



ONESOURCE JOINT COMMITTEE AGENDA

9.30 am	Friday 14 December 2018	Newham Dockside
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COUNCILLORS:

LONDON BOROUGH OF HAVERING

Councillor Robert Benham
Councillor Roger Ramsey (VC)
Councillor Damian White

LONDON BOROUGH OF NEWHAM

Councillor Rokhsana Fiaz
Councillor John Gray
Councillor Terence Paul (Chair)

LONDON BOROUGH OF BEXLEY

Councillor David Leaf

**For information about the meeting please contact:
Andrew Beesley, Head of Democratic Services
andrew.beesley@onesource.co.uk**

NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

The Joint Committee is committed to protecting the health and safety of everyone who attends its meetings.

At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. **For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.**

2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

3. CONDUCT AT THE MEETING

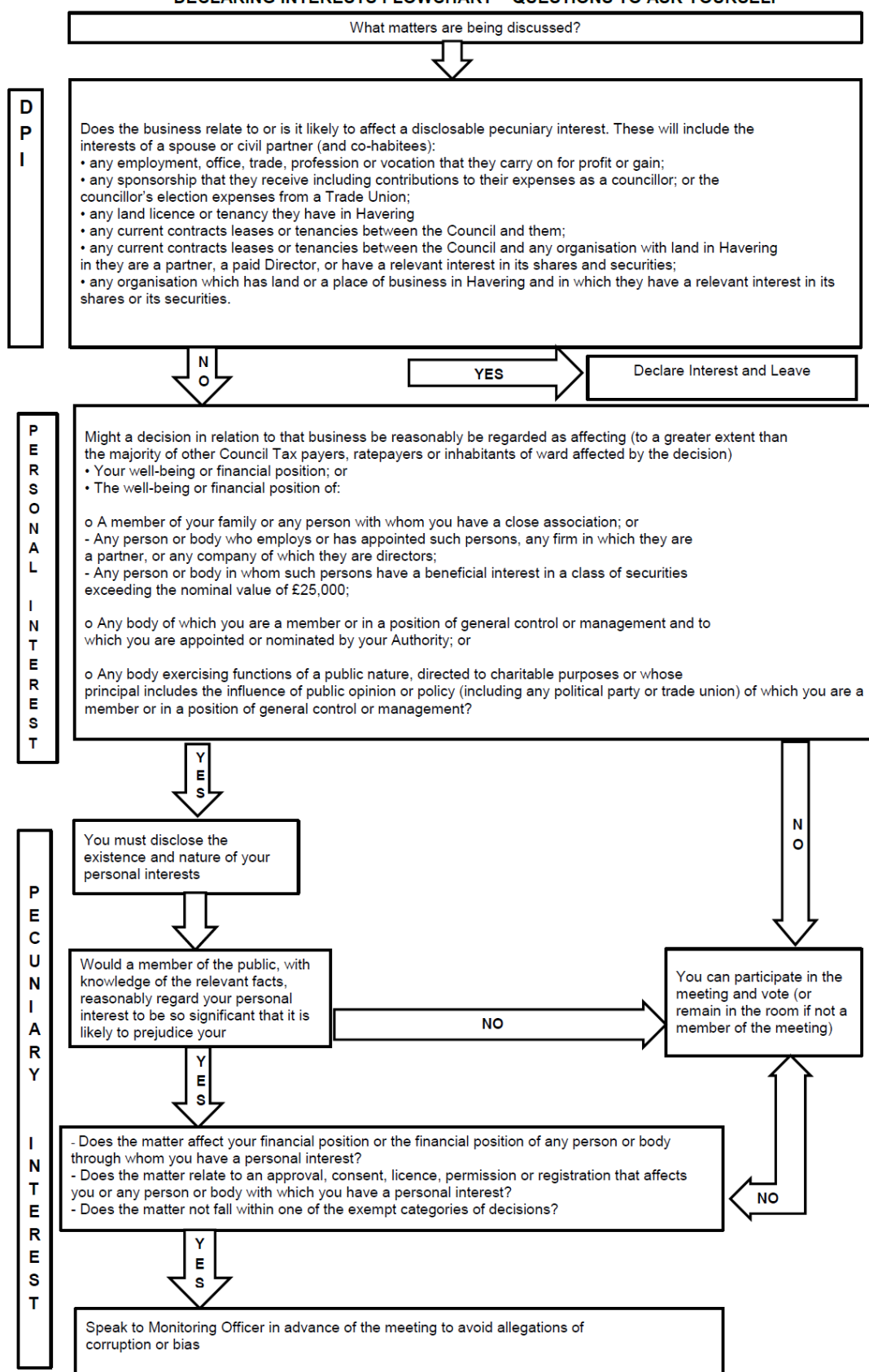
Although members of the public are welcome to attend meetings of the Joint Committee, they have no right to speak at them. Seating for the public is, however, limited and the Joint Committee cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Joint Committee will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.

The Chairman of the meeting has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Clerk before the meeting so that the Chairman is aware that someone wishes to ask a question.

PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA ITEMS

1 APOLOGIES FOR ABSENCE

(if any) - receive

2 ANNOUNCEMENTS

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

3 DISCLOSURES OF INTEREST

Members are invited to disclose any pecuniary interests in any of the items on the agenda at this point of the meeting. Members may still disclose a pecuniary interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 4)

To approve as a correct record the minutes of the meeting of the Joint Committee held on 3 August 2018, and to authorise the Chairman to sign them.

5 MEMBERSHIP

The Joint Committee is asked to note that Councillor Damian White has replaced Councillor Jason Frost as one of the Havering representatives on the Joint Committee.

6 ONESOURCE INTERIM CEO REPORT (Pages 5 - 50)

7 UPDATES TO THE ONESOURCE JOINT COMMITTEE SCHEME OF DELEGATION (Pages 51 - 110)

**MINUTES OF A MEETING OF THE
ONESOURCE JOINT COMMITTEE
Committee Room 3B - Town Hall
3 August 2018 (10:00-11:43am)**

Present:

Councillors Terence Paul (Chair), Robert Benham, Rokhsana Fiaz, John Gray, David Leaf and Roger Ramsey

Apologies were received for the absence of Councillor Jason Frost.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

1 ELECTION OF CHAIR AND VICE CHAIR

Following receipts of nominations and in accordance with the oneSource legal agreement, Councillor Terence Paul was elected as Chair for the 2018/19 municipal. Councillor Roger Ramsey was elected as Vice-Chair.

2 DISCLOSURES OF INTEREST

There were no disclosures of interest

3 MINUTES

The minutes of the meeting of the Committee held on 20 April 2018 were agreed as a correct record and signed by the Chairman.

4 ONESOURCE 2017/18 OUTTURN POSITION

The report explained that the overall oneSource shared outturn position was an underspend of (£1.342m), split between Havering, Newham and Bexley as follows; (£0.630m) to Havering, (£0.649m) to Newham and (£0.063m) to Bexley. The Havering underspend was transferred to its oneSource reserve held on the balance sheet. Newham and Bexley Councils both transferred their underspends to a corporate earmarked reserve held on the balance sheet.

The non-shared areas closed with the following variances: - Havering non-shared (£0.812m), Newham non-shared £7.065m and Bexley non-shared (£0.407m).

Members sought explanation as to the £7m Newham non-shared overspend. Officers explained that £3.6m was not an overspend as such but a budget pressure owing to the non-realisation of commercial income

targets including the letting of Dockside and Stratford/East Ham Town Hall. It was reported that growth of £1.178m has been allocated for 2018-19 which will part offset the pressures going forward and work is ongoing to generate further income. The projected shortfall for 2018-19 for Dockside lettings and commercial income was c£0.6m and c£0.9m respectively, if following reviews of potential income generating activities a shortfall remains this will need to be part of Newham's Medium Term Financial Strategy (MTFS) moving forward.

Furthermore, changes in legislation around business rates valuation following the stair case ruling resulted in an increase of business rate charges against properties. It was expected that the ruling would be reversed during 2017-18 and subsequent invoices would be refunded. However this did not take place and the result increased the outturn position by c£1.2m, the expectation is still for the ruling to be reversed and the refund will now be backdated. If the ruling is reversed Asset Management will receive a one off benefit of c£1.2m.

Officers gave assurances that the reasons behind the "overspend" were being addressed and that an action plan was in place, the details of which would be shared with the Newham Members of the Joint Committee. This would include matters in relation to the variances for the Schools Private Finance Initiative (PFI) and Building Schools for the Future (BSF).

The Joint Committee noted the 2017-18 oneSource outturn position.

5 ONESOURCE ANNUAL REPORT 2017/18

Presented before the committee was the draft oneSource Annual Report for 2017/18. The draft report contains a summary of the achievements during the year; an overview of key performance indicators, including financial performance and customer satisfaction. The report also outlined the future priorities for oneSource beyond 2017/18.

Members were invited to consider and comment upon the draft of the fourth oneSource Annual Report prior to final publication.

Members commented that the draft report be reviewed by the Leaders of Havering, Newham and Bexley Councils as part of the wider discussions about the direction of travel for oneSource. More detailed explanations were needed in respect of the financial summary for the Newham non-shared overspend and greater refinement of how the customer satisfaction survey results are assessed and reported.

6 ICT SERVICE BUDGET UPDATE

The report before Members presented an overview of ICT service budgets and spend for 2017/18. It also provided an overview of the ICT service

journey over past 12 to 18 months and the delivery on the infrastructure roadmap which has created a more stable and sustainable ICT environment.

The report provided information on the significant improvements to the security compliance and implementation of procedures conferring compliance to the new GDPR.

In addition, the report detailed progress on the ICT/Digital strategy for OneSource/Newham and Havering and the technology roadmap for next 3 years. Projects with a red rating were closely monitored with a programme of development to ensure successful implementations according to agreed timescales.

Members remarked that it was critical for the strategy to offer value to its customer, residents, staff and other stakeholders and that there was flexibility for it to change and adapt to changing needs.

The Joint Committee noted the significant ICT improvements and financial information on the budgets provided in the report.

7 INTERIM ONESOURCE CEO OVERVIEW AND UPDATE REPORT

The interim CEO provided the Joint Committee with a presentation on background and the historic development of oneSource and the more recent discussions around moving the organisation to a traded model.

Having undertaken a detailed analysis of oneSource, the options available and information relating to the overall market and key trends, it was the interim CEO's recommendation that oneSource remain as a local authority shared service rather than becoming a separate legal entity. However, in line with previous agreements where it is possible for oneSource to trade/sell services to others this should be pursued in order to meet existing income targets.

The interim CEO outlined a number of developments that were recommended to improve and enhance current arrangements:

- oneSource should become much more integral to the delivery of the transformation programmes of the Councils where appropriate. This is where the majority of savings will be found in future and the strategic services in oneSource are key to the successful achievement of this;
- oneSource should become more embedded in the Councils and not seen as an external organisation creating greater synergies, trust and added value. The internal branding of oneSource needs to be considered in this context as does the need to explain the nature and function of oneSource to members and officers within the Councils

who are often unaware of the background objectives and governance of the shared service;

- Notwithstanding the above there should be a stronger client/commissioning relationship both in respect of oneSource priorities and to drive service quality. This is developing well with a clearer and more transparent process involving the three Executive Directors from Newham, Havering and Bexley and the Interim CEO of oneSource;
- Deepening and widening of the partnership where appropriate should be considered to bring more services into oneSource from the existing Councils and others.

Members were in broad agreement that the future direction for oneSource required a detailed discussion amongst the leaders of the three partner authorities and that commercialisation for oneSource was not an immediate priority. It was recognised that improving the quality of service provision should be prioritised over external business opportunities.

The Joint Committee noted the key updates provided in the report and discussed the Strategic Direction for oneSource 2018/19 as set out in the report and presentation.

Chairman

**ONESOURCE JOINT
COMMITTEE
14 December 2018**

Subject Heading:

oneSource Interim CEO Report

Report Author and contact details:

**Sean Harriss
CEO oneSource**

Sean.Harriss@oneSource.co.uk

Financial summary:

**The report contains a specific update on
oneSource shared and non shared
budgets.**

Is this a Key Decision?

No

SUMMARY

The report is to provide a strategic overview and update for the oneSource Joint Committee on key priorities and developments since the last meeting of the Joint Committee on 3rd August 2018.

The Interim CEO's Report that was discussed at the above meeting is provided at Appendix 1 as background as a number of issues presented in this paper relate to initial discussions that were held at the last meeting.

A revised set of Key Performance Indicators is set out in Appendix 2.

The outcome of the most recent customer satisfaction survey (along with action plan) that was carried out in the spring 2018 is attached at Appendix 3.

There is an update provided relating the financial position on the various oneSource budgets

RECOMMENDATIONS

The Joint Committee are recommended to agree:

- The overall strategy and priorities for the oneSource shared service as set out in the report.
- The development of an action plan as set out in the report to ensure the effective delivery of the strategy.
- The performance indicators and proposed approach to customer satisfaction as set out in the report and relevant appendices.
- The financial position of the various oneSource budgets as detailed in the report
- The position relating to the recruitment of the Director of Human Resources and Organisational development and the update relating to the future managerial leadership of the oneSource shared service

REPORT DETAIL

1. Strategic Overview and Priorities

1.1 At the last meeting of the Joint Committee the future strategic direction of oneSource was discussed. This was necessary as prior to the May 2018 elections there were different visions of the future direction for oneSource from the perspectives of the partner Councils. Given the change in Administrations post May this was revisited with the broad conclusions reached as follows:

- That oneSource should remain as a local authority shared service and not develop into a separate organisation or company.
- That the focus should predominately be on supporting the existing partner Councils rather than on expansion or trading.
- That the priorities for oneSource would be on service quality and improvement and on supporting the transformation, modernisation and savings agendas of the Councils.

1.2 Although the broad direction set out above was noted at the last meeting it was agreed that there would be a Mayor and Leader meeting between Newham and Havering to discuss the above which took place on 12th October. In addition there have been further internal discussions within the Councils at member and officer level. This has included a specific discussion with Bexley Council about their priorities for improvement for oneSource. The outcome of these meetings has confirmed the direction of travel outlined above and influenced the proposed way forward as set out in this report.

1.3 As a result of the discussions the proposed way forward is as follows:

- That the oneSource should continue in its current form as a shared service governed by a Joint Committee for the medium-term with the focus on improving the quality of services and satisfaction with them.
- That given the decision to retain a shared service rather than develop a company model that there should be a move away from oneSource as “brand” within the Councils in order to reinforce the message that the staff in the shared service are as much a part of the Council as any other in-house service. This approach to be reinforced within the partner Councils both politically and managerially so that staff in the shared service were seen as colleagues rather than as a “contractor.”
- That emphasis and culture within the shared service staff was to clearly understand the political and managerial priorities within each of the individual Councils and to work in that context rather than to work to “oneSource priorities”.
- That a detailed action plan be developed to highlight the priority areas for improvements either within individual services or relating to the priorities of individual Councils.
- To develop a clear set of performance measures that identify strategic priorities, key performance and quality indicators and satisfaction.
- To develop and deliver a further level of savings for the respective medium-term financial strategies of the partner councils.
- To be integral to the development and delivery of the respective improvement, transformation and modernisation programmes of the partner Councils.

1.4 There was clear recognition that given the approach taken to maximising savings from the shared service over the past four years that the remaining funding only enabled the delivery of a “business as usual service”. Therefore, given the increased demands for additional capacity to support improvement, transformation and modernisation that either on a joint basis or single council basis that additional one-off resources would need to be identified to deliver specific projects or tasks.

2. Implementing and delivering the strategic direction and priorities

2.1 There are a number of important aspects to the delivery of the strategic direction and priorities outlined above. These are as follows:

- The Interim CEO is leaving at the end of January and this requires a plan for the future in the context of the proposed strategic direction for the shared service. The options and plans relating to this key aspect of the future

strategy are currently being developed and it is proposed to provide an update on progress at the Joint Committee on 14th December. It is advised that given the proposed way forward for oneSource as set out in this report the future focus of the managerial leadership should be on driving service improvement and supporting the delivery of the transformation and modernisation agendas in the Councils. It is hoped that it will be possible to come forward with detailed proposals for early in 2019 and regular updates will be provided to the Joint Committee. A formal recruitment process is currently underway for the role of Director of Human Resources and Organisational Development which will involve the Joint Committee.

- That as set out in Appendix 2 a revised set of Key Performance Indicators are approved and subsequently reported and managed by the Joint Committee and the individual Councils as they feel appropriate.
- That in respect of customer satisfaction in line with the focus on oneSource as a shared service that the emphasis on customer satisfaction should be on achieving 80% satisfaction for each individual service rather than a combined target for oneSource overall, although that will still be measured.
- That in developing a detailed improvement plan priority is given to the following service areas which are seen as being integral to delivering the transformation and modernisation agendas for the Councils:
 - Strategic Finance including Business Partnering
 - Human Resources and Organisational Development
 - ICT and Digital
 - Procurement
 - Property and Asset Management

Further detailed plans of the “what and the how” of the improvement and development of these areas will be undertaken by the oneSource Management Team (OMT) in conjunction with the lead officers of the three Councils. This will subsequently be developed into a formal action plan progress on which will be reported to the Joint Committee at future meetings.

- That in line with the targets agreed within the Council’s individual budgets for 2019/20 and MTFS that the savings targets identified and agreed for the budgets within the shared service are delivered.
- That additional investment for key priorities either across the Councils or on an individual basis are agreed and implemented.

3. One Source Budget

- 3.1 Following on from the **oneSource shared** underspend position of £1.342m in 2017-18, it was agreed that the underspend will be transferred to an

earmarked reserve within each of the partner authorities. As a result of the agreement oneSource would use the reserve for service improvement and transformation spend and going forward the outturn position would transfer to or from the reserve as required. In addition, as the Joint Committee will see from the detailed summary below, there are challenging savings targets for oneSource in 2019/20 and beyond. It is proposed to use the balance of the reserve to support the delivery of these savings and to assist with smoothing the reduction of funding as it will not be possible to deliver all the savings from the beginning of the financial year.

3.2 Therefore the oneSource shared forecasted outturn position, is being reported to each of the three authorities is breakeven. However the oneSource reserve will be partly used to offset the oneSource shared in year pressure of £0.298m. The projected overspend is being regularly monitored and necessary actions put in place to manage the pressures throughout the year. Detailed below are the key reasons for the reported variance.

- Finance are reporting an overspend position of £0.306m, as a result of difficulties recruiting to a number of key finance posts has meant interim resources have been employed, at a higher rate to meet the demand. It is expected if successful recruitment takes place, the overspend will not occur in 2019-20. This may remain a pressure as recruitment in this area is proving a challenge
- Property Services continue to highlight a pressure of £0.141m against fee income, as a result of previous year's income targets. The planned HRA appropriation of properties to the general fund is expected to reduce this pressure, however whilst there is uncertainty the appropriation will take place within 2018-19, the pressure is being reported.
- The overachievement of savings achieved in previous years, (£0.139m), is able to part offset the pressure reported in Procurement, resulting from unachieved savings targets following the savings deducted as per the initial oneSource business case.
- Minor variances are being reported in other services.

3.3 The outturn forecast position for Newham Non-Shared is an overspend of £0.339. A detailed below are the key reasons for the reported variance.

- Asset Management, continue to report the increased cost £0.500m to NNDR rates as a result of the 'Staircase Ruling', the expectation is that the ruling will be reversed and backdated. However due to the delays in the process of reversing the legislation, the prudent approach has been adopted to report the impact of the ruling continuing for 2018-19.
- In addition to the stair case tax, there remains an element of historic NNDR pressures across the Property Services portfolio of c£100k.
- Technical Services, report a pressure of £0.228m in relation to an unachievable savings target allocated, on the basis of Havering and Newham Technical teams being able to generate efficiencies from working together.

- A further pressure is reported within Basic Needs of £0.200m, following delays to a number of projects, affecting the level of fees that can be generated in 2018-19.
- The ongoing litigation within Stratford Workshops, continues to generate external legal fees which is an unfunded pressure of c£0.150m for 2018-19.
- As a result of the reversing of the over receipting of school's PFI payments which took place in 2017-18, a corresponding one-off benefit has been reflected for 2018-19, £1.087m).
- Work is ongoing to seek to minimise and potential overspend between now and year end

3.4 The outturn forecast position for Havering Non-Shared is an overspend of £0.432m. A detailed below are the key reasons for the reported variance.

