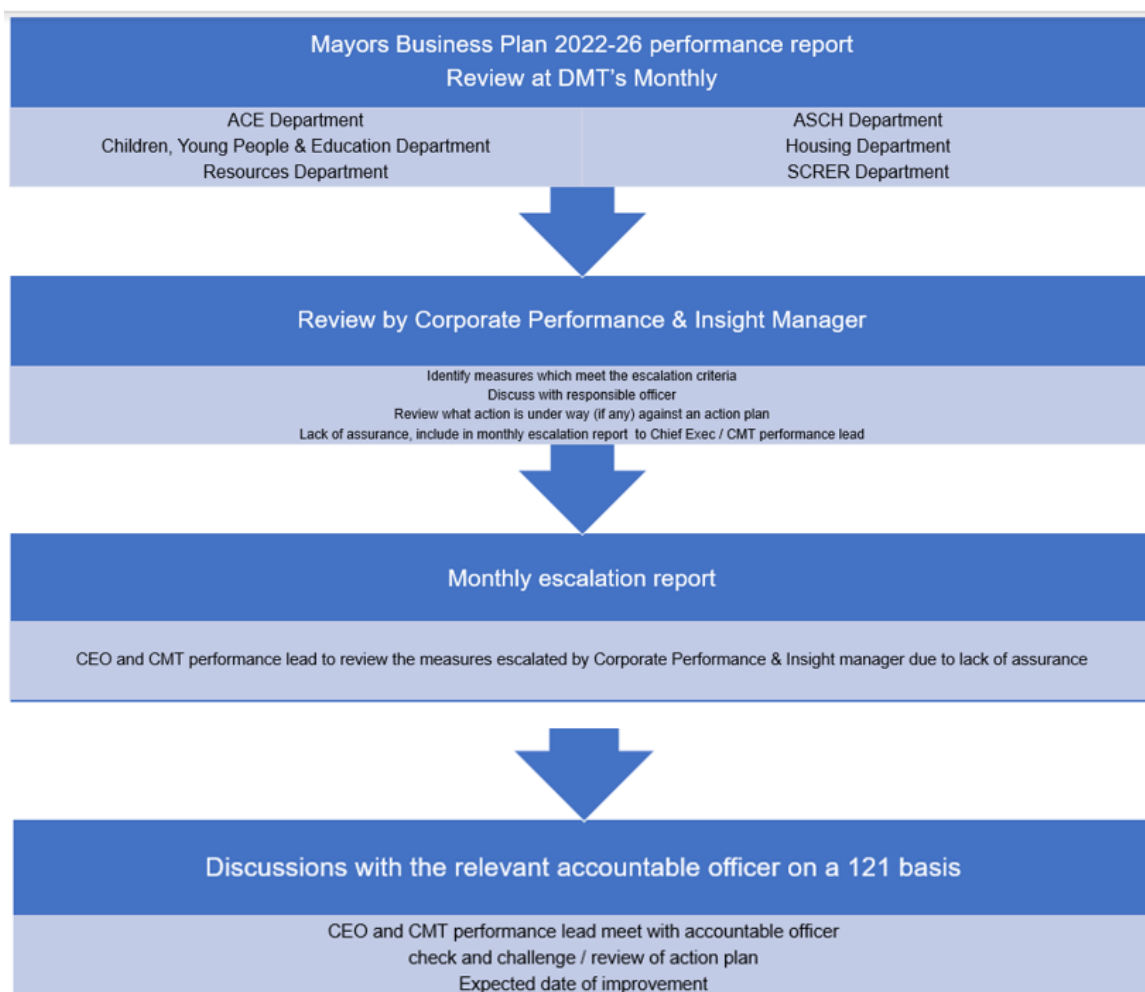
- No assurance that the action plan in place is fit for purpose / delivering improvement.
- Lack of investment in order that performance can be improved.
- Lack of action / speed of improvement resulting in substantial risk to the organisation.
- A detrimental impact on the delivery of corporate / Mayor priorities / corporate risk register, Exit Strategy priorities, transformation strategy.

8.3 Measures which meet some or all of this criterion, will feature in an exemption report which will be ordered based on how much of the criteria above is met by each measure. The Corporate Performance & Insight manager will work with service leads to define the current status of the measure, to ensure that the report is accurate.

