

# LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET 25 October 2023</b>
<b>DATE OF DECISION</b>	<b>25 October 2023</b>
<b>REPORT TITLE:</b>	<b>Mayor’s Business Plan 2022-2026 Performance Report</b>
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Elaine Jackson, Assistant Chief Executive David Courcoux, Director of Policy, Programmes and Performance</b>
<b>LEAD OFFICER:</b>	<b>Caroline Bruce, Head of Programmes &amp; Performance</b>
<b>LEAD MEMBER:</b>	<b>Mayor Jason Perry, Executive Mayor of Croydon</b>
<b>KEY DECISION?</b>	<b>No</b>
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>
<b>WARDS AFFECTED:</b>	<b>ALL</b>

## 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 In January 2023 a final ‘transitional’ performance report, tracking progress against the corporate priorities set prior to the election of the Executive Mayor on 5 May 2022 was presented to Cabinet.
- 1.4 The measures reported within the Appendices of this report will monitor delivery of the Executive Mayor’s Business Plan 2022-26 which is borough wide and includes both Council and Partnerships measures. Council measures are those which the Council is

the lead in terms of delivery. Partnership measures monitor work with our partners, such as the Police and NHS who are the lead, but where the council has an important role to play in promoting partnership working.

- 1.5 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, particularly 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
- 1.6 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 31 July 2023.

## **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 31 July 2023 (unless otherwise stated) regarding overall council and partnership performance.

## **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 Notices 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. However, it will strive to improve the responsiveness and where possible the quality of the services it does provide. The Executive Mayor's mission is to transform the Council's way of working – 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.

6.3 There are currently 77 KPIs within the framework. The performance report in appendix A gives an overview of performance on 31 July 2023 (unless otherwise stated). There are a number of additional measures which could potentially be included in future reports. These are currently under review to ensure that data is accessible to enable us to report on them and were discussed at Scrutiny on 26<sup>th</sup> September.

6.4 Service commentary (where supplied) as to the actions in place to address under performance is provided to add context when reviewing. The measures are listed under the relevant outcomes of the Executive Mayor's Business Plan.

6.5 KPI'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 as it has not yet been set, 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.

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

6.8 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, a new repairs contact centre and the restructure of the Homelessness division, has resulted in a lag in the new system data being available. It should be noted that data has been monitored locally, and for consistency the last previous

system data for these measures (April 2023) is included in Appendix A and B, with updated and tested data from the new NEC reports to be included in the next Mayor's Business Plan performance report. A wider housing specific dashboard of over 30 KPIs covering landlord and homelessness functions has been developed for the Directorate in collaboration with partners.

## 7 Report Governance

7.1 **Directorate and statutory performance reporting** – These reports continue to be presented to all Department Management Team meetings each month. Corporate Directors / Directors are responsible for discussing the contents of departmental 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. Areas of performance concern are escalated to the Mayor via regular Mayoral Briefings.

7.2 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 Directorate Management Teams.

Where performance meets the following criteria, it will be escalated to the Chief Executive and CMT Performance lead for their review:

- Three consecutive monthly reporting periods of performance in excess of 10% off target **and**
- Direction of travel worsening over the same period, or staying the same **and**
- No action plan in place or, action plan in place is having no effect in expected timescale.

Performance issues will be similarly escalated by the Head of Programmes and Performance where:

- DMT's are unable to provide assurance that the action plan in place is fit for purpose / delivering improvement.
- DMT's require investment in order that performance can be improved.
- Lack of action / speed of improvement can result in substantial risk to the organisation (special measures, fines, IAP expectation etc).
- Non delivery will have a detrimental impact on the delivery of corporate / Mayor priorities.

In all these circumstances, the Chief Executive/CMT performance lead, will consider whether further action is required such as a focussed discussion with the relevant Corporate Director, Director, Head of Service and/or service manager to understand the issues causing the performance failure and what needs to happen to drive improvement.

In addition to performance reporting being regularly discussed by corporate directors and the chief executive with their Cabinet Members and the Executive Mayor and all reds escalated for their information and review, the Corporate Management team reviews the performance indicators report on a monthly basis and the Mayor's Advisory Board also reviews the quarterly corporate performance report.



## 8 ALTERNATIVE OPTIONS CONSIDERED

8.1 None.

## 9 CONSULTATIONS

9.1 Consultation with all Departments is currently underway to ensure that all suggested performance indicators have accessible and timely performance data available. Where this is not possible, alternative KPIs will be adopted.

## 10 CONTRIBUTIONS TO COUNCIL PRIORITIES

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

## 11 IMPLICATIONS

### 11.1 FINANCIAL IMPLICATIONS

11.1.1 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 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.

Approved by: Ian Geary, Interim Head of Corporate Finance, 6 September 2023.

## 11.2 LEGAL IMPLICATIONS

- 11.2.1 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.
- 11.2.2 On 20 July 2023 the Secretary of State for Levelling Up, Housing and Communities (SoS) 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.
- 11.2.3 Separately, the government are in the process of establishing the Office for Local Government (Oflog), a new local government performance body in England. It is proposed that Oflog will provide accurate and accessible data and analysis about the performance of local government and support its improvement.  
<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>
- 11.2.4 Any legal implications arising in relation to individual actions within the Mayor's Business Plan will need to be sought as and when projects and decisions come forward for approval.

Approved by: Sandra Herbert Head of Litigation and Corporate Law for and on behalf of Stephen Lawrence-Orumwense the Director of Legal Services and Monitoring Officer. (13<sup>th</sup> September 2023)

## 11.3 EQUALITIES IMPLICATIONS

- 11.3.1 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.
- 11.3.2 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.

11.3.3 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. 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.

11.3.4 The refreshed Equality Strategy 2023 – 2027 is the key performance tool for our equality deliverables. Departmental 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: Naseer Ahmad, Interim Senior Equalities Officer, on behalf of Denise McCausland, Equalities Programme Manager, 31<sup>st</sup> August 2023

## **11.4 HUMAN RESOURCES IMPACT**

11.4.1 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 Strategy is being developed to be aligned to the Executive Mayor's Business Plan and supports 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

11.4.2 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 (18<sup>th</sup> September 2023)

## **12 APPENDICES**

12.1 Appendix A: – Overview Performance Report – Latest available data as of 31 July 2023 (unless otherwise stated).

Appendix B: – Detailed Performance Report – Latest available data as of 31 July 2023 (unless otherwise stated)

## **13 BACKGROUND DOCUMENTS**

13.1 Executive Mayor's Business Plan 2022-26