- Exchequer Services are reporting a pressure of £0.250m, this is in part a result of the implementation of Universal credit, which removes the authorities ability to directly deduct overpayments at source from client's benefit payments. However due to the number of complexities around Housing Subsidy, there are a number of other factors which may still effect the year end position in both a positive and negative way.
- Asset Management are reporting a pressure of £0.042m, as a result of the continued shortfall of income generated within Romford Market of £0.250m. The saving target of £0.096m against the abandoned Land Restoration continues to be a pressure. The overall pressure is being part mitigated by the overachievement of Commercial Property Income of £0.325m.
- ICT report a pressure of £0.051m, in relation to the borough wide wifi saving target, which continues to be reported as unachieved.
- The remaining pressure is within Technical and Transport as a result of the impact of the Terms and Condition Review c£0.60m, and following a tender by external customers a number of routes were lost, however the expectation is this pressure will be mitigated by year end, as further routes are agreed.
- Work is ongoing to seek to reduce and minimise any potential overspend between now and year end

3.5 The outturn forecast position for Bexley Non-Shared continues to report a nil variance.

3.6 In setting the MTFS' the boroughs have identified a number of additional savings that are required from the oneSource budgets in addition to the savings agreed in the oneSource business case of £14.88m. Below is a summary of the savings that will be allocated from 2019-20, as part of the councils MTFS programmes. As the Joint Committee will see these savings targets are challenging and to some extent are not entirely in the control of the management of oneSource. In particular, there are potential savings predicated on additional services from the partner Councils being brought into the shared service and if this does not happen the saving will not be

possible to achieve. It is also the case that the ambitious income targets set for the sale of oneSource services which is income in excess of expenditure may prove impossible to deliver particularly as the strategic direction being proposed sees a priority to be given to service improvement rather than income generation. These issues will be kept under review on a regular basis and reported to the Joint Committee at future meetings.

Shared Savings

Saving Title	Incremental Savings				Total Cumulative Savings
	2019/20	2020/21	2021/22	2022/23	
One Source Reduction in oneSource support	£0.250	£0.200	£0.198	£0.048	£0.696
One Source Investment in ICT and automations	£0.312	£0.300	£0.388		£1.000
One Source include more services into model		£0.200	£0.200		£0.400
One Source General Efficiency	£0.250	£0.250			£0.500
Income Debt Management and Enforcement	£0.067				£0.067
Total	£0.879	£0.950	£.0786	£0.48	£2.663

Havering Non-Shared

Saving Title	Incremental Savings				Total Cumulative Savings
	2019/20	2020/21	2021/22	2022/23	
Commercial Property Income	£0.100	£0.100	£0.100	£0.100	£0.400
One Source Union Support Time	£0.035				£0.035
One Source Transport Income	£0.050				£0.050
Transformation of Post and Print	£0.050				£0.050
Total	£0.235	£0.100	£0.100	£0.100	£0.535

Newham Non-Shared

Saving Title	Incremental Savings				Total Cumulative Savings
	2019/20	2020/21	2021/22	2022/23	
Commercial Property Income	£0.400				£0.400

Bexley Non-Shared

Saving Title	Incremental Savings				Total Cumulative Savings
	2019/20	2020/21	2021/22	2022/23	
Capita Contract Reduction	£0.050				£0.050

4. Other Developments or Issues

- 4.1** Following the customer satisfaction survey in the Spring 2018 that was reported in summary form to the Joint Committee on 3rd August, a more detailed report (which contains action plans) has been developed which is attached in Appendix 3 to this report.
- 4.2** Two members of the OneSource Management Team have been seconded to partner Councils. Paul Thorogood to Bexley as Interim Director of Finance and Corporate Services. Mark Hobson has been recruited as Interim Director of Finance and Transformation to cover Paul's role. Sandy Hamberger has been seconded to Havering as Assistant Director Policy with Danny Caine leading the oneSource policy, programmes and performance service on an interim basis.

The ability to provide capacity to the partner Councils is an important aspect of the role of the shared service.

REASONS AND OPTIONS

Reasons for the decision:

This report requests the Joint Committee to agree the overall strategy and priorities for the oneSource shared service.

Other options considered:

Not applicable.

IMPLICATIONS AND RISKS

Financial implications and risks:

The financial implications and risks are set out in the body of the report

Legal implications and risks:

There are no Legal implications identified within this report.

Human Resources implications and risks:

There are no Human Resource implications identified within this report.

Equalities implications and risks:

There are no Equalities implications identified within this report.

BACKGROUND PAPERS

None

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**ONESOURCE JOINT
COMMITTEE
3 August 2018**

APPENDIX 1

Subject heading

**Interim oneSource CEO Overview
and Update Report**

Report author and contact details:

**Sean Harriss – Interim CEO
oneSource**

Financial summary:

**There are no direct financial
implications relating to this report**

SUMMARY

The report highlights the following key updates:

- The background and historic development of oneSource
- The main developments in oneSource since the last meeting of the Joint Committee in April
- The outcome of the Customer Satisfaction Survey for oneSource
- The strategic direction and priorities for oneSource 2018/19

A presentation will be given at the meeting to supplement the background to oneSource and the Strategic Direction for oneSource 2018/19.

RECOMMENDATIONS

The Joint Committee are requested to note the key updates provided in the report and discuss the Strategic Direction for oneSource 2018/19 as set out in the report and presentation.

REPORT DETAIL

1. Introduction

This report has been developed for the oneSource Joint Committee in the context of the Joint Committee's first meeting following the elections to the three Councils in May 2018. The local elections in LB Newham, LB Havering and LB Bexley have seen a number of changes at Mayor, Leader, Cabinet Member and Joint Committee Member level which makes it particularly important that the Joint Committee have the opportunity to review both

the historic context and development of oneSource over the past four years and to discuss the strategic direction for 2018/19.

2. Context and Background to oneSource

To ensure that all members of the Joint Committee have an understanding of the history, context and development of oneSource over the last few years a presentation will be provided at the Joint Committee which will cover the following key areas:

- The rationale for the establishment of oneSource as the shared service for strategic, support and transactional services for LB Havering, LB Newham, LB Bexley
- The Services provided within oneSource, the Management Structure, Budgets and Performance framework that oneSource operates in
- The Governance arrangements for oneSource
- The development of oneSource over the past four years and the savings achieved for the Member Councils

3. Customer Satisfaction Survey 2017/18

One of the key performance measures for oneSource is customer satisfaction. Since the last meeting of the Joint Committee the 2017/18 survey has been undertaken and an initial analysis of the results has been undertaken. A more detailed breakdown of the outcome of the survey is attached as appendix one with the key highlights being:

- The overall satisfaction for oneSource services (combining the four organisations) is 81%, decreasing marginally by 1% from that found in the Autumn 2017 survey, where 82% of customers were satisfied with the service they received. This is the second time that oneSource has exceeded the 80% target set by the Joint Committee, since the organisation's inception.
- Individually, customer satisfaction with the service received is 83% from Havering Council, 73% from Newham Council, 75% from Bexley Council and 91% from oneSource. Customer satisfaction has increased for oneSource and Bexley, with satisfaction in oneSource exceeding the target. Satisfaction within Havering dropped slightly by 5% but overall satisfaction still exceeds the target. There was a decrease in satisfaction within Newham, with overall satisfaction dropping by 8%.

Detailed work will be undertaken over the next few weeks to identify action in those services where satisfaction has reduced by a significant amount and what can be done to improve this. Interestingly the initial feedback seems to suggest the main areas of concern are around speed of response and capacity issues rather than overall quality.

4. Key Developments and work programme of Interim CEO

Following my appointment on an Interim basis in March 2018 my brief has been to:

- Lead the organisation through the pre and post-election period
- Maintain and improve service quality where possible
- Develop with the new political administrations post-election a strategy that could be supported by the three Councils
- Start to develop options for the delivery of savings and transformation 2018-22

Outside of the development of the overall strategy for oneSource the main areas of focus and activity for oneSource has included:

- Supporting Newham and Havering Councils in developing their Medium Term Financial Strategies and associated Transformation Plans.
- Responding to the priorities in respect of oneSource Services from the new political administrations
- Ensuring the effective closure of the accounts of the three Councils in the context of a new shorter timescale
- Looking at high level options for how oneSource could both make future savings from within oneSource budgets and how through the enabling role that oneSource plays support the delivery of savings across the Councils
- Working with Bexley Council to improve aspects of the strategic finance service provided by oneSource
- OneSource has also been represented at the Public Sector Show at Excel, the Local Government Association Conference and CIPFA Conference which has been used to promote the achievements of oneSource to date and to promote the opportunity for other Councils and organisations to join the partnership and or buy individual services

In respect of identifying the overall strategy for oneSource going forward I have undertaken a detailed analysis of oneSource, the options available and information relating to the overall market and key trends. In more detail this has included:

- Reviewing the existing strategies and plans, service quality and budgets
- Discussions with political and managerial leaders across the three Councils including Mayor/Leader/portfolio holders
- An assessment of Council policy positions vis a vis Manifestos etc.
- Discussion and dialogue with oneSource Directors, Staff and Managers
- An analysis of strengths and weaknesses of the current structure of onesource
- Assessment of the strengths and weaknesses of potential models in the context of market conditions, financial position, organisational transformation plans and oneSource capacity and capability

Based on all of the above I would recommend to the three Councils the following for the reasons set out below:

- That oneSource remains as a local authority shared service rather than becoming a separate legal entity
- That in line with previous agreements where it is possible for oneSource to trade/sell services to others this should be pursued in order to meet existing income targets

The reason for this recommendation is as follows:

- There are no discernible advantages to a company model and given the issues in respect of pension strain, TUPE and extra costs associated with the creation of a company there are a number of potential financial disadvantages
- oneSource is not in any event ready to move to becoming a commercial entity and as per the review undertaken in 2017 there is no obvious market for oneSource to exploit.
- That given the size and scale of the transformation agendas in both Havering and Newham and the savings associated with this it would be highly risky to divert capacity and expertise of the leadership and management teams in oneSource from this activity which would be an inevitable consequence of moving to a different model
- Experience from elsewhere suggests that while Councils are happy to keep strategic services in a shared service model there is reluctance to keep strategic finance, HR,

legal and ICT etc. in a more “outsourced” arrangement. Financial and service advantages are likely to be lost in this scenario

- The policy position expressed by some of the member councils re preference for in-house service delivery

Although it is proposed that the broad structure of oneSource remains as a local authority shared service under a Joint Committee there are a number of developments that are recommended to improve and enhance current arrangements:

- oneSource should become much more integral to the delivery of the transformation programmes of the Councils where appropriate. This is where the majority of savings will be found in future and the strategic services in oneSource are key to the successful achievement of this
- oneSource should become more embedded in the Councils and not seen as an external organisation creating greater synergies, trust and added value. The internal branding of oneSource needs to be considered in this context as does the need to explain the nature and function of oneSource to members and officers within the Councils who are often unaware of the background objectives and governance of the shared service
- Notwithstanding the above there should be a stronger client/commissioning relationship both in respect of oneSource priorities and to drive service quality. This is developing well with a clearer and more transparent process involving the three Executive Directors from Newham, Havering and Bexley and the Interim CEO of oneSource
- Deepening and widening of the partnership where appropriate should be considered to bring more services into oneSource from the existing Councils and others

The position outlined above would enable the directors, managers and staff within oneSource to focus on improving service quality, satisfaction and performance while also focussing on delivering savings within oneSource and the partner Councils. This approach also provides the maximum flexibility for the Councils so if they wish to add, remove or change services within the oneSource shared service in the future this will be possible.

IMPLICATIONS & RISKS

Legal implications and risks: There are no immediate risks with the report

Financial Implications and risks: There are no immediate risks with the report

HR Implications and risks: There are no immediate risks with the report

Background Papers

None

Service	Service Area	KPIs in Quarterly Performance	Target	Currently measured?	Recommend?
ICT	ICT	% of system availability	99.50%	✓	✓
		% of calls resolved within SLA by severity type (severity 1 and 2)	82.50%	✓	✓
		Projects and PI on the delivery	TBD	✗	✓
Asset Management	Facilities Management	Repairs addressed with in the relevant priority target.	90%	✓	✓
	Health and Safety	H&S assessments carried out against the annual plan target of 50	95%	✗	✓
	Projects and Programmes	Projects delivered within gross cost projection as detailed in quarterly cost reports.	95%	✗	✓
	Property	Occupancy rate in the commercial portfolio.	93%	✗	✓
	Technical Services	95% projects delivered within gross cost projection	95%	✓	
Exchequer and Transactional	Council Tax and Benefits	NNDR collection rate (LBN, LBB, LBH)	Variable - depends on council	✓	✓
		Council tax collection rate (LBH, LBB)	Variable - depends on council	✓	✓
		Housing benefit new claims (LBH, LBB)	20 days	✓	✓
		Housing benefit CICs (LBH, LBB)	9 days	✓	✓
	Accounts Payable	Payments made in 30 days	95%	✓	✓
		Percentage of invoices paid through P2P	TBD	✗	✓
Strategic Finance	Reconciliation	Percentage of suspense items cleared within 10 working days	TBD	✗	✓
	Internal Audit	Percentage of agreed audit plans completed on time	TBD	✗	✓
		Percentage of high risk audit recommendations not implemented on time	TBD	✗	✓
HROD	HROD	Percentage of Job Evaluations completed within 5 working days	TBD	✓	✓
		Percentage of services requests completed within timescales	TBD	✗	✓
Legal Services	Legal Services	Percentage of standard contracts drafted within 20 working days	TBD	✓	✓
		External spend on external barristers through LBLA framework	TBD	✓	✓
		% of initial advice given within 10 days	TBD	✓	✓
		External spend on external solicitors through LBLA framework	TBD	✓	✓
oneSource corporate	Corporate Health	Total days absence per FTE	TBD	✗	✓
		Total leavers as a percentage of headcount	TBD	✗	✓
		Voluntary leavers (resignations) as a percentage of headcount	TBD	✗	✓
	oneSource	Percentage of oneSource MTFS savings delivered?	TBD	✗	✓
		Agency spend	TBD	✗	✓
		Customer satisfaction	TBD	✗	✓

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SPRING 2018

CUSTOMER SATISFACTION

REPORT

Introduction

oneSource conducts a biannual customer satisfaction to assess the service it provides to its customers, through an online survey sent to all senior managers within oneSource, Bexley Council (LBB), Havering Council (LBH) and Newham Council (LBN).

The purpose of this report is to present the findings of the most recent Customer Satisfaction survey conducted in Spring 2018.

107 senior managers took part (36 from LBN, 18 from LBH, 30 from LBB and 23 from oneSource) answering a potential 36 questions (excluding breakdown questions). This compares to a previous response of 98 senior managers in Autumn 2017. The overall response rate across the organisations is 32.3%

The principle focus of the survey was to understand customers:

- Overall satisfaction with the service they received;
- Satisfaction with the amount of resources / level of support received;
- Satisfaction with the quality of support provided; and
- Satisfaction with the speed at which the support was provided.

The exact satisfaction level was determined using a six point Likert scale.¹

The Programme Management Office is no longer provided by oneSource and therefore will no longer be reported. Only Newham and oneSource customers provided feedback regarding Projects and Programme, whilst only Havering and oneSource customers provided feedback on Technical Services. Bexley Council provided feedback on Strategic and Operational Finance, Internal Audit and Transactional Finance only as these are the only services that they utilise from oneSource.

For the first time, Exchequer and Transactional Finance has been split into its respective services (Payroll, Accounts Receivable and Accounts Payable, Enforcement, Pensions and People Establishment) for performance to be assessed individually. An overall HR Transactional figure will be calculated to provide a comparative figure to previous surveys; this will encompass results from Payroll, Pensions and People Establishment. The same will be applied to Finance Transactional which will include figures from Enforcement, Accounts Receivable and Accounts Payable.

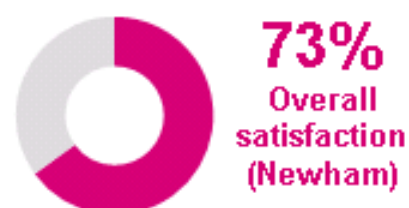
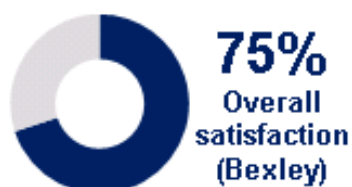
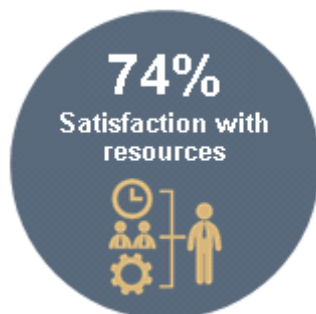
Passenger Transport service has been included with its annual figures; as satisfaction is assessed in March.

¹ Figures have been rounded up to two significant figures – exact percentages can be found in the appendix.

² Likert Scale – six point scale measuring either positive or negative response to a statement. Extremely Satisfied, Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied and Extremely Dissatisfied were used in the scale for the customer satisfaction survey.

SATISFACTION SUMMARY

SERVICE	DoT
HR Transactional	↑
HROD	↓
Finance Transactional	↑
Strategic & Operational Finance	↓
Procurement	↓
Internal Audit	↑
Facilities Management	↑
Property Services	↑
Projects and Programmes	↓
Technical Services	↑
Health & Safety	↑
Legal and Governance	↑
ICT	↑
Printing Services	↑
Business Improvement	↓
Enforcement	NEW
Accounts Payable	NEW
Accounts Receivable	NEW
Pensions	NEW
Payroll	NEW
People Establishment	NEW

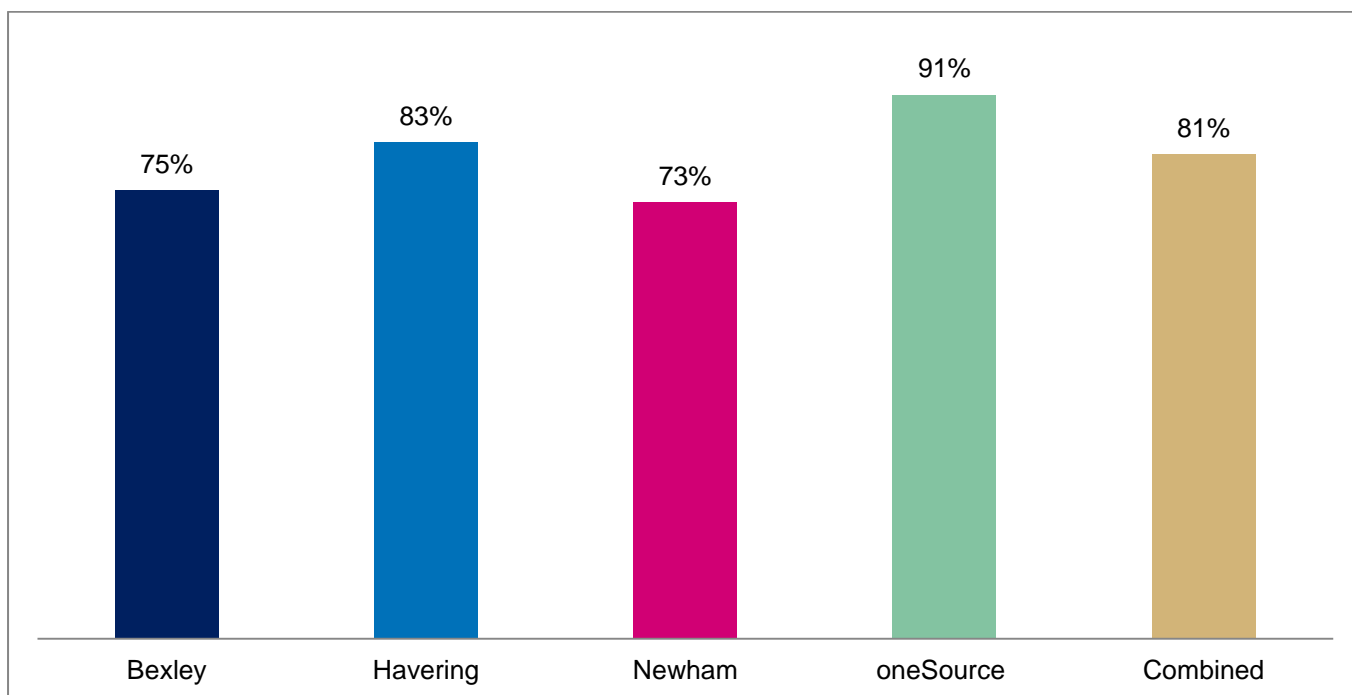


Overall Satisfaction

The overall satisfaction for oneSource services (combining the four organisations) is 81%, decreasing marginally by 1% from that found in the Autumn 2017 survey, where 82% of customers were satisfied with the service they received. This is the second time that oneSource has exceeded the 80% target set by the Joint Committee, since the organisation's inception. It is a significant achievement as oneSource is in its fifth year of operation and given the savings achieved; the additional savings request; implementation of self-service processes; and restructures that have taken place throughout this time.

Given the increase in satisfaction by oneSource and that this may unfairly skew the picture, overall satisfaction without oneSource is 77% (marginally below the target).