8.4 These details are recorded and presented to the Chief Executive and Corporate Management Team (CMT) performance lead in order that those responsible for the measure will meet with the Chief Executive and the CMT lead for Performance. The Chief Executive / CMT performance lead, will then lead discussions with the relevant accountable officer on a 1:1 basis. The outcome will be reported to CMT as an escalation for recording the action taken. These sessions will take place monthly commencing May 2024.

8.5 The Corporate Performance & Insight Manager will monitor the actions agreed from these sessions and the associated performance. Where areas are not improving as documented they will feed back into the escalation process above.

8.6 The diagram below shows the stages or reporting through to escalation.



9 ALTERNATIVE OPTIONS CONSIDERED

9.1 None.

10 CONSULTATIONS

10.1 None.

11 CONTRIBUTIONS TO EXECUTIVE MAYOR'S BUSINESS PLAN

11.1 This performance report monitors progress made against the five outcomes within the Executive Mayor's Business Plan 2022-26

12 IMPLICATIONS

12.1 FINANCIAL IMPLICATIONS

12.1.1 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 Mayor's Business 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.

Approved by: Ian Geary, Interim Head of Corporate Finance, on behalf of Allister Bannin, Director of Finance, 25 April 2024.

12.2 LEGAL IMPLICATIONS

12.2.1 The Council as a best value authority must ‘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’ under Section 3(1) of the Local Government Act 1999 (LGA). The best value duty applies to all functions of the Council and monitoring of performance information and acting on the findings are an important way in which that obligation can be supported.

12.2.2 On 20 July 2023 the Secretary of State (SoS) for Levelling Up, Housing and Communities issued Directions under Section 15(5) of the LGA to the Council due to its failure to comply with its best value duty. The SoS Directions require the Council to take a number of actions which include ‘to secure as soon as practicable that all the Authority’s functions are exercised in conformity with the best value duty’. The Directions are expected to remain in force until 20 July 2025 but could be amended or revoked at an earlier date by the SoS if appropriate. The recommendations in this report are supportive of the actions required under the SoS Directions.

12.2.3 Separately, the government has established the Office for Local Government (Oflog), a new local government performance body in England. It is proposed that Oflog will “provide authoritative and accessible data and analysis about the performance of local government and support its improvement”. At present, the Local Authority Data Explorer covers only 4 areas of performance, adult social care, waste management, adult skills and local authority finance, but it is intended to add more over time.

<https://www.gov.uk/government/publications/office-for-local-government-understanding-and-supporting-local-government-performance/office-for-local-government-understanding-and-supporting-local-government-performance>

12.2.4 Any legal implications arising in relation to individual actions within the Mayor’s Business Plan will need to be considered as and when projects and decisions come forward for approval.

Approved by: Approved by: Sandra Herbert, Head of Litigation & Corporate Law on behalf of the Director of Legal Services and Monitoring Officer. 16 April 2024.

12.3 EQUALITIES IMPLICATIONS

12.3.1 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.

12.3.2 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.

12.3.3 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.

12.3.4 The refreshed Equality Strategy 2023 – 2027 is the key performance tool for our equality deliverables. Directorate Service objectives and individual objectives are inclusive of equalities deliverables included in the Equality strategy. Organisational priorities are also inclusive of equality targets in respect of the organisation and the community.

Approved by: Helen Reeves for the Equalities Programme Manager, 25 April 2024

12.4 HUMAN RESOURCES IMPACT

12.4.1 Key to delivery of the Executive Mayor's Business Plan will be to retain and invest in a skilled workforce, who are enabled and engaged through a positive organisational culture. The council's People and Cultural Transformation Strategy has been developed, together with a detailed workforce co-created action plan to be aligned to the Executive Mayor's Business Plan, supporting building workforce skills and capacity for the future. It will be essential to create a golden thread, where all staff can see how their work links to the work of their team, their division, their directorate, the council's service plans, and the Executive Mayor's Business Plan.

12.4.2 Any planned service changes through informed review, will be subject to the council's organisational change procedure and formal consultation with staff and trade unions.

Approved by: Dean Shoesmith, Chief People Officer, Dated: 26 March 2024.

13 APPENDICES

12.1 Appendix A: Overview Performance Report – Latest available data as of 28 February 2024 (unless otherwise stated).

Appendix B: Detailed Performance Report – Latest available data as of 28 February 2024 (unless otherwise stated)

14 BACKGROUND DOCUMENTS

13.1 Executive Mayor's Business Plan 2022-26