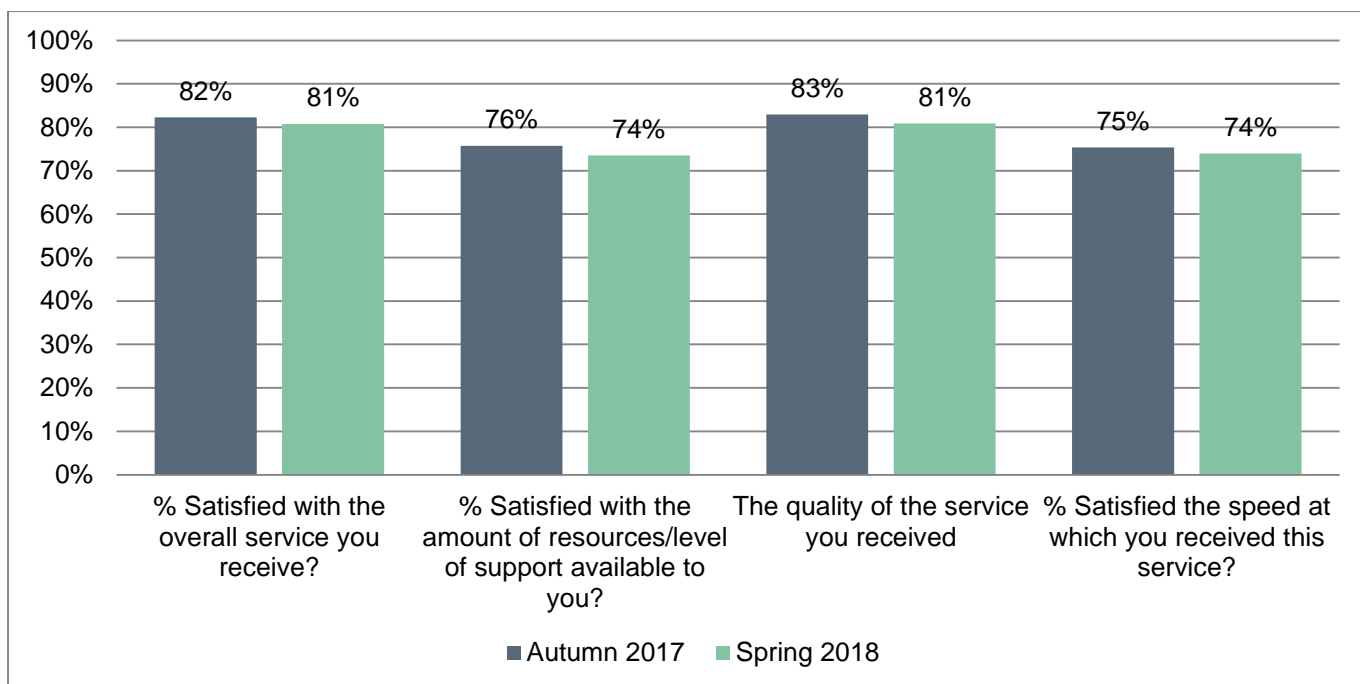
Individually, customer satisfaction with the service received is 83% from Havering Council, 73% from Newham Council, 75% from Bexley Council and 91% from oneSource. Customer satisfaction has increased for oneSource and Bexley, with satisfaction in oneSource exceeding the target. Overall satisfaction increased by a significant 20% within Bexley. Satisfaction within Havering dropped by 5% but overall satisfaction still exceeds the target. There was a decrease in satisfaction within Newham, with overall satisfaction dropping by 8%.



Graph 1: Overall Satisfaction in Bexley, Havering, Newham, oneSource and combined total

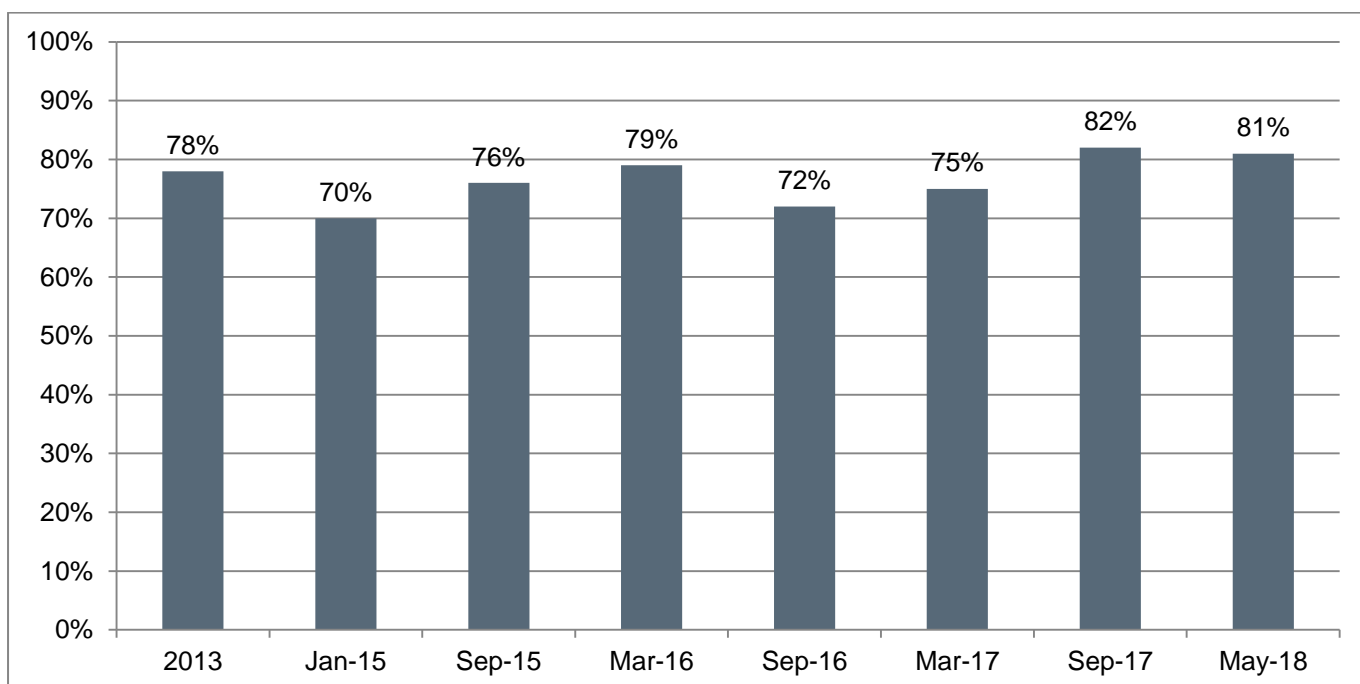
Satisfaction within Bexley, Havering, Newham and oneSource were within a similar range, bordering near the target; therefore indicating that oneSource has reached an embedment period and the level of service has been firmly established within the partner organisations, though improvements can be made to improve service delivery.

Customer satisfaction has decreased across all four indicators since Autumn 2017, with an approximate 1.5% decrease across the board. This may be due to the removal of Programme Management Office which typically boosts overall scores and the fewer number of responses received from Havering customers. Other issues that may be affecting satisfaction levels include capacity, integration and contact with oneSource services.



Graph 2: Satisfaction across all four indicators (Autumn 2017 vs. Spring 2018)

Customer satisfaction has varied over the past five years with the recent survey showing the second highest customer satisfaction. Satisfaction has seen a general trend of continuous improvement since September 2016.



Graph 3: Customer Satisfaction by survey

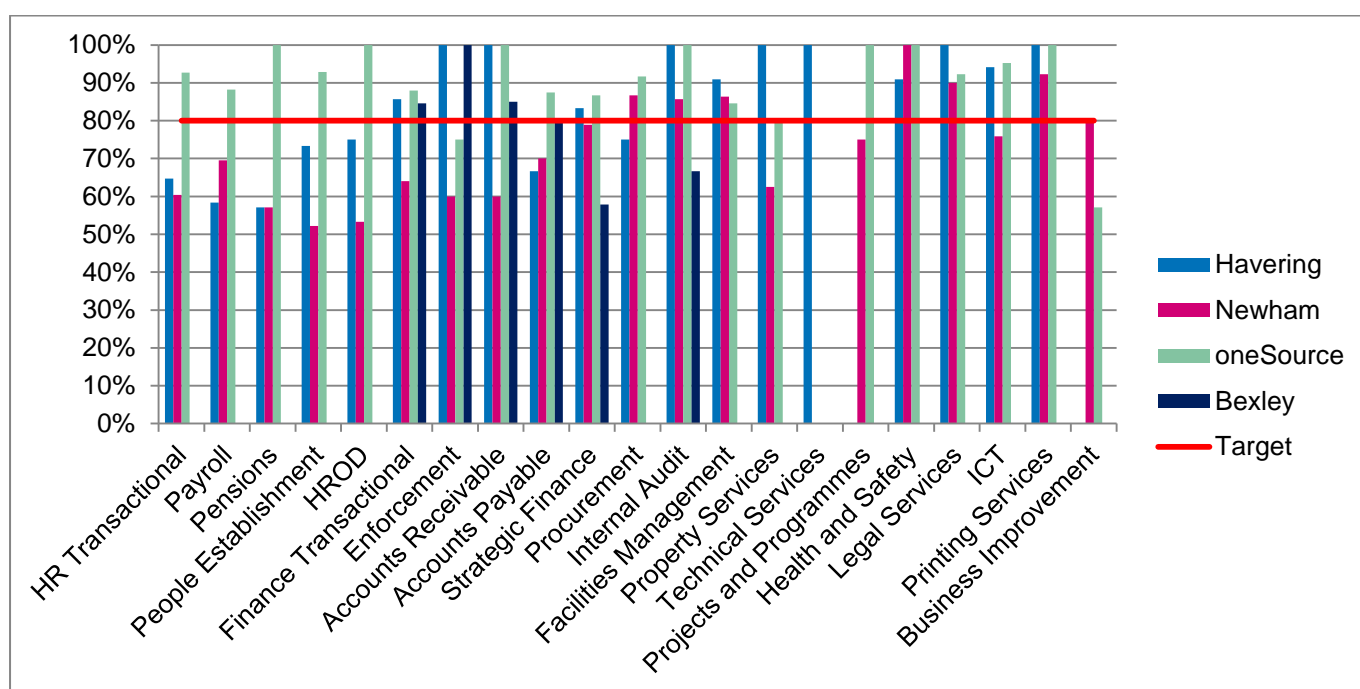
Of the nineteen services surveyed, the number of services meeting or exceeding the 80% target decreased from fourteen to ten. The ten best performing services were Facilities Management (87%), Projects and Programmes (80%), Technical Services (100%), Legal and Governance (93%), ICT (87%), Health and Safety (95%), Printing Services (97%), Procurement (86%), Internal Audit and Counter Fraud (88%) and Accounts Receivable (85%). Aggregated results for Transactional Finance (81%) results also show the target was met.

Individually, within oneSource, the top performing services were HROD (100%), Strategic Finance (87%), Procurement (92%), Facilities Management (85%), Property Services (80%), Projects and Programmes (100%), Health and Safety (100%), Legal Services (92%), Printing Services (100%), Internal Audit (100%), Payroll (88%), Pensions (100%), People Establishment (93%), Accounts Receivable (100%) and Accounts Payable (87.5%). Aggregated HR Transactional (93%) and Finance Transactional (88%) show that both exceeded the target.

For Newham, the top performing services were Internal Audit and Counter Fraud (86%), Procurement (87%), Health and Safety (100%), Legal and Governance (90%), Printing Services (92%), Business Improvement (80%), Facilities Management (86%).

In Havering, there were eleven top performing services and all exceeded the target. The top performing services were Printing Services (100%), Strategic Finance (83%), Internal Audit (100%), Property Services (100%), Technical Services (100%), Legal and Governance (100%), ICT (94%), Facilities Management (91%), Health and Safety (91%), Enforcement (100%) and Accounts Receivable (100%). Aggregated Finance Transactional (86%) showed that it exceeded the target.

Within Bexley, three services exceeded the 80% target. This includes Accounts Payable (80%), Accounts Receivable (85%) and Enforcement (100%); with the aggregated Finance Transactional (85%) figure also exceeding the target.



Graph 4: Overall Satisfaction across oneSource Services

The majority of responses for services across the four indicators were either rated as 'very satisfied' or 'somewhat satisfied'.

Across the oneSource services surveyed:

- Satisfaction with Property Services has continued to increase, with the service close to the target set by the Joint Committee. The service has the most significant increase in satisfaction, rising by 18% in overall and 33% in satisfaction with resources. This is predominately due to rising satisfaction within Newham.

- The top performing service is Technical Services which had a 100% overall customer satisfaction though was the lowest performing service for satisfaction with speed.
- For Bexley, Internal Audit had the most significant increase with 33% in overall satisfaction and 50% in satisfaction with quality.
- HROD had the most significant decrease in Newham with satisfaction dropping by approximately 32% across all four indicators.
- Within oneSource, HR Transactional had the most significant increase with an average 37% in all four indicators.
- Individually, the highest performing service in partner councils is Enforcement in Bexley (100%) and Health and Safety in Newham (100%). For Havering and oneSource, internal audit and printing services (100%) with Legal in LBH.
- Individually, the lowest performing service in partner councils is Strategic Finance in Bexley (58%), HR Transactional in Havering (65%), HROD in Newham (53%) and Business Improvement in oneSource (57%)

Action Plan Update

Service Area	Director	Actions	Update / Future Actions
Asset Management	Sarah Chaudhry	<ul style="list-style-type: none"> Implementation of Technology Forge helpdesk into Newham to provide a universal point of contact and improve information flow. Restructure and / or recruitment in Facilities Management, Technical Services, Projects and Programmes, and Health and Safety Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Implementation of Technology Forge will be in September. Development of Asset Management Plans and Accommodation Portfolio Plans. Refresh of Estate Database. All the services within Asset Management are working draft KPI's and objectives are being reset.
Exchequer and Transactional	Sarah Bryant	<ul style="list-style-type: none"> Review of Recruitment process to assess customer experiences and use of system Review of Payroll as part of pilot scheme to assess future trading models and improved way of working Continuation of engagement with managers, including training on live work', focus groups and survey Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Development of SLAs completed. Project to review Recruitment has been established. The estimated completion time for the project is March 2019 for both councils. Priorities for the service include projects regarding transformation, Universal Credit, service reviews, ERP, recruitment and debt management. Implementation of transactional survey to provide further customer feedback.
HROD	Jan Douglas	<ul style="list-style-type: none"> Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity Development of systems, including case management and time recording Review of policies, processes, recording and customer access as part of post-restructure findings review 	<ul style="list-style-type: none"> Development of SLAs completed. IKEN has been implemented within HROD. The service is currently improving the reporting function to inform targeted work and training. For example, reporting on cases, suspensions, equality or dismissals. HROD will be embarking on a wide ranging, thorough change and transformation programme to improve capacity and knowledge, and deliver service improvements. The programme will focus on Policies, Process / Guidance, Communication & Engagement, Optimising IKEN and Manager Training.

Technology and Innovation	Priya Javeri	<ul style="list-style-type: none"> Continuation of infrastructure improvement program to address key concerns, including infrastructure, systems performance, availability and resilience Development of IT strategy for both councils Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Infrastructure improvement plan currently underway. Priorities for the programme include the replacement of corporate telephones to Skype for Business; replacement of the existing contact centre solution to provide significant improvement in function features; and refreshing the existing corporate Wi-Fi to provide improved user experience and coverage. Development of ICT strategy, linking to Digital and ICT plan. Review of Digital Post Room with business case in development for October.
Strategic and Operational Finance	Paul Thorogood	<ul style="list-style-type: none"> Focused survey on satisfaction with Bexley Council to identify issues Development of Financial Systems strategy to review Collaborative Planning and Oracle Monthly training sessions organised for managers to support forecasting and budget monitoring Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Implementation of improvement plan, focusing on top 25-30 core processes in need of streamlining and standardisation. Development of business case for Oracle and Collaborative Planner. Implementation of generic operational pool for Finance Officers and Finance Accountants. Streamlining of procurement gateway process.
Legal	Daniel Fenwick	<ul style="list-style-type: none"> Continuation of internal customer satisfaction survey to review performance and monitor resources Working with clients to plan resources and identify priorities Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Developed SLAs and service plans. Upgraded time recording and case management system. Working towards Lexcel Accreditation Upcoming priorities for the service area include implementing the online executive report writing process; planning and allocating resources effectively to provide consistent levels of support and identify potential problems; and improving management information to clients and partner councils.

Combined Results (Havering, Newham, Bexley and oneSource)

OVERALL	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Mgmt.	Property Service	Projects and Programmes	Technical Services	H&S	Legal Service	ICT	Printing Service	Business Improvement	Payroll	Pension	People Establishment	Enforcement	Account Receivable	Accounts Payable	Total
% Satisfied with the overall service you receive?	72%	71%	81%	75%	86%	88%	87%	75%	80%	100%	95%	93%	87%	97%	62%	73%	75%	69%	78%	85%	77%	81%
% Satisfied with the amount of resources/level of support available to you?	69%	56%	74%	60%	74%	83%	83%	69%	80%	67%	86%	78%	88%	97%	54%	71%	75%	63%	72%	74%	74%	74%
The quality of the service you received	70%	74%	81%	75%	80%	92%	91%	69%	80%	67%	90%	93%	91%	97%	62%	73%	71%	67%	83%	80%	79%	81%
% Satisfied the speed at which you received this service?	68%	60%	77%	62%	80%	79%	85%	56%	80%	33%	81%	80%	88%	97%	46%	69%	71%	65%	78%	76%	77%	74%

Havering

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	Payroll	Pensions	People Establishment	Enforcement	Account Receivable	Accounts Payable	Total
% Satisfied with the overall service you receive?	65%	75%	86%	83%	75%	100%	91%	100%	100%	91%	100%	94%	100%	0%	58%	57%	73%	100%	100%	67%	83%
% Satisfied with the amount of resources/level of support available to you?	65%	63%	79%	75%	75%	100%	91%	67%	67%	82%	100%	82%	100%	0%	67%	57%	67%	100%	86%	67%	77%
The quality of the service you received	65%	75%	93%	83%	75%	100%	91%	100%	67%	82%	100%	94%	100%	0%	67%	57%	67%	100%	100%	83%	82%

% Satisfied the speed at which you received this service?	65%	63%	93%	92%	75%	100%	91%	67%	33%	73%	100%	88%	100%	0%	58%	57%	73%	100%	100%	83%	79%
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Newham

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Projects and Programmes	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	Payroll	Pensions	People Establishment	Enforcement	Account Receivable	Accounts Payable	Total
% Satisfied with the overall service you receive?	60%	53%	64%	79%	87%	86%	86%	63%	75%	100%	90%	76%	92%	80%	70%	57%	52%	60%	60%	70%	73%
% Satisfied with the amount of resources/level of support available to you?	55%	37%	52%	74%	73%	71%	77%	63%	75%	100%	60%	83%	92%	80%	61%	57%	48%	40%	50%	60%	65%
The quality of the service you received	62%	60%	60%	89%	73%	86%	95%	63%	75%	100%	90%	86%	92%	80%	65%	57%	61%	60%	50%	70%	76%
% Satisfied the speed at which you received this service?	60%	40%	60%	74%	73%	71%	82%	50%	75%	83%	75%	86%	92%	80%	65%	57%	57%	60%	50%	70%	68%

	HR Transactional	HR OD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Projects and Programmes	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	Payroll	Pensions	People Establishmen t	Enforcement	Account Receivable	Accounts Payable	Total
% Satisfied with the overall service you receive?	93%	100%	88%	87%	92%	100%	85%	80%	100%	N/A	100%	92%	95%	100%	57%	88%	100%	93%	75%	100%	88%	91%
% Satisfied with the amount of resources/level of support available to you?	90%	88%	88%	53%	75%	100%	85%	80%	100%	N/A	75%	85%	100%	100%	43%	88%	100%	86%	75%	100%	88%	85%
The quality of the service you received	85%	100%	92%	73%	92%	100%	85%	60%	100%	N/A	100%	92%	95%	100%	57%	88%	90%	79%	88%	100%	88%	88%
% Satisfied the speed at which you received this service?	80%	94%	88%	53%	92%	100%	85%	60%	100%	N/A	100%	69%	90%	100%	29%	82%	90%	71%	75%	100%	88%	82%

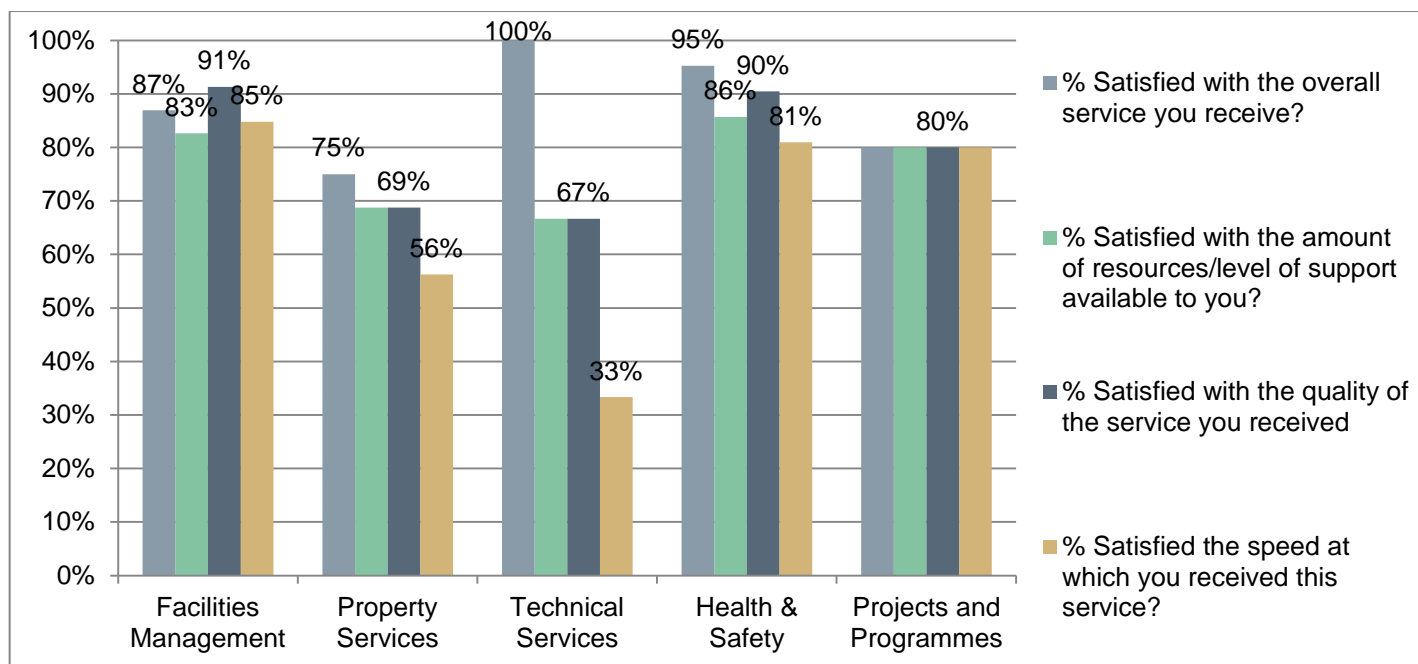
	Finance Transactional	Strategic Finance	Internal Audit	Account Receivable	Accounts Payable	Enforcement	Total
% Satisfied with the overall service you receive?	85%	58%	67%	85%	80%	100%	75%
% Satisfied with the amount of resources/level of support available to you?	77%	42%	67%	70%	80%	100%	66%
The quality of the service you received	82%	58%	83%	80%	80%	100%	75%
% Satisfied the speed at which you received this service?	74%	37%	50%	70%	73%	100%	61%

Asset Management

Facilities Management, Technical Services, Health and Safety, Projects and Programmes, and Passenger Transport

Overall customer satisfaction exceeded the target in Facilities Management, Technical Services, Health and Safety, and Projects and Programmes.

- For Facilities Management, customer satisfaction increased in all four indicators for the second consecutive survey. All four indicators exceeded the 80% target with a 7% increase in satisfaction with speed and 8% increase in satisfaction with quality.
- Health and Safety remains a top performing service with a 6% increase in overall customer satisfaction. It exceeded the 80% target in all four indicators, with satisfaction with speed seeing a significant 13% rise to surpass this target.
- Property Services increased in overall customer satisfaction by 18%, though remains below the target. Property Services was previously one of the lowest performing services within oneSource, particularly with Newham customers, but it has shown continued improvement since March 2017.
- Projects and Programmes pertains only to Newham and oneSource; the equivalent service in Havering is Technical Services. Overall satisfaction is 80%, marginally dropping by 2% from Autumn 2017. It has met the 80% target and remains one the top performing services within oneSource. Satisfaction was also 80% in the remaining three indicators.
- Technical Services' overall satisfaction increased from March 2017 by a significant 13% to provide 100% overall satisfaction. It is a substantial improvement since Spring 2017 where satisfaction was previously 50%. Satisfaction in the other three indicators remained lower though has increased by 17% in satisfaction with resources and quality.
- Passenger Transport rated highly across the varying criteria with satisfaction in the high 90s for all. Overall satisfaction is 99.1%, taking into account the range of separate indicators Passenger Transport utilises, increasing by 0.47% from the previous year.



The results reflect the number of positive comments received, with a number of comments acknowledging the improvement in Property Services and Facilities Management. Facilities Management was praised for “brilliant, friendly and helpful”. There were a few issues raised, particularly including:

- Slow or no responses
- Resourcing issues impacting service delivery
- Lack of support in setting up additional equipment or office moves
- Delays in assuming responsibility for Depot
- Poor resolution times for service requests
- Poor customer interaction
- Major H&S risks not being addressed in adequate timescales.
- Lack of accurate and up to date property records
- Lack of clarity and commissioning KPIs for Projects and Programmes

What changes have been made since the last survey?

In response to the previous satisfaction survey, Asset Management have implemented a number of changes, including:

- Additional staff have been recruited including into Facilities Management, including two roaming Facilities Management Officers, a new Building Service Manager at Stratford and temporary staff covering sickness etc.;
- A new appointment is being made in respect of Bridge Road Depot, starting Monday 10 September;
- Implementation of Technology Forge into Havering and Newham council to improve the management and tracking of service requests;
- H&S protocols put in place to manage demand;
- Redesign of H&S Audit to try and help service areas to improve and provide them with focus/priorities;
- Development of standard lease heads of terms template in Property services; and

- Technical Services has set up a new service contract point which, following restructure is now monitored by up to four members of staff, hopefully ensuring improvements in response times and a better customer experience.

Asset Management Priorities

For upcoming year, Asset Management is focusing on a number of priorities including:

1. Developing Asset Management Plans and Accommodation Portfolio Plans for both Havering and Newham, in order to develop a 4 year and medium term plans;
2. Developing a target services operating model looking at properties in council's portfolio;
3. Drafting KPI's and objectives are being reset and attached for all. Each Services head will have approximately six objectives and all their managers will also have at least six;
4. Health and Safety have a number of priorities for the upcoming year to continue supporting the partner councils, including:
 - Audit programme
 - Training programme
 - Carrying out Investigations/inspections/workplace assessments/Stress RA in line with protocols
 - Carrying out Fire Risk Assessments
 - Attaining additional clients
 - Pursue Trading model
 - Increasing client base for Fire Extinguisher contracts
5. Reviewing and refreshing the Estates Database in Property Services;
6. Holding regular meetings clients in Projects and Programmes to discuss and agree priorities for project work. Furthermore, working with the client to develop a clear outline project brief and will include provision for sign off by the client at agreed milestones from the beginning; and
7. The delivery of the following projects in Projects and Programmes:
 - Delivery of School Projects as set out on the Basic need and Condition Maintenance Funding Programmes.
 - Delivery of non-School Projects as agreed by SIB, in the context of the Asset Management Strategy.

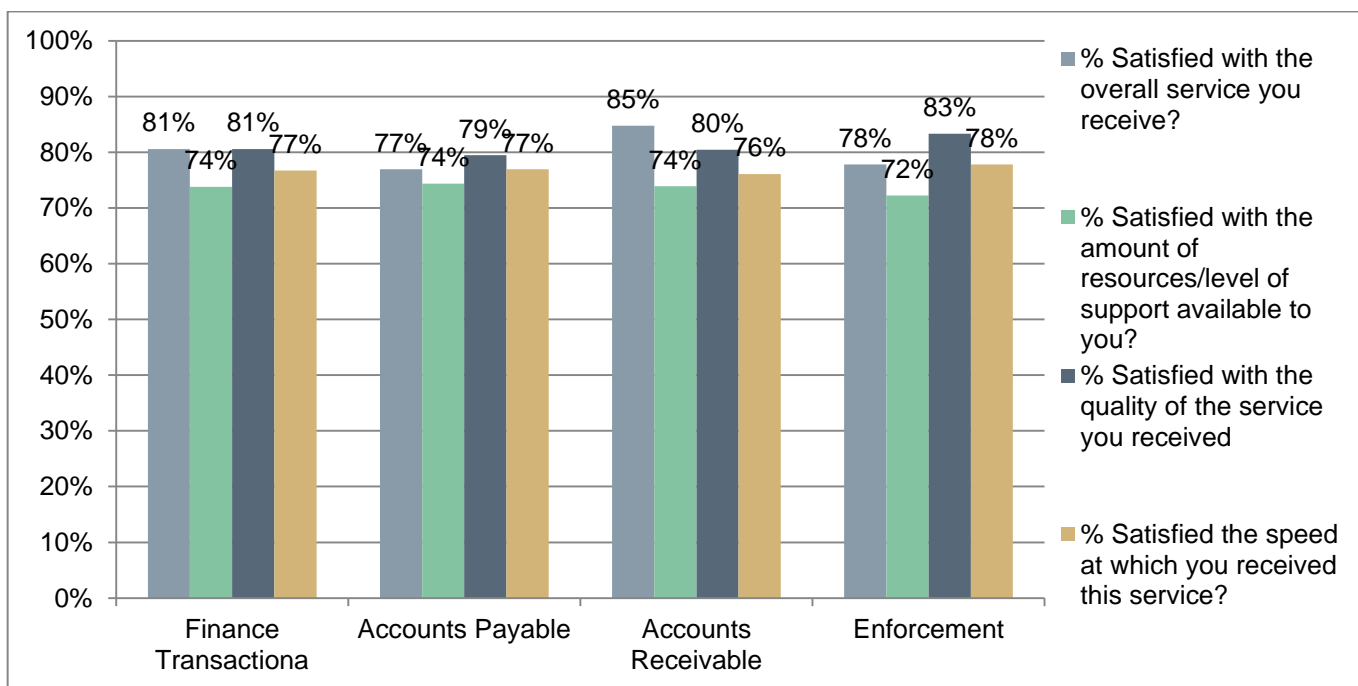
Other areas of priority include assisting both Havering and Newham conversations are underway on smarter ways of working which links in with: IT, HR and Finance.

Exchequer and Transactional

Finance Transactional

Finance Transactional was split into its respective service areas (Accounts Receivable, Accounts Payable and Enforcement). These have been surveyed independently, but an aggregate score has been provided for the service to provide a comparative to previous years and to the other organisations. The top performing services was Accounts Receivable, with the aggregated Finance Transactional exceeding target.

- The aggregated overall satisfaction for Finance Transactional increased marginally by 1%, with the service remaining one of the top performing services with an 81% overall customer satisfaction. The service also exceeded the target in satisfaction with quality and was marginally below in the other two indicators.
- Satisfaction for Accounts Payable was 77% with satisfaction with the other three indicators within the 70-80% range.
- Enforcement's overall satisfaction was marginally below target at 78% and satisfaction with quality exceeding the target at 83%.
- Accounts Receivable was one of the top performing service overall. Overall satisfaction was 85% with satisfaction with the other three indicators near the target.



There were a number of positive responses which noted that the service was “first class” and individuals were “helpful” and “prepared to go that extra mile”. There were few issues raised including:

- Resourcing problems (which have impacted on responses times)
- Slow response times
- Lack of training and guidance
- Difficulties on knowing whom to contact
- Issues with Oracle

What changes have been made since the last survey?

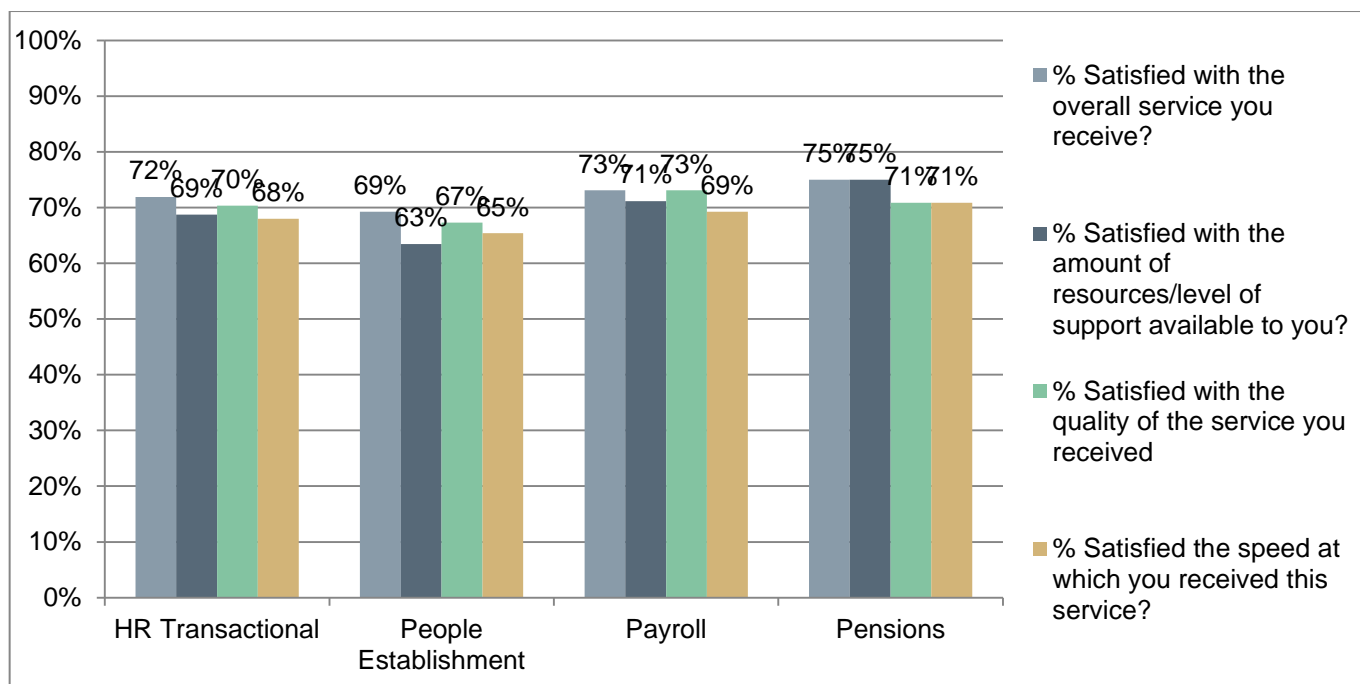
In response to the previous satisfaction survey, Finance Transactional has implemented a number of changes, including:

- The Director of Exchequer and Transactional Services improving culture, engagement and communication within the service areas and all stakeholders. This has involved staff briefings, team meetings and focus groups to discuss culture, change customer service and care, improvements in staff engagement and joint working;
- Accounts Payable working directly with managers to enable them to gain confidence and assurance in the use of online processes e.g. P2P, No PO, No pay, debt management;
- Ongoing training is provided to managers on an individual / team basis, with customers supported on “live work” (e.g. procurement); and
- Enforcement making resources available at customer contact points, particular on the telephones, to help assess and discuss affordability with debtors. Behavioural insights technology (i.e. personalised messages, emails and nudges) has been implemented to improve the service to customers and access to debtors. Officers look at each case individually to determine appropriate actions. The service is also working with customers on feedback and improvements to ensure debts (enforcement requests) are submitted in a timely manner and managed appropriately.

HR Transactional

HR Transactional was split into its respective service areas (Pensions, Payroll and People Establishment). These have been surveyed independently, but an aggregate score has been provided for the service to provide a comparative to previous years and to the other organisations.

- The aggregated satisfaction scored show that the service has been improved, with all four indicators increasing. Overall satisfaction increased by 6% with the biggest increases in satisfaction with speed (11%).
- People Establishment was one of the poorer performing services within oneSource. Satisfaction across all four indicators was within the 60-69% range, with overall satisfaction at 69%.
- Satisfaction for Payroll across the four indicators bordered within the same range, with overall satisfaction at 73%.
- Overall satisfaction and satisfaction with resources was 75% and 71% in the remaining two indicators. It was the top performing service out of the three HR transactional services surveyed.



What changes have been made since the last survey?

In response to the previous satisfaction survey, HR Transactional have implemented a number of changes, including:

- Implementing a project to review Recruitment to improve processes end to end, including the customer experience and use of the system. The estimated completion time for the project is March 2019 for both councils;
- Providing training for managers, who are experiencing difficulties with the recruitment process, on an individual / team basis, with customers supported on “live work”; and
- Outsourcing of Havering’s Pension to Local Pensions Partnership (LPP), a pension provider delivered by Lancashire County Council and the London Pensions Fund Authority. LPP already provide pension services for Newham. The delegation of service took effect in November 2017, with Exchequer and Transactional Service providing contract management provision.

Exchequer and Transactional Priorities

For upcoming year, Exchequer and Transactional is focusing on a number of priorities including:

1. Continuing to foster and encourage collaboration, cohesiveness and communication, particularly within Bexley where this was identified as a specific issue. This is through maximising opportunities to be part of the wider teams within respective councils including walking the floors, tea talks and building upon the relationship with the new section 151s in Newham and Bexley, and new councillors in all three councils;
2. Developing more automated processes across the oneSource partnership, particularly in relation to debt recovery and payroll;
3. Improving processing of invoices and compliance to the ‘no PO no pay’;

4. Reviewing suppliers' guidance for Accounts Payable / Procurement to support them working with the councils more easily;
5. Developing a business case to assess the future requirements of all three councils and the Enterprise Resource Planning (ERP) system. The business case is currently in development with Barking & Dagenham Council, and with SOCITM commissioned to ascertain the requirements for councils. The commercial aspect of these systems is currently being discussed with Cap Gemini and Oracle;
6. Improving debt recovery collection in Enforcement by identifying high debt areas and seeking to secure debt quicker to avoid increased costs;
7. Exploring the use of transactional surveys and other feedback mechanisms to provide greater qualitative data regarding the performance of the service; and
8. Raising profile of the service, including roles and responsibilities, in all partner councils to provide a clear understanding of officers and their remit.

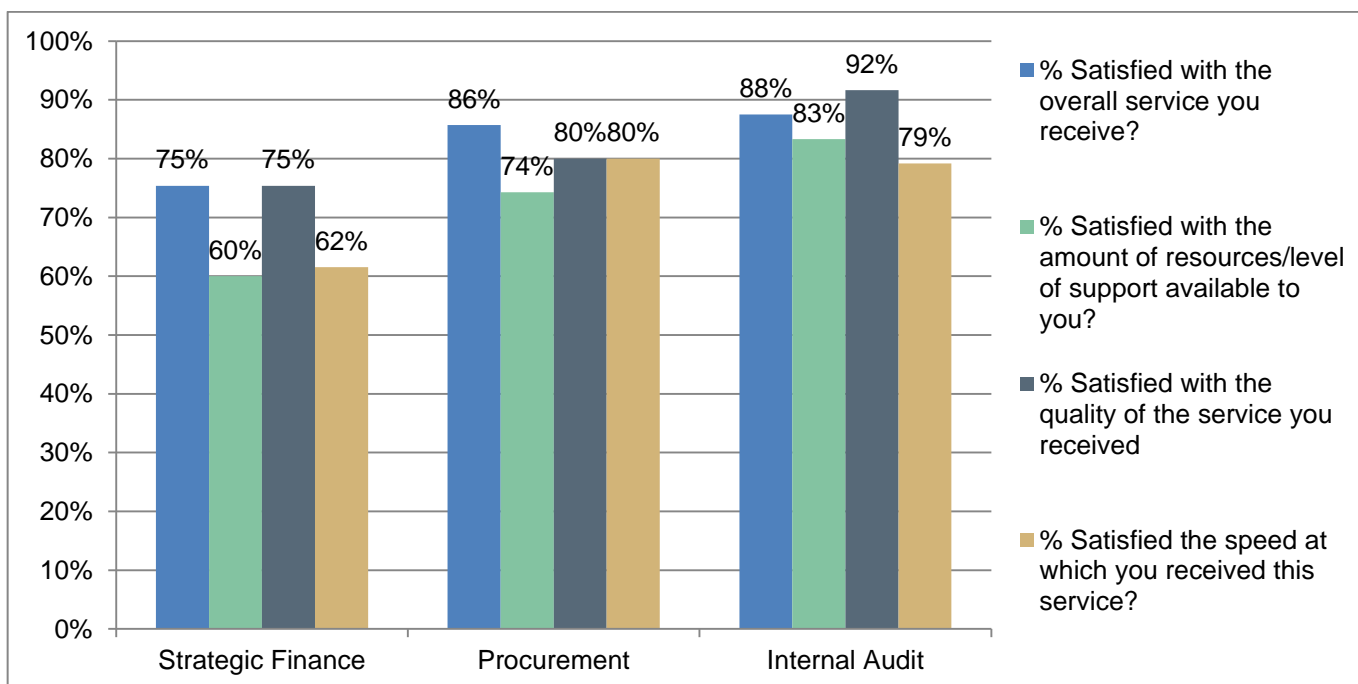
Other areas of continued focus include the further development of communication and engagement with other services and customers. This includes knowledge sharing with HR, Procurement and Finance to ensure improved and seamless service delivery. Wider priorities for the service include projects regarding transformation, Universal Credit, service reviews, ERP, recruitment and debt management.

Finance

Strategic and Operational Finance, Procurement and Internal Audit

Overall customer satisfaction exceeded the target in Procurement and Internal Audit. Strategic and Operational Finance includes results from Bexley Council since the council joined the partnership in April 2016.

- Strategic and Operational Finance has decreased in satisfaction in all four indicators, with overall satisfaction falling by 8%. Satisfaction was particularly impacted by lower scores from Bexley Council and a significant decrease in Newham.
- Procurement exceeded targets in overall satisfaction, resources and speed though satisfaction has seen a decrease in all four indicators. Satisfaction has dropped by 7% in overall, with satisfaction with resources having the most significant decrease (19%).
- The overall customer satisfaction for Internal Audit, Risk, Insurance and Counter Fraud has increased by 2%. The service remains one of the top performing services.



There were several complimentary comments regarding officers proving excellent support and being helpful. A number of comments regarding the service noted that the service is too stretched with a high turnover, thereby causing the service to not be able to meet expectations. This is a continuing theme from the previous satisfaction survey. There were other comments regarding:

- Lack of support for budget forecasting
- Slow response times
- Problems with the collaborative planning system
- Lack of capability
- Difficulties in knowing whom to contact
- Continually changing accountants
- Unclear information on budgetary management and monitoring
- Lack of input on the management of risks

- Complexity of the procurement process

What has changed since the last survey?

In response to the previous satisfaction survey, Strategic Finance has implemented a number of changes, including:

- Director of Finance has carried out more direct meetings with Directors and Deputy Directors to better understand the feedback received in the survey and to also identify priorities of areas to focus on for the next six to twelve months;
- Implementation of a generic operational pool will be put in place for Finance Officer and Finance Accountants (not senior accountants) to enable them work across all three councils and provide greater capacity;
- Changes in the closure of accounts process with closure occurring in month nine, instead of month twelve. Allowing earlier assessment by external auditors and continuance of 'business as usual' service throughout March / April, which is typically the busiest period;
- Development and agreement of an improvement plan for Bexley Council. The top 25-30 core processes in need of streamlining or standardisation were identified; focus groups were set up and are currently working on these processes. The projects and priorities in Havering and Newham are currently being agreed;
- Implementing a more proactive fraud service across the three councils. For example, developing a continuous Internal Audit approach for financial controls; and
- Undertaking a gateway process review, with the Governance Group presenting its findings to SLTs in September. If approved, the gateway process will become streamlined and more selective. This includes developing a singular e-form with templates depending on the process. Officers will be able to use the same content for the gateway process, Execview (programme management information), capital finance codes and contract awards; therefore only needing to complete one form.

Strategic Finance Priorities

For upcoming year, Strategic Finance is focusing on a number of priorities including:

1. Embarking on a number of modifications to offset capacity issues and improve service delivery through standardisation and streamlining;
2. Developing a sustainable option for Finance, Assurance and Procurement the service to grow their own and ensure succession planning arrangements are in place;
3. Developing a business case assessing the future requirements of all three councils regarding Oracle and Collaborative Planner; and
4. Implementing Phase 2 and 3 of the Internal Audit review, which includes testing of key financial controls and development of a continuous auditing approach.

Wider priorities for the service include a service improvement programme for Strategic Finance focusing on the following areas:

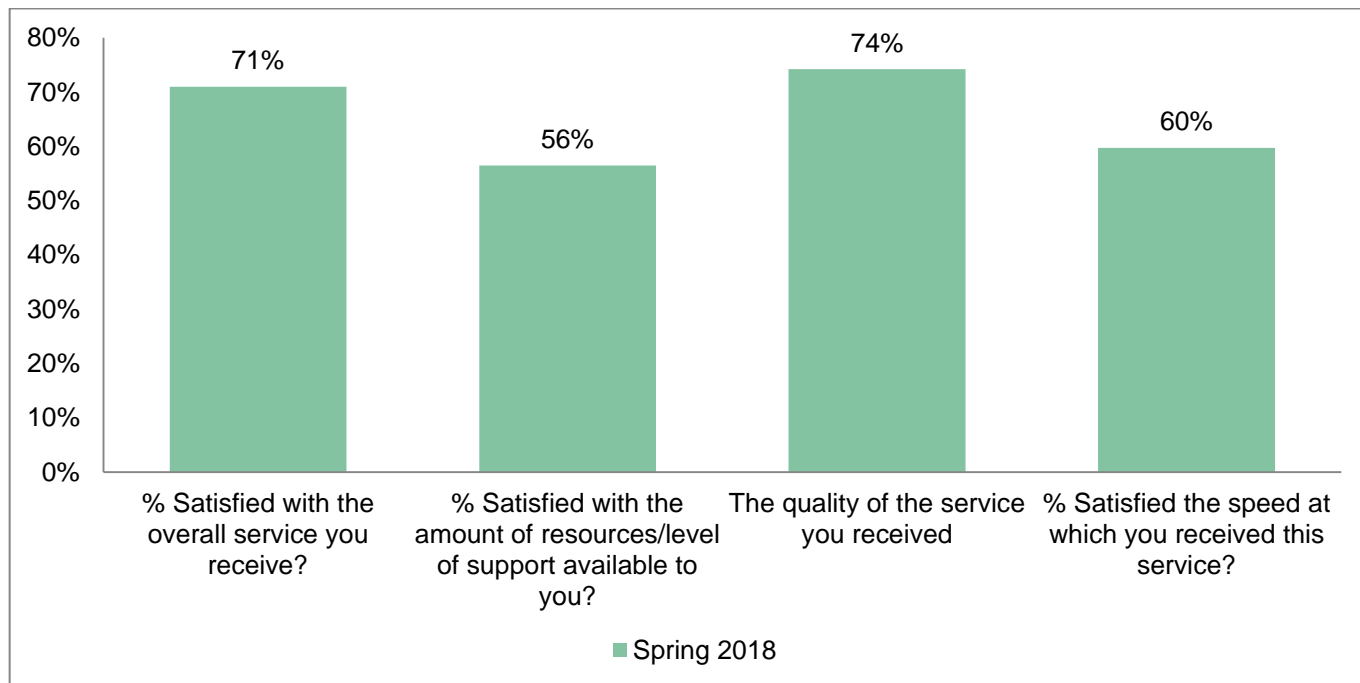
- Recruitment
- Workforce development

- Systems
- Processes and procedures

The intention is that these four building blocks should have a positive impact on the customer satisfaction level of the service and ensure that the staff within Strategic Finance have sufficient capacity to focus on 'value added' work to support members of the Corporate Leadership Team and managers in developing a sustainable medium term financial strategy and the ability to make informed decisions.

Human Resources

HROD decreased in overall customer satisfaction by 16%, There was an across the board decrease in satisfaction.



The predominant factors for the lower than expected satisfaction in HROD is the lack of resources available to support managers and the speed at which support is provided. There appears to be some confusion regarding the recruitment process belonging to HROD and this may play in part of the decreased satisfaction. Another issue appears to be the advice provided is contingent on the officer helping and that there appears to be a lack of proactive action amongst staff.

What has changed since the last survey?

In response to the previous satisfaction survey, Strategic Finance has implemented a number of changes, including:

- Implementation of IKEN to assist with the tracking of cases; identifying hotspots and trends; and providing details on cases (e.g. name of investigator, name of manager) for staff and customers.;
- Operational team meeting fortnightly with the Senior Investigators to review complex cases and share knowledge and learning; and key issues and cases disseminated and discussed weekly within teams;
- Redevelopment of e-learning modules and training; and
- Implementation of the Apprenticeship Levy.
- Generated additional income through the provision of different services, including mediation and investigations, which are self-financed. The services are currently training mediators and investigators in the respective councils to facilitate officers to handle issues internally.

HROD Priorities

For upcoming year, HROD is focusing on a number of priorities including:

1. Supporting Havering Council in the reduction of its sickness levels;
2. Improving the reporting function of IKEN to inform targeted work and training. For example, reporting on cases, suspensions, equality issues or dismissals;
3. Reviewing and redeveloping the recruitment process, in conjunction with Exchequer and Transactional services; and
4. Refresh the information available on the intranet, as well as reviewing how the service is accessed, e.g. via single email addresses or phone numbers.

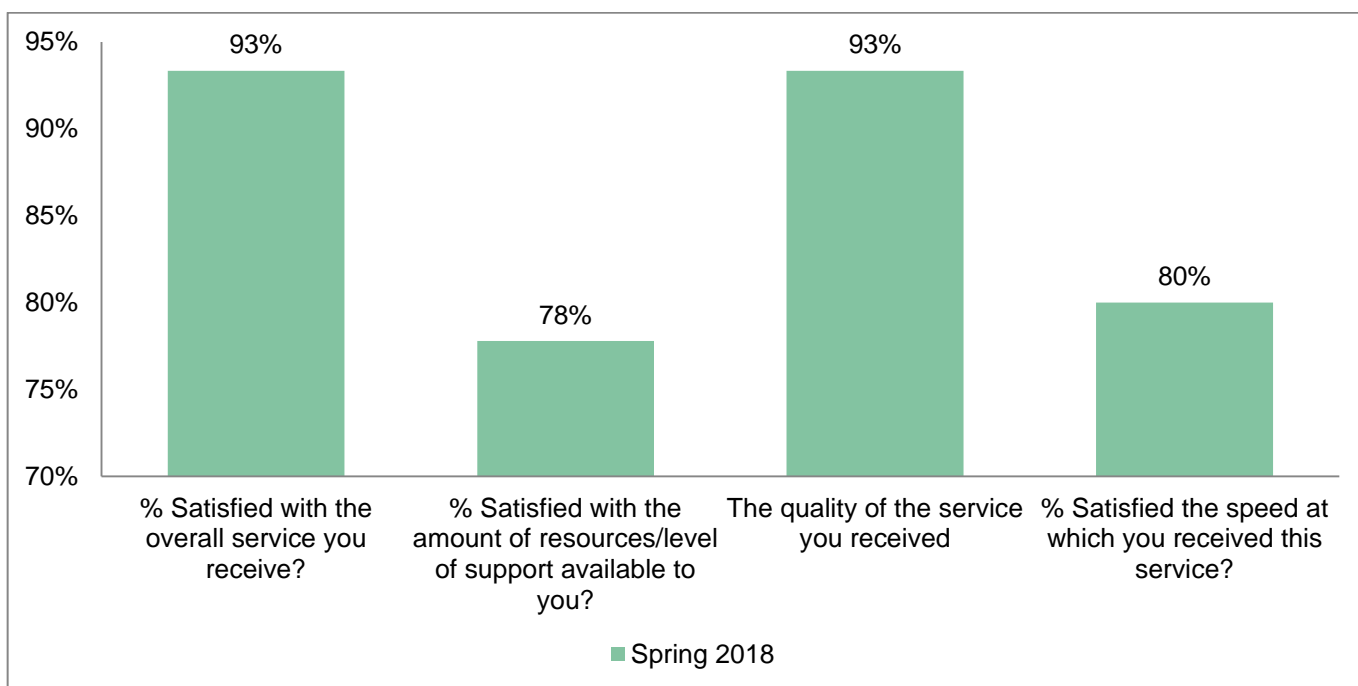
Wider priorities include embarking on a wide ranging, transformation programme to improve capacity and knowledge, and deliver service improvements. The transformation programme will reassess how HROD will implement activities and the approach to service delivery. The programme will focus on: Policies, Process / Guidance, Communication & Engagement, Optimising IKEN and Manager Training. This includes supplying managers with the tools to manage their staff; providing accessible guidelines and templates, which have been simplified to support staff; and developing a consistent approach for upskilling managers and staff.

Furthermore, HROD is prioritising activity to meet the requirements of each council, e.g. to support transformation or staff engagement/surveys. HROD is supporting the transformation programme within Havering and are supporting the Chief Executive in Newham to shape requirements going forward. This includes identifying priorities (e.g. workforce diversity) and developing an action plan.

Legal and Governance

Legal Services

Legal Services has increased in overall customer satisfaction by 8%, with satisfaction also increasing in the other three indicators. The service remains one of the top performing services with satisfaction exceeding target in three of the four indicators (overall, quality and speed) with less overall satisfaction in the amount of legal resource available.



Graph 46: Legal Services (Autumn 2017 vs. Spring 2018)

There were a number of comments recognising the improvements and quality of the service, and praising individuals within the service, including “very professional”, “quality of legal support advice and support has been high” and “...remarkable”.

The issues that were identified which outlined that support varied depending on the type of counsel used. For example, customers were happy with social care and housing, one commented that procurement / contracts were as a cause for concern. Other issues include:

- Contradictory advice (e.g. Legal advice vs. Procurement advice)
- High staff turnover
- Lack of continuity
- Poor record keeping – with limited access to Legal data
- Dissatisfaction with the external counsel used

What changes have been made since the last survey?

In response to the surveys, the service has implemented a number of improvements, and continues to refine its processes and practices, including:

- Upgraded the IKEN legal time recording and case management system. The service developed work flows, updated templates, and refined the system to produce more management information and efficient case work;
- Moved hard copy research material online, which saved £35k in the first year;

- Reviewed and refined KPIs to produce more relevant and measurable targets and performance information for clients;
- Developed a Legal SharePoint site to enable staff from both councils to have a shared area for non legal case related information;
- Reviewed all non-salary spend for efficiencies and improvements to service delivery;
- The SLA for Legal was revised to better reflect updated service standards and capacity of the service to deliver client demand; and
- Undertaking for the final stages of preparation for Lexcel accreditation, which is the Law Society's legal practice quality mark for practice management and client care. The benefits of achieving accreditation is to provide assurance in respect of our client care and case management, including risk management, file management, customer service and improved marketability and competitive advantage.

Legal Services Priorities

Legal's most significant issue is being able to provide sufficient legal resources to meet the level of demand from clients in both authorities. To address this, the service is:

1. Undertaking discussions with the client authorities to seek agreement on matching resources to the level of demand;
2. Seeking agreement that additional funding streams are incorporated into our base budget where the demand for legal services demonstrates a long term need now and into the future; and
3. Leading on a transformation project in oneSource to analyse the levels of legal spend in both authorities from all sources (Legal Services, external barristers and external solicitors) with a view to developing a corporate strategy for procuring legal services that will better match demand to supply but also ensure high quality advice and financial savings.

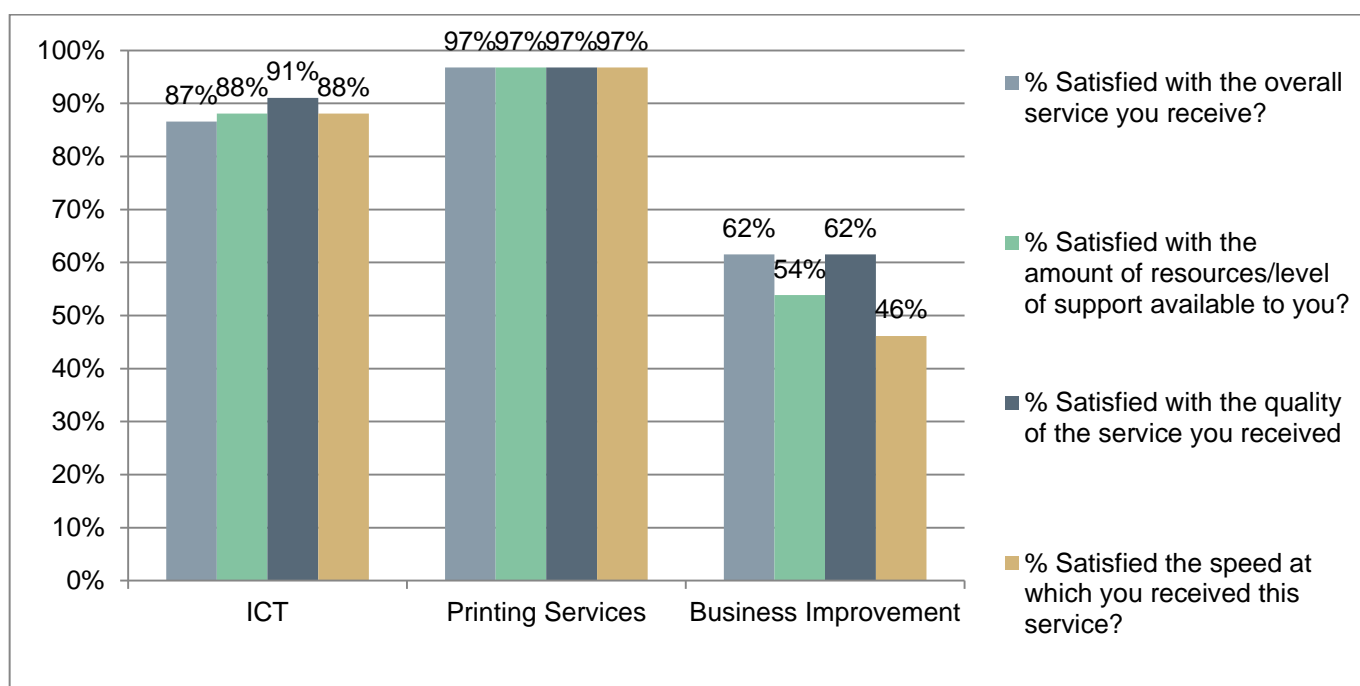
Wider upcoming priorities for the service area include implementing the online executive report writing process; planning and allocating resources effectively to provide consistent levels of support and identify potential problems; and improving management information to clients and partner councils.

Technology and Innovation

ICT, Printing Services and Business Improvement

The top performing services was ICT and Printing Services, both exceeding target.

- ICT has increased in satisfaction in all four reported indicators, making the service one of oneSource's top performing. Overall satisfaction has increased by 5%; with 12% increase in satisfaction with resources, 8% increased in satisfaction with quality of service and 17% in satisfaction with speed. The service has continually improved since Autumn 2016 with consecutive biannual increases.
- Printing Services remains one of the top performing services showing a 10% increase in overall satisfaction and increases in the remaining three indicators. Satisfaction was 97% across all indicators.
- Business Improvement dropped significantly from Autumn 2017 with 28% decrease in overall satisfaction and decreases in the remaining indicators. It remains one of the top performing services within Newham, though dropping from 100% satisfaction.



The service is recognised for its speedier response times, with comments including “fast and reliable service”, “supportive, responsive and professional” and “always respond to requests very quickly”. The service was also praised for changes in systems which have made it easier to navigate e.g. email quarantines, website changes. However, respondents have noted the difference in response times and quality is dependent on the member of staff handling the service request. Issues regarding ICT include:

- Lack of co-ordinations between system development and future efficiency gains
- Poor resourcing within the service
- Difficulties with helpdesk and quality of service provided
- Resilience of ICT infrastructure causing delays, crashes and freezes.
- Difficulties in knowing which form to use

- Levels of permission hindering efficiency and effectiveness

What changes have been made since the last survey?

Since the last survey, ICT has focused on customer service and resolution of incidents. It has recently received greater investment from both councils, which will be utilised in further supporting the Infrastructure Improvement Programme. The service has introduced the following changes:

- Implementation of a Service Desk Forum, where HelpDesk officers are briefed and updated on the various projects and priorities to aid in improved service knowledge and better customer experience;
- Implementation of Infrastructure Improvement Programme;
- Development of a roadmap of projects to underpin the provision of service to customers;
- Development of a Dash Portal, which is due to be live in October, which provides a single access point for the majority of oneSource services. Service requests will be made through the portal and the information supporting access to services will be revised and updated to support users;
- Completion of capacity demand plans by officers to support resourcing issues and help manage demand across the service area and focus areas of work;
- Signing off any major projects that are presented to Cabinet or CLT to ensure that any requests for ICT support or resources are captured and can be adequately supported; and
- A review of the Digital Post Room, with a business case currently in development for October. The Digital Post Room will potentially incorporate on Print Services.

Technology and Innovation Priorities

For upcoming year, the service is focusing on a number of priorities including:

1. Presenting the ICT Strategy, which had been delayed due to changes in administration. The ICT Strategy is currently being reviewed and refreshed in light of the corporate objectives and directions of the new administration. The strategies are expected to be presented to Cabinet in late January / early February;
2. Recruiting two ICT Business Partners to support collaboration and joined up working across the councils. The Business Partners will work together to focus activities and support the partner councils to identify and exploit new technologies and processes; and
3. Reviewing a number of processes and standardising where possible for the two boroughs to make them more efficient e.g. ordering of new equipment, particularly laptops and mobile phones.

The wider priorities for the service, which support the Infrastructure Improvement Programme, include the replacement of corporate telephones to Skype for Business; replacement of the existing contact centre solution to provide significant improvement in function features; and refreshing the existing corporate Wi-Fi to provide improved user experience and coverage. Other areas include Office 2016 upgrade, SharePoint upgrade and Exchange Online.

Other priorities include supporting the modernisation and transformation programmes in both councils. The CRM system in both councils will be replaced, and a business case is to be presented to the respective SLTs in September.

Further Feedback

Customers were asked a number of open ended questions regarding oneSource including “what they liked most about the services provided?”, “what do they like least about the services provided?”, “what would they like to see more of?”, “what can oneSource do to improve service delivery”, “what process do you think needs to change or improve?” and any other comments.

In response to the question “what do you like most about the services provided”, there were many positive comments on the staff within oneSource, especially noting their expertise and knowledge of their service area. Staff were praised for their “experience”, being “reliable and helpful”, their “commitment to resolving problems” and bringing “ideas”. A few services were recognised, including ICT, HR and Procurement, which shows that the improvements made in service delivery have been acknowledged. A number of comments valued the operational style of oneSource, in particular the collaborative and joined up working approach.

Conversely, for “what do you like least about the service provided”, customers noted the lack of joined up working and collaboration between the partner councils. Both in terms of the technology to assist with integrated working or differing policies in order to deliver services. There are also issues regarding processes being split, meaning one aspect of a process may be done with one service but the other part has not dealt with by another service. An issue noted across the organisations is the lack of resources or capacity to meet demand thereby impacting service delivery. A continuing issue for all customers is not knowing who to contact; there were a number of comments from Bexley customers regarding this. Systems utilised within oneSource are causing problems (e.g. Talentlink) due to poor accessibility, being “very unwieldy” and “not very user friendly”. The guidance to support these systems are considered “ridiculously long” and do not support managers, especially for those who use systems infrequently.

There were a number of comments that indicated the oneSource needed to improve its customer approach and communications. Areas to be considered include points of resolution, IT systems and communicating changes to staff. There were a number of comments requesting further resources and support, with reference to recruiting and retaining experience staff in key areas to allow relationships to be built and better understanding of problems. Other areas of development include clearer and easily locatable guides, information to be provided quicker and more collaborative working.

Finally, for what process needs to change or improve, a number of comments indicated changes need to be made to software underpinning oneSource services and the service (ICT) supporting them. There were a number of comments relating to financial services indicating its offer needs to be improved, particularly regarding Collaborative Planning systems, financial management and budgets. There is a request for more collaboration and changes in processes (e.g. recruitment).

Comments from Newham customers have changed from issues with self-service to the systems underpinning processes. There are a number of comments regarding changes in processes and improving systems to improve service areas. For Bexley, customers feel poor communication and constant changes in points of contact making it difficult to know who to contact and service delivery. For Havering, comments are regarding oneSource being more solutions and customer focused, and that more needs to be done regarding interactions with staff.

Conclusion

Overall, customer satisfaction has marginally decreased since Autumn, but has seen oneSource exceed the target for the second consecutive survey. This indicates that oneSource has reached an embedment period and level of service has been firmly established within the partner organisations. The decrease in the number of top performing services indicates that improvements still need to be made to continue to improve the customer journey and maintain high levels of customer satisfaction. There have been great strides in improving satisfaction, particularly within Bexley Council, but there continues to be a difference in how customers rate services. For example, services within Transactional Finance rating highly in Bexley, Havering and oneSource, but was rated considerably lower in Newham.

Over the last six months, there has been a continued focus improving the customer experience and resolving a number of issues previously raised in surveys. This includes Directors carrying out more direct meetings with Directors and Deputy Directors to better understand the feedback received in the survey and to also identify priorities of areas to focus on for the next six to twelve months. Focusing on improvement plans to reassess how services will implement activities and the approach to service delivery. Implementing systems (e.g. IKEN, Technology Forge) to assist in tracking service requests, identifying trends and improving reporting functions.

oneSource will be focusing on further embedment of services within the partner organisations to ensure managers and all staff are aware of the support services and contact information. There are clear needs for improvements in Oracle, Collaborative Planner and the Recruitment Process, which are particularly cited as issues for most managers. These are particular areas of focus for Finance and Exchequer and Transactional, with projects team established to ascertain future requirements. The Forms Portal is currently undergoing further development to provide a central location to access services, and will be rolled out to all organisations to improve the customer journey. Finally, oneSource services continue to support the upcoming projects and priorities in the respective councils, including the transformation programme within Havering and new operational model in Newham.

ONESOURCE JOINT COMMITTEE 14 December 2018

Subject heading:

**Updates to the oneSource Joint
Committee Scheme of Delegation**

Report author and contact details:

**Daniel Fenwick, Director of Legal
& Governance**

Financial summary:

There are no direct financial
implications of this decision

SUMMARY

1. This report seeks the Committee's agreement to update the oneSource Joint Committee Scheme of Delegation to reflect the changes to the Newham Scheme of Delegation. It further seeks a delegation to the Director Legal & Governance to make the necessary amendments to the oneSource Scheme of Delegation. Members should note that this does not affect delegations from Havering or Bexley to the Joint Committee.

RECOMMENDATIONS

2. For the reasons set out in the report the Committee is recommended to agree:
 - 2.1 To update the oneSource Joint Committee Scheme of Delegation to reflect changes to the London Borough of Newham's Scheme of Delegation to Officers but retaining existing delegations where they are already consistent with the changes agreed by Newham.
 - 2.2 To authorise the Director, Legal & Governance to make the necessary changes and publish the Scheme of Delegation.

REPORT DETAIL

3. oneSource is a genuine shared service established as a joint committee of Newham, Havering and Bexley Councils under s.101 of the Local Government Act 1972. Each of the councils delegates executive and non-executive powers to deliver the services under the

shared service to the Committee at first instance. The Joint Committee then agrees a scheme of delegation to the council employees who work in oneSource services to deliver the services at operational level.

4. For Newham and Havering, this covers the full range of shared services and for Bexley, it is limited to financial services. This is reflected in the current agreed Scheme of Delegation.
5. In October and November 2018, the Mayor of Newham and full Council agreed to update its Scheme of Delegation, which included the delegations to the oneSource Joint Committee. The amended Scheme of Delegation is attached at **Appendix 1**. The changes were largely for clarification and simplification but also to update the financial delegations to officers based on their seniority. This is set out in the table below:

Designated Level of Authority	Posts	Financial Delegation
1	Chief Executive, Executive Directors, Managing Director oneSource	£1,000,000
2	Directors and officers reporting to tier 1 posts (excluding officers in support/clerical roles) including oneSource Directors.	£500,000
3	Officers reporting to tier 2 posts (excluding administrative or clerical posts) or oneSource directors	£250,000
4	Officers reporting to tier 3 posts(excluding administrative or clerical posts) or Tier 3 oneSource officers	£50,000 (or as set by the Director / MD)

6. This is an increase in the Level 1 delegations from £500,000 to £1M but this level of delegation to the Managing Director. Decisions over £1M will be made by Cabinet in Newham. Also decisions with a value over £500,000 will be key decisions and, whether made by Cabinet or officers, must be published on the forward plan.
7. The current Joint Committee Scheme of Delegation delegates financial decisions only up to £500,000 which reflected the level in the previous Newham Scheme of Delegation (see **appendix 2**). Havering's Scheme of Delegation has generally had significantly higher levels of financial delegation to officers but the Joint Committee applied the lower Newham delegations to ensure that decisions that affected both authorities (e.g. a joint procurement) were fully authorised by both authorities. With regard to Bexley, most of the shared services provided to Bexley are operational or transaction and so there are almost no decisions where levels of financial delegation come into play, e.g. joint contracts or procurements.
8. The Joint Committee is asked to formally incorporate the revised delegations agreed by Newham into its Scheme of Delegation and to authorise the Director, Legal & Governance to make the necessary changes and publish the Scheme. The Joint Committee is asked to note the implications of the change set out below.
9. Where there are different levels of delegation, these are identified in the Scheme of Delegation but these are limited in number. Whilst there is logic to having consistent delegations across boroughs, these are decisions of the respective councils and the shared service will respect the different decisions made.

10. Officers must follow the decision making process and statutory requirements that apply in the relevant council or councils affected by a decision. The oneSource agreement includes provisions to empower officers to discharge statutory duties and powers on behalf of the participating councils.

Legal implications and risks:

11. The Joint Committee has statutory power to delegate its functions to officers. Officers are empowered by the oneSource Agreement between the three councils to discharge duties and powers in respect of the shared services under s.1 of the Localism Act 2011 and s.112 of the Local Government Act 1972. The Scheme of Delegation ensure that these powers are clearly defined and so that officers are acting within their powers when delivering the shared services.
12. For non-executive powers, Under Section 101(5) of the Local Government Act 1972 two or more authorities may discharge any of their functions by a joint committee of their functions by a joint committee of theirs. This empowers the Councils to delegate non-executive powers to the Joint Committee and s.101 also provides that the Joint Committee may delegate powers to officers.
13. For executive powers, section 9EB of the Local Government Act 2000 (as amended) and Regulation 11 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 provide the power to delegate executive functions to a joint committee set up under section 101(5) of the Local Government Act 1972. Regulation 11(8) provides that a Joint Committee may arrange for the discharge of any of its function by an officer of one of the authorities concerned.
14. The joint committee may delegate authority to the Director, Legal & Governance to make the necessary changes to give effect to this decision.

Financial Implications and risks:

15. There are no direct financial implications to this report. The report codifies the levels of financial delegation to officers working in the shared service and so aids financial governance. The levels of delegation will be incorporated into financial systems.

HR Implications and risks:

16. The changes have already been publicised by officers informing them of the changes in Newham. Further awareness raising and training will take place.

Background Papers

OneSource Agreement 2017

Appendices

1. Newham Scheme of Delegation (2018)
2. oneSource Scheme of Delegation (2017)

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Newham Scheme of Delegation Part 1: Introduction

Effective from 1 November 2018

Date Approved:	Full Council 29 October 2018 Executive: 15 October 2018
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Document Owner:	Daniel Fenwick Director, Legal & Governance (Monitoring Officer)

1. Contents

- Part 1 Introduction
- Part 2 Delegation to Cabinet & Cabinet Members
- Part 3 Scheme of Delegation to Officers
 - A. General Principles
 - B. General Management Powers
 - C. Proper Officer Scheme of Delegation (to follow).
 - D. Scheme of Delegation to Directorates (to follow).
- Part 4 OneSource Joint Committee Scheme of Delegation (to follow)

2. Purpose & Legal Framework

- 2.1. The Council's legal powers are granted by law either to the Mayor or full Council to allow the authority to carry out its functions for the benefit of the residents, workers and businesses of Newham. The Mayor and full Council both have power to delegate the exercise of these duties to members and officers, as set out below. Under the Local Government Act 2000, all of the Council's functions, its legal powers and duties, are the responsibility of the Mayor are known as "executive functions", except where they are expressly reserved by legislation to be the responsibility of the Council and are known as "non-executive functions". This document sets out how the Mayor and full Council have delegated their executive and non-executive powers. It is to be read alongside the Council's Constitution and the delegations of power set out therein.
- 2.2. The Newham Scheme of Delegation ensures compliance with s.100(G) of the Local Government Act 1972 and paragraph 3.2.3 of Part 3 of the Council's Constitution (publication of the mayor's scheme of delegation).

The Mayor's Powers of Delegation

- 2.3. Under s.9E of the Local Government Act 2000 (as amended), the Mayor (as “the senior executive member”) determines how and by whom executive functions are exercised. The Mayor may either exercise any or all of the executive functions personally or may delegate the power to one or more of the following:
- 2.3.1. the Executive (the Mayor & Cabinet) collectively,
 - 2.3.2. a Cabinet member individually,
 - 2.3.3. an Executive committee,
 - 2.3.4. an area committee (N.B. there are no area committees currently in Newham),
 - 2.3.5. an Officer (or officers) of the Authority,
 - 2.3.6. under joint arrangements with one or more other authorities *or*
 - 2.3.7. another local authority.
- 2.4. Under s.9E(7) of the 2000 Act, the Mayor may exercise any executive functions s/he has delegated to another person or body.

The Council's Powers of Delegation

- 2.5. Full Council may delegate its powers under s.101(1)(a) of the Local Government Act 1972 (with some limited exceptions) to:
- 2.5.1. A committee
 - 2.5.2. A sub-committee
 - 2.5.3. An officer of the Council
 - 2.5.4. Another local authority.
- 2.6. A committee may delegate their powers to a sub-committee or an officer of the authority, unless Council provides otherwise. A sub-committee may delegate their powers to an officer of the authority, unless the Council or delegating committee provides otherwise. Officers have powers to authorise other officers to carry out their delegated powers.

Decision Making Principles

- 2.7. The Scheme of Delegation aims to ensure the decentralisation of decision making so that decisions are made at the right level in a transparent and open way as close to residents and service users as possible. To ensure this, decisions must be made in accordance with Council and legal requirements for decision-making, including but not limited to:
- 2.7.1. The Council having legal power to make the decision(s) confirmed in the report supporting the decision;
 - 2.7.2. Council policies that are relevant to the decision, e.g. by policies that set criteria for decision making;
 - 2.7.3. The Access to Information Rules, i.e. compliance with the rights of members, the press and public to meeting papers and attendance at meetings, unless there is a valid exemption from these rules (see Part 4 of the Constitution);
 - 2.7.4. Financial regulations and implications for the individual decisions;
 - 2.7.5. Procurement regulations, standing orders and law (where appropriate);
 - 2.7.6. Public consultation where required;
 - 2.7.7. Consultation with lead member and the Mayor where appropriate *and*
 - 2.7.8. The Council's public sector equality duty under s.149 of the Equality Act 2010.
- 2.8. In individual decisions, there may be other relevant considerations to be assessed by Director responsible proposing a decision (or responsible for a service where a decision delegated to officers is made) and these considerations may vary with the scale, risk and financial value of the decision and following consultation with the relevant lead member.

3. The Structure of the Scheme

- 3.1. This Scheme of Delegation is structured as follows:
- 3.1.1. This introduction and general rules that apply to all parts of the Scheme.
 - 3.1.2. Parts that delegate functions to the following decision making bodies or individuals:
 - 3.1.2.1. the Executive;
 - 3.1.2.2. Officers with three parts:
 - a. general management powers;

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

- b. Proper officer functions (where the Council is required by law to appoint a “proper officer” to carry out a duty);
- c. Powers exercised within specific directorates;

3.1.2.3. The oneSource Joint Committee Scheme of Delegation (setting out the delegation of functions to be exercised by the oneSource, the Council’s shared service).

3.2. Where it is uncertain if a body or person has delegated authority, advice should be sought from the Monitoring Officer and if the matter remains unclear, the Mayor may take the decision or make a further express delegation in relation to executive functions (either incorporated into this Scheme or as an individual delegation as set out below).

4. Key Decisions

4.1. Under this Scheme, key decisions are reserved for decision by the Executive if over £1M in value or above the Community Impact Threshold. Key decisions up to the value of £1M may be made by Level 1 officers (as defined in Part 3). The statutory definition of key decision is found in [Reg 8 of the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012/2089](#).

Category	Definition	Examples (for illustrative purposes only)
Financial Threshold	<p>A decision which is likely to result in the Council:</p> <ul style="list-style-type: none"> a. incurring new expenditure or making new savings or b. Incurring financial obligations or risk <p>above £500,000.</p>	<ul style="list-style-type: none"> • Policies with direct financial implications • Property transactions (including leases) Decisions to award contracts for goods, services and works received by the Council • Waiver of Contract Procedure Rules or Standing Orders (see Contract Procedure Rules or Standing Orders) • Changes to fees and charges • Entering into contracts to provide services with third parties where the Council’s potential liability is likely exceed the threshold

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

		<ul style="list-style-type: none"> • Contractual provisions that incur financial risk over the threshold, e.g. claw back provisions / match funding obligations • Decisions relating to Council owned companies (whether as shareholder or otherwise).
Community Impact Threshold	A decision that will have significant impact on those living or working in 2 or more wards in the borough.	<ul style="list-style-type: none"> • Policies and Strategies • A new service or closure of a service or facility. • Changes to service delivery • transport infrastructure decisions • local or regional economy decisions • Environmental or social risk

5. Delegation to Officers

5.1. The Mayor and Council agree that all decisions set out in this Scheme are delegated to officers, unless one of the following exceptions apply:

5.1.1. Where the power is otherwise excluded from delegation by the Newham Scheme of Delegation or the Constitution;

5.1.2. Where key decisions are expressly delegated by the Mayor or Cabinet to an Officer in an Executive decision (such delegations will be recorded in the Minutes of the meeting (and maintained by Committee Services);

5.1.3. The Mayor (or Executive) decides to make a decision delegated to officers under this Scheme (s.9E(7) of the 2000 Act);

5.1.4. The Mayor (only) may agree individual delegations outside of this Scheme for reasons of urgency or otherwise protecting the Council's interests. Such delegations will recorded in writing and sent to the Monitoring Officer (or his / her delegate).

5.1.5. Where the Council decides to make a non-executive decision delegated to officers under this Scheme and / or decides to delegate the decision to a committee.

5.2. The Mayor and Council authorises all Officers with delegated powers under this Scheme of Delegation power to delegate any or all of their powers to other Officers within their Directorate (or in the case of the Chief Executive, any Officer), save where

prohibited by law. The Mayor and Council have the right to withdraw or amend delegated where the Mayor and / or Councils powers permanently or for a fixed period to one or more Directorate considers it appropriate to do so.

6. Approval & Publication

- 6.1. This Scheme complies with the requirements of Part 3.2.3 of the Council's Constitution that the Mayor must maintain a list setting out who of the following are responsible for particular Executive functions. The Mayor must provide the Monitoring Officer with a copy of the list and any updated list within 5 days of the amendments being made.
- 6.2. The Mayor reports the Scheme of Delegations s/he intends to operate for the forthcoming municipal year to the Annual Council Meeting
- 6.3. The Council approves its delegations each year at the Annual Council Meeting. Any in-year changes to the delegation of non-executive powers Scheme shall be reported to the Monitoring Officer and to the next Ordinary meeting of the Council.
- 6.4. The Scheme is maintained by the Monitoring Officer and is available for inspection and available on the Council's Internet site.



Part 2: Executive Scheme of Delegation

October 2018

This document is prepared in accordance with Section 3.2.3 of Part 3 of the Constitution.

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

1 Introduction

1.1 This Part sets out the delegation of decision making powers by the Mayor to the Executive (meaning the Mayor and Cabinet acting as a single decision making body) and to Executive Members. The Mayor retains the right to make any decisions delegated under this Scheme and any key decision making powers not delegated in this Scheme are retained by the Mayor.

Conditions on Delegations

1.2 The following conditions apply to the delegations set out in this Part:

- 1.2.1 The Mayor must be present when executive decisions are made, unless she has indicated that she does not need to participate;
- 1.2.2 The Forward Plan and Agendas of Executive meetings will be agreed by the Mayor, unless she delegates otherwise;
- 1.2.3 Urgent decisions (where the Council's legal or financial interests or the health or safety of any individual is at risk) will be made by the Mayor. This will be limited in use but facilitate quick decisions where it protects the Council's interests.

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POWER OR FUNCTION		MAYOR	EXECUTIVE	SOURCE (where applicable / COMMENTS)
GOVERNANCE & OUTSIDE BODIES				
1.	The adoption of powers where required by legislation		X	Constitution, Local Choice Functions
2.	All decisions in relation to the structure, governance, membership and powers of the Cabinet and Cabinet members.	X		Local Government Act 2000
3.	All powers relating to the joint exercise of solely executive functions with one or more other authorities, including appointments to joint committees.		X	Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012/1019 Part 4 Local Government Act 1972 s.101(5) The Constitution - Art 11
4.	Power to agree the joint exercise of functions with one or more other authorities, where at least one of the functions is an executive function ,		X	Local Authorities (Arrangements for the Discharge of Functions)

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

POWER OR FUNCTION		MAYOR	EXECUTIVE	SOURCE (where applicable / COMMENTS)
	authorities, including appointments to joint committees. <i>(N.B. Exercise of this power also requires <u>the agreement of full Council.</u>)</i>			(England) Regulations 2012/1019 Part 4. Local Government Act 1972 s.101(5) The Constitution - Art 11
5.	All powers relating to the delegation of solely executive functions to another authority or the executive of another authority.		X	Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012/1019 Parts 2 & 3 The Constitution - Art 11 Part 5.6 - -Protocol for dealing with Joint Arrangements
6.	Appointments of Council representatives (including directors and trustees) to outside bodies		X <i>The appointment of LA governors is delegated to the lead member for Children Services</i>	Constitution, Local Choice Functions
7.	Appointments to the Adoption & Fostering Panels		X	(including any successor body discharging these functions)
8.	Recommendations to Full Council for the making of byelaws		X	s.235 Local Government Act 1972 and other byelaw making powers
POLICY				
9.	All policy decisions reserved to the Executive including the recommendation of all Policy Framework documents to Council		X	(Local Authorities (Functions and Responsibilities) (England) Regulations 2000/2853 reg 4
10.	Policy decisions falling under 9 above, where an urgent decision is required (as defined by this Constitution)	X		Access to Information Rules, rules 15-17
11.	Recommending decisions outside the Policy Framework to Full Council		X	Constitution, Part 4.3

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

POWER OR FUNCTION		MAYOR	EXECUTIVE	SOURCE (where applicable / COMMENTS)
12.	To make objections to any Council amendments (or alternative proposals) to the Executive's proposed policy framework document and to submit proposals back to Council (including power to accept any or all such amendments or alternative proposals)		X	Constitution Part 4.3
BUDGET & FINANCE				
13.	All budget or financial decisions reserved to the Executive, including but not limited to: a) recommendation of all Budget Framework and Council Tax decisions; b) approval of the Treasury Management Report and Strategy and prudential borrowing limits; c) recommendations of a plan or strategy for the control of the authority's borrowing, investments or capital expenditure.		X	(Local Authorities (Functions and Responsibilities) (England) Regulations 2000/2853 reg 4
14.	Budget or financial decisions falling under 11 above, where urgent decisions (as defined by this Constitution) are required.	X		Access to Information Rules, rules 15-17
15.	To make objections to any Council amendments (or alternative proposals) to the executive's proposed budget and related decisions (at 12 above) and to submit proposals back to Council (including power to accept any or all such amendments or alternative proposals)		X	Constitution Part 4.3
16.	Recommending decisions outside the Budget Framework to Full Council		X	Constitution, Part 4.3
17.	To approve the externalisation of a Council Service		X	s.9E of the Local Government Act 2000

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

POWER OR FUNCTION		MAYOR	EXECUTIVE	SOURCE (where applicable / COMMENTS)
PROCUREMENT & CONTRACTS				
18.	<p>To make procurement decisions, which are key decisions <u>including decisions to:</u></p> <ul style="list-style-type: none"> a. approve the procurement process for the award of any contract (known as “pre-procurement approval”) b. to award contracts (including the selection of a contractor from a framework) c. to establish a framework d. To agree to join any external framework contracts or similar agreements e. To exercise an option in a contract to extend a contract f. To agree the amendment or variation of a contract g. Waiver of Contract Procedure Rules 		X	<p>s.9E of the Local Government Act 2000</p> <p>Contract Procedure Rules & Contract Standing Orders.</p> <p>There ought to be a framework / guidance on sensible levels / thresholds for all of this based on size of contract / potential liability</p>
19.	Procurement decisions falling under 11 above, where urgent decisions (as defined by this Constitution) are required	X		s.9E of the Local Government Act 2000



Part 3A: Scheme of Delegation to Officers

General Principles

October 2018

The Council and Executive (Mayor & Cabinet) delegate powers to officers through Schemes of Delegation that set out which powers are exercised by which officers, depending on their post and seniority in the Council.

This Part sets out the specific rules applying to the delegation of powers to officers and is to be read in conjunction with Part.

1. Decision Making Principles

- 1.1. The General Principles of the Newham Scheme of Delegation apply to the exercise of delegated authority by officers, including the decision making principles at **paragraph 2.7-2.8.**

2. General Rules

Application & Scope

- 2.1. In this Scheme, the term “officer” or “officers” includes all permanent, contract and temporary staff working for the Council. Officers will have the delegated powers of the post they are undertaking, including posts held under any interim, acting up or deputising arrangements.
- 2.2. Unless stated, all financial limits in this Scheme:
- 2.2.1. include any expenditure up to and including the figure stated *and*
- 2.2.2. where no figure is stated, the Key Decision Thresholds will apply by default
- 2.3. All powers delegated to an officer will apply to all services and functions within their direct line management or responsibility, except where expressly stated and the terms “directorate”, “service”, “division”, “team” or “business unit” shall be interpreted to include such services and functions under the officer.

Discharge of Delegations by Senior Officers

- 2.4. Where a function or power falls to be discharged by an officer, a more senior post holder in the Directorate, Division or Service may also discharge that function or power, unless the officer has been expressly prohibited from doing so.

Successor Posts and Legislative or Constitutional Powers

- 2.5. Subject to any specific restriction in writing, a function or power which may be discharged by an officer with delegated powers or an authorised Officer, may also be discharged by any person who holds a post which is a successor post to that of the original post with delegated powers or the authorised Officer following any reorganisation, restructure or similar process
- 2.6. Any reference in this Scheme to any legislation or to any Council procedure or rule shall be deemed to include a reference to any successor legislation, procedure, rule or constitutional provision (as the case may be) as may be introduced or enacted by way of substitution, revision or amendment or by Council agreement.

Delegation of Powers by Officers & Record of Delegated Powers

- 2.7. Where stated, this Scheme of Delegation allows for officers with delegated powers to further authorise other officers to discharge those powers.
- 2.8. Level 1 and 2 officers are responsible for maintaining the up to date list of authorisations to officers permitted to carry out their delegations on their behalf for the services within their portfolios. All changes must be notified to the Monitoring Officer within 28 days and s/he will arrange for the central scheme to be amended.

3. Delegation to Officers

- 3.1. Delegations to officers are made primarily by reference to their designated level of authority, which is set out below.
- 3.2. Delegation of powers made to the oneSource Joint Committee (and onwards by the Committee to officers) are simply referred to as “oneSource” in this Scheme. The oneSource Scheme of Delegation is agreed separately by the Joint Committee and is available on the Council’s intranet and internet site. Delegations to officers under this Scheme refer to decisions made by oneSource in respect of LB Newham or its officers whether jointly with another authority or otherwise, e.g. procurement exercises on behalf of Newham

Designated Level of Authority	Posts
1	Chief Executive, Executive Directors, Managing Director oneSource see my comment to 3.1.2.3
2	Directors and officers reporting to tier 1 posts (excluding officers in support/clerical roles) including oneSource Directors.
3	Officers reporting to tier 2 posts (excluding administrative or clerical posts) or oneSource directors
4	Officers reporting to tier 3 posts(excluding administrative or clerical posts) or Tier 3 oneSource officers



Part 3B: Scheme of Delegation to Officers

General Management Powers

October 2018

The Council and Executive (Mayor & Cabinet) delegate powers to officers through Schemes of Delegation that set out which powers are exercised by which officers, depending on their post and seniority in the Council.

This Part sets out the delegations made by the Mayor and Council to officers in respect of general management functions.

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION	OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
	1	2	3	4	

GENERAL MANAGEMENT POWERS						
1.	To approve new expenditure relating to the functions of the Directorate and / or services for which the Officer is responsible	1,000,000*	500,000	250,000	50,000 / director to set level of delegation	*decisions above £500,000 are key decisions
2.	To authorise <u>payments</u> where there is a legal obligation to make the payment e.g. a contractual payment, legal settlement or damages award.	Chief Executive and section 151 Officer = Unlimited All others = £10M	£5M	£1M	Delegated to Director to set level of delegation	(n.b. this authorises payments for extant contracts for sums lawfully due to contractors and not the commitment of new expenditure)
3.	To make all non-key decisions to discharge the functions and powers of services under their management	X	X	X	Delegated to Director to set level of delegation	s.101 LGA 1972
4.	In addition to any of their general and/or specific delegated functions set out in this Scheme or in the Constitution, to make all decisions which are calculated to facilitate, or are conducive or incidental to the discharge of such delegated functions.	X	X	X		s.101 LGA 1972 s.9E LGA 2000
5.	To authorise or delegate to Officers under his/her management (or with the agreement of the Chief Executive any other Council Officer) to perform any or all of the functions and powers set out in this Scheme. <i>Any onward authorisation/ delegation of powers must be made in</i>	X	X	X		s.101 LGA 1972 s.9E LGA 2000

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	<i>writing by way of a Directorate Scheme of Delegation, as required by the Constitution or, where for reasons of urgency, in writing copied to the Monitoring Officer.</i>					
CHIEF EXECUTIVE POWERS & URGENT DECISIONS						
6.	To carry out the functions and responsibilities of the head of paid service	Chief Executive				s.4 Local Government & Housing Act 1989
7.	To exercise any function delegated to any other officer of the council, with the exception of those delegated exclusively to the Chief Finance Officer or the Monitoring Officer or where prohibited by law.	Chief Executive				s.101 LGA 1972 s.9E LGA 2000
8.	To make key decisions which are urgent on the grounds of grounds of health and safety or legal or financial risk to the authority and where it is <u>impracticable</u> for the Mayor, Deputy mayor or the Executive to meet to make the decision and where not prohibited by law.	Chief Executive				Access to Information Procedure Rules must be applied. s.101 LGA 1972 s.9E LGA 2000
9.	To make any non-executive decision reserved to the Council or Committee which are urgent on the grounds of grounds of health and safety or legal or financial risk to the authority and where it is <u>impracticable</u> to call a meeting of the decision-making body and where not prohibited by law. (excluding any powers that cannot be delegated to officers by law)	Chief Executive				s.101, Local Government Act 1972
10.	To incur any expenditure and making grants and loans where an emergency or disaster involves danger to life or property or is imminent and to incur expenditure for the purposes for contingency planning.	Chief Executive				Civil Contingencies Act 2004 (cf London Gold joint arrangements)

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
11.	To be the Council's Electoral Registration Officer for all statutory purposes	Chief Executive only	Director (Legal & Governance)			s.8 Representation of the People Act 1983
12.	To be the Council's Returning Officer or Acting Returning Officer for all elections	Chief Executive only	Director (Legal & Governance)			s.28 and 35 Representation of the People Act 1983
13.	To appoint a deputy chief executive and to agree the terms of the appointment, including the powers of the Chief Executive delegated to the deputy chief executive either on an ongoing basis or during periods of leave , sickness or other absence from duties of over 1 week.	Chief Executive to appoint	If the Chief Executive cannot or will not appoint, the s.151 officer & Monitoring officer may appoint a deputy			s.101, Local Government Act 1972
FINANCE						
14.	Calculating and determining the Council Tax Base for each financial year.	s.151 officer				Local Government & Finance Act 1992
15.	To exercise the functions delegated under the Financial Procedure Rules (FPR).	X	X	X	X	s.101 LGA 1972 s.9E LGA 2000
16.	To carry out the virement of budgets (with s.151 Officer approval for virement of Capital financing, support service/internal recharges,	1,000,000	500,000	250,000		s.101 LGA 1972 s.9E LGA 2000

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	rates, insurance and pensions)					
17.	To agree to write off a citizen debt owed by a Newham resident or former resident	500,000*	100,000*	25,000	10,000	*with the agreement of the s.151 officer s.101 LGA 1972 s.9E LGA 2000
18.	To agree to write off a business debt , i.e. A debt owed by a business, sole trader, or other organisation in the course of business, trading or delivery of services.	500,000*	100,000*	25,000	10,000	*with the agreement of the s.151 officer s.101 LGA 1972 s.9E LGA 2000
19.	All powers to collect and enforce any debt owed to the Council including the instruction of debt collection agencies and all legal powers available to the Council	oneSource	oneSource	oneSource	oneSource	s.101 LGA 1972 s.9E LGA 2000
20.	To approve grants to voluntary and community organisations	X	X			s.101 LGA 1972 s.9E LGA 2000
21.	To approve indemnities to Officers (including insurance cover) with the agreement of the s.151 and the Monitoring Officer (or their nominees)	X				LGA 2000 s. 101, 105 Local Authorities (Indemnities for Members and Officers) Order 2004/3082
22.	To approve indemnities to Members (including insurance cover) with the agreement of the s.151 and the Monitoring Officer (or their nominees)	Chief Executive only				LGA 2000 s. 101, 105 Local Authorities (Indemnities for Members and Officers) Order 2004/3082

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
23.	To exercise the Council's powers to borrow, invest or lend money, including raising, varying, repaying loans, taking overdrafts, bonds and stock and arranging for investment of funds	s.151 officer				Within the budget framework set by Council s.1 and 12 LGA 2003
24.	Approving all loans or other financial assistance	s.151 officer				Within the budget framework set by Council
25.	Suspending financial delegation to any school where there is a failure to comply with requirements of Financial Management	s.151 officer				School Standards and Framework Act 1992 (Section 51).
COMMERCIAL ACTIVITIES, CHARGING & EXTERNALISATION (excludes any decision relating to council tax, rent, service charges or any decision agreed by full Council as part of the budget process)						
26.	To levy and collect all mandatory statutory fees and charges (including power to increase fees and charges where changed by legislation).	x	x	x		To cover all fees which are fixed by statute. Various powers.
27.	To introduce, vary or remove discretionary fees or charges for a Council service provided to residents or individuals	500,000	100,000			Including powers under s.93 Local Government Act 2003; s.1-4 Localism Act 2011 (and any other charging powers)
28.	To agree to bid for or enter into contract for goods, services and / or	1,000,000	500,000			Local Authorities

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	works for third parties or for a council tendered service (i.e. an “in house bid”) NB: “bidder” and “client” functions must be separated in the exercise of delegated powers					(Goods & Services) Act 1970 s.93 & 95 Local Government Act 2003; s.1-4 Localism Act 2011 (and any other charging or trading powers)
GOVERNANCE						
29.	To make any decisions arising from reports of the Commission for Local Administration in England and to approve local settlements of Ombudsman’s complaints and payments (and to provide a report to the Executive and/or the committee responsible for audit functions where any decision is made)	X	X			Local Government Act 1974, S.92 Local Government Act 2000
30.	To approve and submit reports to the Executive, Council and Committees and Overview and Scrutiny Committees	X	X			n/a
31.	To maintain and amend the Constitution and the Newham Scheme of Delegation where necessary to ensure it remains up to date and accurate reflecting changes in the law, the Council’s committee structure, the delegation of powers to officers and members, the management structure and such changes as are necessary to ensure the Constitution and Scheme of Delegation remains up to date, consistent and readily understandable.		Monitoring Officer Director (Legal & Governance)			
32.	To determine requests from councillors for dispensations from the		Monitoring			s.33 Localism Act

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	declaration of interests under Code of Conduct.		Officer (Director (Legal & Governance)			2011
PROCUREMENT & CONTRACTS						
33.	To make all procurement decisions in accordance with the rules set out in the Council's Contract Procedure Rules and Standing Orders, including but not limited to: a. approval of the procurement process for the award of any contract (known as "pre-procurement approval"); b. award of contracts (including the selection of a contractor from a framework); c. to establish a framework; d. to agree to join any external framework contracts or similar agreements; e. to exercise an option to extend a contract; f. to agree the variation of a contract; g. To end a procurement process; h. All decisions that are ancillary to powers a. to g.	1,000,000	500,000	250,000	50,000	s.101 LGA 1972 s.9E LGA 2000 Contract Standing Orders
34.	To approve the waiver of a procurement rule or rules N.b. All contract waivers must be reported to the next meeting of the committee responsible for audit functions.	500,000 (following agreement of the s.151 officer)	500,000 (following agreement of the s.151 officer)			s.101 LGA 1972 s.9E LGA 2000 CSO (any statutory requirements cannot be waived)
35.	To sign contractual documents not executed under seal (by value of	Any value	500,000	250,000	50,000	Contract Standing

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	the contract)					Orders
36.	To sign contractual documents executed under seal unless the requirement is waived (see Legal Delegations)	Any	Any	Up to 250,000	Up to 100,000	Contract Standing Orders
37.	To make all contract management decisions including but not limited to: a. Suspending payments; b. Exercising provisions relating to liquidated damages; c. Terminating contracts for breach of contract or otherwise in accordance with the terms of the contract d. To refer a matter to arbitration	X 1,000,000	X 500,000	X 250,000	X 100,000	Contract Standing Orders
38.	Maintaining an approved list of contractors and providing a written statement of reasons in respect of such a list	oneSource	oneSource	oneSource	oneSource	LGA 1988 s20 Contract Standing Orders
39.	Maintaining arrangements for keeping a Corporate contracts register in respect of any contract over the agreed threshold as set out in the Procurement Code	oneSource	oneSource	oneSource	oneSource	Contract Standing Orders
40.	Maintaining Standing Orders with regard to the making of contracts for the supply of goods and services (contained in the Contract Standing Orders & Procedure Rules)	oneSource	oneSource	oneSource	oneSource	Contract Standing Orders LGA 1972 s.135
HUMAN RESOURCES & EMPLOYMENT						
41.	To agree all the Council's policies and procedures in respect of the	Chief				S.112 Local

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	employment of officers, including recruitment, retention, terms and conditions of employment, change/reorganisation, redundancy, redeployment, capability, conduct and dismissal of staff (and any other matter that is subject to local agreement under the Council's collective agreements with recognised trade unions). (n.b. excluding powers relating to senior posts that are reserved for member decision in the Officer Employment Procedure Rules in the Constitution)	Executive				Government Act 1972 and various employment legislation. Local Authorities (Standing Orders) (England) Regulations 2001/3384, Schedule, Part 1, para 2
42.	To make all decisions relating to the Council's duties to inform and consult trade unions and workers under any statute or Council policy or procedure.	Chief Executive*	Support function delegated to oneSource	Support function delegated to oneSource	Support function delegated to oneSource	S.188 Trade Union and Labour Relations (Consolidation) Act 1992 TUPE Regulations 2006
43.	To exercise all powers as employer in respect of its recognised trade unions	oneSource	oneSource	oneSource	oneSource	Trade Union and Labour Relations (Consolidation) Act 1992
44.	To make all decisions in respect of the employment and management of individual officers, where the power is not delegated elsewhere in this Scheme or reserved for Member decision in the Constitution, including but not limited to: (a) Recruitment, including probation, acting up and promotion; (b) Discipline and capability (including sickness);	X	X	X	To be determined by Director	s.112 & s.113 Local Government Act 1972 and applicable employment legislation.

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	(c) Termination of employment (d) Restructuring, redeployment and redundancy (e) Pay and remuneration (f) Grievances (g) Appeals under any procedure (h) Applications for any statutory or contractual right or benefit (i) Secondment (s.113 LGA 1972) (j) Health & Safety (k) All other powers of an employer to ensure the efficient discharge of functions and services.					Superannuation Act 1972 and LGPS regulations made thereunder
45.	To make all decisions in respect of the Council's Pension Scheme, where the power is not delegated elsewhere in this Scheme or reserved for Member decision in the Constitution and including but not limited to: a. Approving early retirements, ill-health retirement and release of frozen benefits; b. Flexible retirement; c. Approval of any discretionary payments or benefits; d. Determining any statutory appeal against determinations under the LGPS regulations or otherwise.	X For statutory appeals, only CE or s.151 Officer can determine a second (final) stage appeal	X			Superannuation Act 1972 and LGPS regulations made thereunder
46.	To administer the Council's Pension Scheme	oneSource Chief Executive	oneSource	oneSource	oneSource	Superannuation Act 1972 and regulations made thereunder

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
47.	to exercise of discretionary powers under the Council's Pension Scheme in respect of individual employees (and in relation to any other workplace pension)	X	X			Superannuation Act 1972 and regulations made thereunder
48.	To exercise all powers and duties relating to the Council's corporate health and safety duties (excluding managerial responsibility for the operational health and safety of employees, workers and visitors)	Chief Executive	oneSource	oneSource	oneSource	Health & Safety at Work Act 1972 and regulations.
49.	To meet all duties relating to the operational health and safety of employees, workers, visitors and others as defined in the Council's Health & Safety Policy	X	X	X	X	Health & Safety at Work Act 1972 and regulations
LEGAL REPRESENTATION & PROCEEDINGS						
<i>n.b. legal powers should only be exercised following the receipt of legal advice as set out below</i>						
50.	In respect of the discharge of any Council functions, powers or legal duties for which the officer is responsible, <u>to instruct</u> the Director, Legal & Governance (or his/her nominee) to: a. issue, prosecute, defend, enforce or otherwise participate in any legal proceedings in any court or tribunal; b. prepare and serve any statutory demand/notice/order or other legal document; c. prepare any agreement, contract, bond, certificate, deed, guarantee, licence, notice, order and/or other document to protect or advance the Council's interests; d. provide legal advice and representation on any matter in any way affecting the Council's interests.	X	X	X	To be determined by Director	Relevant legislative powers.
51.	In addition to any other function delegated in the Constitution or elsewhere: a. To issue, prosecute, defend, settle, enforce or otherwise	n/a	Delegated to oneSource (Director, Legal &	Deputy Director, Legal & Governanc	oneSource	S.222 Local Government Act 1972 and legislation to commence and

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	participate or take any action in any legal proceedings in any court or tribunal; b. To prepare and serve any statutory demand/notice/order or other legal document; c. To prepare any agreement, contract, bond, certificate, deed, guarantee, licence, notice, order and/or other document to protect or advance the Council's interests or otherwise required by law; d. To provide legal advice and any other representation on any matter on behalf of the Council, its members and officers.		Governance and Monitoring Officer) acting either on instruction or using Constitutional powers	e oneSource		prosecute legal proceedings. Constitution – Article 14.03 See oneSource Joint Committee Scheme of Delegation Monitoring Officer
52.	Authorisation of Officers to appear in the Magistrates Court	X (with the agreement of Director, Legal & Governance)	X (with the agreement of Director, Legal & Governance)			S.223 LGA 1972
53.	Authorisation of Officers to appear in the County Court in possession proceedings or for the recovery of any rent, mesne profits, damages or other sum claimed by the authority in respect of the occupation by any person of such a house	X (with the agreement of Director, Legal & Governance)	X (with the agreement of Director, Legal & Governance)			S.60 County Court Act 1984
54.	To prepare, issue and serve any statutory demands, certificates, notices, orders, and requisitions for information (including about the identity of driver person in charge of the vehicle in relation to any offence concerning the vehicle and Serving notices on occupiers of	X	X	X		Various legislation

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	any land or premises requiring them to furnish information regarding details of all those with an interest in the land)					
55.	To agree the settlement of any legal claim brought by or against the Council following the receipt of legal advice. (For the avoidance of doubt, this delegation includes the power to sign settlement agreements on the authority's behalf and the power to settle claims before any formal proceedings have commenced)	500,000 Or on such non-financial terms that is of equivalent value	500,000 Or on such non-financial terms that is of equivalent value (Director, Legal & Governance – unlimited power to settle claims including where a key decision)	250,000	50,000	s.1 Localism Act 2011, s.111 LGA 1972, s.112 LGA 1972, s. 111A Employment Rights Act 1996
56.	To issue cautions where a criminal offence is admitted by a potential defendant	X	X	X		All enabling legislation
57.	To authorise the entry to and/or the inspection of any private land or premises and any powers of seizure in respect of which the Council has a statutory power or duty to enter or inspect including the obtaining and enforcement of a search warrant.	X	X	X		All enabling legislation.
58.	To exercise all powers for enforcement in any civil or criminal proceedings, including but not limited to charging orders, deductions	X	X	X		All enabling legislation

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
	of wages, injunctions (including agreeing undertakings by a third party to the Council) and confiscation orders.					
59.	Authorising/affixing the Authority's seal to deeds and other documents	oneSource	oneSource	oneSource	oneSource	*Delegated by the OSJC to the Director, Legal & Governance)
60.	All powers to give effect to a decision to make a Compulsory Purchase Order (under any enabling legislation, including but not limited to: a. Serve or publish any notice or other documents; b. To pay or recover compensation, home loss, disturbance including reaching agreements and accepting undertakings c. To issue warrants for possession, redeem mortgages d. Approval of claims of costs for successful objectors to CPO e. All steps to confirm the CPO f. Any other necessary action required by law. and where relevant all actions will follow client instructions.	n/a*	Director, Legal & Governance	n/a	n/a	*Delegated by the OSJC to the Director, Legal & Governance)
PROPERTY, ASSET MANAGEMENT & COMPULSORY PURCHASE						
61.	All powers and duties in relation to the ownership, management, maintenance and use of the Council's land and other property (including applying for any necessary licences or consents in respect of the use of the land or property)	oneSource	oneSource	oneSource	oneSource	All powers under the LGA 1972 any other enabling legislation
62.	the disposal of land (estimated land value)	1,000,000	500,000	250,000		s.123 LGA 1972, s.1 Localism Act 2011 and all other enabling legislation
63.	Acquisition of Land (estimated land value)	1,000,000	500,000	250,000		ss.120-22 LGA 1972,

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
						s.1 Localism Act 2011 and all other enabling legislation
64.	The making of Compulsory Purchase Orders (estimated land value)	1,000,000	500,000	250,000		All enabling legislation
65.	Disposal of assets other than land (estimated value)	1,000,000	500,000	250,000	50,000	s.1 Localism act 2011
66.	The Council's powers and duties in respect of assets of community value	oneSource	oneSource	oneSource	oneSource	Localism Act 2011, ss87-92
POLICY & FORMAL CONSULTATIONS						
67.	To prepare and submit any Policy or Strategy to the Executive for approval	X	X			
68.	To prepare and submit any Policy Framework documents to Council for approval on the recommendation of the Executive	X	X			
69.	To prepare and submit responses to central and London government consultation exercises	X	X			
INFORMATION TECHNOLOGY AND GOVERNANCE						
70.	To exercise all powers of surveillance and accessing communications data including making applications to the Magistrates Court.	X	X			Regulation of Investigatory Powers Act 2000; Investigatory Powers Act 2016 and regulations made thereunder.

NEWHAM SCHEME OF DELEGATION: EFFECTIVE FROM 1 NOVEMBER 2018

COUNCIL FUNCTION		OFFICER LEVEL OF AUTHORITY & POWERS <i>All thresholds include decisions up to the value stated</i>				SOURCES (where relevant) & GUIDANCE
		1	2	3	4	
71.	To be the primary qualified person for the purposes of section 36 of the Freedom of Information Act 2000 (prejudice to effective conduct of public affairs)		Director (Legal & Governance)			
72.	To approve the sale, lease or other disposal of spare computer capacity or any software developed and owned by the Council in whole or part (including the disposal of any hardware or other goods and services required to deliver the computer capacity or software) (see also charging and trading delegations above)	oneSource	oneSource	oneSource	oneSource	Section 38 of the Local Govt (Misc. Provisions) Act 1976 Local Authorities (Goods & Services) Act 1970 s.93 & 95 Local Government Act 2003; s.1-4 Localism Act 2011 (and any other charging or trading powers)
73.	To be the senior responsible officer in respect of information governance, including compliance with the data protection principles.	oneSource	oneSource	oneSource	oneSource	Data Protection Act 1998
74.	Maintaining the Council's Publication Scheme, the Freedom of Information Act charging policy and re-use policy		X			Freedom of Information Act 2000

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ONESOURCE JOINT COMMITTEE

SCHEME OF DELEGATION

1. Introduction

- 1.1. On 1 April 2014, the London Boroughs of Newham & Havering established a joint committee under s.101 [5) of the Local Government Act 1972 for the discharge of various executive and non-executive functions of each authority via shared arrangements. The London Borough of Bexley subsequently joined on 26 January 2016 for the discharge of its finance functions.
- 1.2. This is the scheme of delegation to officers from the oneSource Joint Committee of the participating authorities agreed on 18 March 2016 following the delegation of powers to the Joint Committee by the participating authorities as follows:

Authority	Meeting
Approval for the delegation of the scheme of executive functions to the oneSource Joint Committee	Havering Cabinet 8 July 2015 Newham Cabinet, 23 July 2015 Bexley Cabinet, 26 January 2016
Approval for the delegation of the scheme of non-executive functions to the oneSource Joint Committee	Havering Council, 15 July 2015 Newham Council, 21 September 2015

- 1.3. As and when additional functions are delegated to the Joint Committee, whether by Newham, Havering or Bexley or an additional participating council, this Scheme will be amended where required following a decision of the Joint Committee.
- 1.4. This Scheme does not form part of any participating council's Constitutions but will be published on each participating council's website.

2. Definitions

Term	Definition
<i>Joint Committee</i>	The Joint Committee of the participating authorities of oneSource.
<i>participating council</i>	Any local authority which is a member of the Joint

	Committee which may delegate functions to the Joint Committee
<i>officer</i>	An officer of any participating council
<i>oneSource</i>	Officers and services of a participating council falling within the management structure and portfolio of services in oneSource
<i>Scheme</i>	This Scheme of Delegation
<i>Managing Director</i>	The Managing Director of oneSource / the senior management post in oneSource

3. Scope

3.1. This Scheme applies to all services and officers without exception. The Scheme is additional to any powers delegated to officers:

- 3.1.1. in a participating council's Constitution, Scheme of Delegation or otherwise
- 3.1.2. by virtue of holding a statutory office, e.g. monitoring officer
- 3.1.3. by an express delegation of a participating council to an officer
- 3.1.4. through an agreement under s.113 of the Local Government Act 1972 or any other secondment agreement.

4. Variations

- 4.1. Delegations to the Joint Committee can only be agreed by the participating council's executive or council [depending on whether the functions delegated and to be varied are executive or non-executive functions].
- 4.2. The Joint Committee may vary the delegations in this Scheme.
- 4.3. The Managing Director may vary the delegations in this Scheme for operational reasons or to reflect changes to the oneSource officer structure but any variations that are intended to be permanent must be agreed by the Joint Committee.

5. Schedule of Designations

5.1. The Scheme delegates powers to officers in accordance with the following designations.

Level	Category	Current Posts	Power to further delegate functions
A	Managing Director, Directors, officers reporting to the Managing Director	[list current posts]	Yes
B	Officers reporting to a level A officer	[list current posts]	Yes

C	Officers reporting to a level B officer	[list current posts]	Yes
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- 5.2. Each post title will include any successor post title that is responsible for any or all of the services delivered by the previous post title.
- 5.3. The **Managing Director** may exercise any of the powers delegated to officers in this Scheme and / or may delegate any of the powers delegated to officers in this Scheme to any officer, save where prohibited by law and in accordance with the requirements below.
- 5.4. **Level A-C officers** may exercise the powers delegated to officers at a lower category within their Directorate or service.
- 5.5. Additionally, in the absence, for whatever reason, of an officer with delegated powers under this Scheme, his/her powers may be exercised in the following order by:

- 5.5.1. any officer designated to perform the duties of the absent post holder;
- 5.5.2. their line manager;

6. **Officer Powers to Delegate**

- 6.1. **Level A and B officers** should further delegate their powers under this Scheme to any officers within their Directorate/Service (a Level B officer's Scheme of Delegation must be consistent with a Level A officers Scheme of Delegation relating to the same powers).
- 6.2. Any further delegations exercised by oneSource officers must be:
- 6.2.1. Set out in a directorate scheme of delegation [template at Appendix B] or
- 6.2.2. Set out in writing [this may include emails or other electronic communication].
- 6.3. All directorate schemes of delegation or individual delegations must be notified to the Managing Director and Director of Legal & Governance.
- 6.4. The Managing Director may nominate in writing a Level A officer as their deputy in his/her absence.

7. **General Delegation to Officers**

- 7.1. In addition to any specific delegation in the Scheme, the Committee delegates to all Level A and B officers all the powers necessary to enable them to ensure the operational delivery of services within their responsibility.

8. **Urgency**

- 8.1. The Joint Committee delegates power to the Managing Director to exercise any of its decision making powers if a decision is required before the next scheduled meeting of the Joint Committee and the decision is required for one or more of the following circumstances apply;
- 8.1.1. To manage or avoid financial or legal risk to one or more of the participating authorities.
- 8.1.2. For health and safety reasons

- 8.1.3. Any other reason agreed by the Chair of the Joint Committee
- 8.2. The decision must be made following consultation with the Chair of the Joint Committee and reported for information to the next convenient meeting of the Joint Committee.
- 9. **Governance**
 - 9.1. Delegated decisions must be made in accordance with a participating Council's constitutional requirements including but not limited to access to information, procurement rules and financial procedures, except for any express delegations made to the Joint Committee by participating authorities.
 - 9.2. In the interests of all participating authorities and good governance, oneSource will always seek to align decision making processes and timetables of each authority when making a decision that affects more than one authority
- 10. **Publication of Officer Decisions**
- 11. Decisions with a value over £50,000 must be published in accordance with the participating Council's procedures for the publication of executive decisions made by officers.

Appendix A: Joint Committee Schedule of Delegated Powers

This table sets out the delegations to the levels of officers in accordance with this scheme.

Unless where stated or where a power relates to general management functions, delegations to officers are limited to their directorate or service.

Delegated powers are primarily delegated to an officer at the First Level but can also be exercised by an officer at second level where they fall within the services or areas of responsibility. .

In accordance with section 6.1 above, Level A or B officers should agree directorate/service Schemes of Delegation to ensure sufficient powers are delegated to Level C and lower level officers to ensure the effective delivery of operational services.

All references to policies and procedures in this Scheme are to be read as references to the policies and procedures of the participating Council, where not specified or except where stated.

	Delegated Power	First Level	Second level
	STRATEGIC MANAGEMENT		
A1	To have overall responsibility for the provision to the participating Councils of the shared services	Managing Director	
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation	None. Retained by Joint Committee	Managing Director [in cases of urgency only]
A3	To consider and approve the annual service plan for each shared service	None. Retained by Joint Committee	Managing Director [in cases of urgency only]
A4	To determine the strategic direction of the shared services operation	None. Retained by Joint Committee	Managing Director [in cases of urgency only]

	Delegated Power	First Level	Second level
A5	To determine any strategic issue referred to it by the Managing Director	Not Applicable	
A6	To advise the participating Councils what financial resources are required for the delivery of the shared services operation for three financial years ahead from the current financial year	None. Retained by Joint Committee	Managing Director [in cases of urgency only]
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the participating Councils and to make representation to the Councils on the consequences of those restraints as appropriate.	None. Retained by Joint Committee	Managing Director [in cases of urgency only]
A8	To oversee the delivery of programmes agreed by participating authorities	Managing Director	Level A
A9	Agreeing provision of goods, materials or services to another body or person, provision of staff under S112 and S113 of the Local Government Act 1972 (or such other provision as may permit sharing of resources between public authorities) and deciding on the charges levied for such provision	For contract values over £500,000 – Joint Committee For contract values up to £500,000 – Managing Director	Directors – – in compliance with the Contract Procedure Rules of each participating authority
	FINANCE		
B1.	Advice on revenue and capital budgets of the participating Council, including the Housing Revenue Account and advising on housing rent levels.	Level A	Level B
B2.	Monitoring the revenue and capital budgets of the participating Council, including the Housing Revenue Account.	Level A	Level B
B3.	To maintain relevant statutory accounts and registers in respect of the participating council's financial arrangements as prescribed in the financial regulations.	Level A	Level B
	Council Tax, Business Rates & BID levy		
B4.	Exercise of all of a participating Council's powers and duties in respect of the administration, collection and recovery Council tax and non-domestic rates.	Level A	Level B
B5.	Exercise of a participating Council's powers and duties in respect of the administration of	Level A	Level B

	Delegated Power	First Level	Second level
	housing benefit.		
B6.	Exercise of the participating council's functions in relation to the administration, collection and recovery of the levy for a Business Improvement District under the Local Government Act 2000.	Level A	Level B
	Debt Recovery		
B7.	All powers and duties relating to the recovery of debts owed to the Council, including for council tax and non-domestic rates.	Level A	Level B
B8.	All powers to write off sums which are deemed irrecoverable pursuant to financial procedures except Council Tax and Business Rates	Level A & B [all directorates relating to their debts]	
B9.	All powers to write off Council Tax and Business Rates debts are deemed irrecoverable pursuant to financial procedures.	Level A & B	
	Loan Management & Treasury Management		
B10.	Manage the participating councils' loan debt (including borrowing, investing or lending money on the behalf of the Authority), investments, and temporary investments, and pension fund, insurance fund, act as registrar of loan instruments, manage all banking arrangements including numbers and types of accounts at all times subject to compliance to the financial procedures, Treasury Management Policy Statement and borrowing limits and Prudential Code.	Level A	Level B
B11.	Approving all loans in accordance with the participating council's financial regulations and procedures	Level A	Level B
B12.	Prepare, propose and implement a treasury management policy statement, annual strategies pursuant to the participating councils' financial regulations and procedures.	Level A	Level B
	General Financial Powers [All Directorates]		
B13.	To undertake all other financial matters for the participating Council in accordance with the financial procedures of the participating council and professional accounting standards and	Level A, B & C	

	Delegated Power	First Level	Second level
	the authority to incur expenditure approved by the participating Council or the Cabinet [or as provided by this Scheme of Delegation] as appropriate pursuant to limits stipulated in the financial procedures or otherwise and excluding statutory functions retained by the s.151 officer.	[all services]	
B14.	To incur expenditure within the revenue and capital budgets for the relevant service in oneSource as approved by the participating Council, subject to any ICT variation permitted by the participating council's contract and financial procedure rules.	Level A, B & C [all services]	
B15.	After consultation with the relevant Cabinet Member to apply for, accept and manage grants and other external funding up to a financial limit of up to £500k.	Level A	
B16.	To authorise the making of ex gratia payments [or grant of any other benefit] under s.92 of the Local Government Act 2000 [on recommendation by local government ombudsman]	Level A	
	Procurement		
B17.	To approve commencement of a tendering process for all contracts up to £500k.	Managing Director up to £500,000	Level A – in compliance with the Contract Procedure Rules of each participating authority
B18.	Power to obtain quotes, to provide tender documents and specifications, invite tenders, evaluate tenders (PQQ) and make recommendations to award tender or select contractors using available frameworks in compliance with the participating council's procedure rules	Level A	Level B
B19.	Power to approve contractual documents up to the values stated in the financial procedures including contractual extensions and renewals, amendments or variations to contracts	Level A to C	
B20.	Power to refer contracts to arbitration, to terminate contracts, withhold payments and enforce contract terms pursuant to financial procedures.	Level A	Level B
B21.	To award contracts on behalf of participating councils	Over £500,000 retained by Committee Up to £500,000 –	

	Delegated Power	First Level	Second level
		Managing Director Level A - in compliance with the Contract Procedure Rules of each participating authority	
B22.	To sign contracts on behalf of the participating council's which do not require sealing	Level A & B	
B23.	Authorising or approving purchase orders and payments pursuant to the limits set out in the financial procedure rules of each participating authority.	Level A & B	
B24.	To make or enter into leasing arrangements for vehicles, plant and equipment.	Level A, B & C	
	Audit & Insurance		
B25.	To manage insurance claims against the participating Council including the power to: To instruct insurers [and their solicitors] to defend claims and, upon their advice, to negotiate and settle insurance claims up to limits provided for in the financial procedures	Level A	Level B (& manager responsible for insurance)
B26.	To make provision for insurance in respect of the participating Councils functions, premises, property, employees, Members and third parties including self-insurance and the selecting of and accepting of tenders for insurance cover and related services which are considered to be best value.	Level A	Level B
B27.	To approve indemnities to officers/members including insurance cover within any existing policy of the participating council [including the agreement of the s.151 and / or monitoring officer where required by the participating council]	Level A	Level B
B28.	To authorise activities under the Regulation of Investigatory Powers Act 2000 in relation to oneSource services [subject to training]	Level A	Level B
B29.	Acting as participating council's reporting officer to the National Criminal Intelligence Service under the Proceeds of Crime Act.	Level A	Level B

	Delegated Power	First Level	Second level
	Fees & Charges		
B30.	To implement and collect approved fees, charges, rents etc.	Level A	Level B
B31.	To set and collect statutory fees and charges for services where the fee/charge is levied under a statutory obligation to do so.	Level A	Level B
	Pensions		
B32.	The administration of the pension fund of the participating council including the outsourcing of services and borrowing, investing or lending money on the behalf of the Authority.	Level A	Level B & C
B33.	To exercise discretionary and appeal powers delegated to the Pensions Panel	Level A [finance, legal and operational/transactional human resources]	Level B & C [as substitute members]
B34.	To exercise of all pension powers delegated to officers other than those delegated to the Pensions Panel	Level A	Level B & C
B35.	To make direct investments in local infrastructure assets as part of the Pension Fund local infrastructure portfolio after consultation (and in accordance with the direction of the Pensions Committee) with the Chair of the relevant committee.	Level A & B	
B36.	To agree early retirements granted by any school governing body with delegated powers to do so and to make discretionary severance payments in accordance with regulations and guidelines for making such payments to non- school based staff	Level A	Level B
	LEGAL & GOVERNANCE		
	Legal Proceedings: General [Legal Officers only unless specified]		
C1.	To take any action to commence and / or conduct any civil or criminal proceedings on behalf of a participating council, including but not limited to the instruction of counsel or expert witnesses, any action in respect of any appeal stage or any alternative dispute resolution,	Level A	Level B & C

	Delegated Power	First Level	Second level
	mediation or other form of negotiation.		
C2.	To institute proceedings under s.222 of the Local Government Act 1972 on behalf of a participating council and to take any action to represent the authority in those proceedings	Level A	Level B & C
C3.	To settle claims in proceedings commenced or about to be commenced against a participating Council in a court or tribunal up to a limit of £250,000 settlement value if in accordance with client officer instructions and in consultation with the s.151 officer.	Level A Managing Director	Level B Level C up to £100,000 Senior Lawyer up to £50,000
C4.	To agree the settlement of claims where the value of the settlement exceeds £250,000 <u>with the approval of the relevant individual Cabinet Member</u> unless the decision is required to be made immediately before, at, or during a hearing in which case the decision maker must report to the relevant Cabinet member for information.	Level A Managing Director	Level B up to £500,000
C5.	To take any step to sign, serve, publish, advertise and receive notices and documents on behalf of the participating council in accordance with any statutory or other legal requirement.	Level A, B & C	Senior Lawyer, Lawyer, Legal Officer.
C6.	To serve requisitions for information and other documents to enable the participating council to receive information in the pursuance of legal proceedings.	Level A, B & C	Senior Lawyer
C7.	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the participating council, to sign such document unless any enactment otherwise requires or unless the participating council has given the necessary authority to some other person for the purposes of such proceedings.	Level A, B & C	Senior Lawyer
C8.	To authorise participating council staff to represent the participating council in proceedings in the County Court of the County Courts Act 1984 and the Magistrates Court under Section 223 Local Government Act 1972.	Level A & B	
C9.	To amend the financial procedures in Financial and Contract Procedures specifically relating to EU contracts and occurring either due to exchange rate changes or EU directed amendments.	Level A & B	

	Delegated Power	First Level	Second level
C10.	To give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO's	Level A, B & C	Senior Lawyer, Lawyer [with planning or property experience]
C11.	Signing Statements of Truth, providing witness statements and statutory declarations in respect of matters within their own knowledge and giving evidence in person on behalf of the Authority	Level A, B and C	Senior Lawyer, Lawyer & Legal Officer * *on own casework only
C12.	Administering cautions in any criminal proceedings.	Level A, B and C	Senior Lawyer
C13.	Applying for Confiscation Orders, restraint, Charging Orders, deduction of wages, injunctions, possession and any other appropriate orders in connection with all criminal legal proceedings initiated by the participating council	Level A, B and C	Senior Lawyer, Lawyer, Legal Officer
C14.	Institute and conduct proceedings, agree to any form of ADR in respect of collection of NNDR, Council Tax or other debt and other related enforcement action in respect of such options including attending creditor meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the participating council.	Level A [finance – in addition to Legal delegations]	Representation in court subject to C8 authorisation
C15.	Representing the participating council at Appeals Service Tribunals	Level A [finance – in addition to Legal delegations]	
C16.	Exercising the councils' functions and powers to administer cautions and administrative penalties with regard to benefit offences under the Social Security Fraud Act 2001.	Level A [finance – in addition to Legal delegations]	
C17.	Applying for communications data in accordance with the powers conferred by the Social Security Fraud Act 2001	Level A [finance – in addition to Legal	

	Delegated Power	First Level	Second level
		delegations]	
C18.	Authorising a prosecution for fraud by an employee or third party in accordance with the Fraud Prosecution Policy.	Level A [finance – in addition to Legal delegations]	Level B [Audit only]
	Authentication of Documents & Notices etc.		
C19.	Authorising/affixing the Authority's seal to deeds and other documents and sign any documents not requiring the authorities' seal.	Level A, B & C	Senior Lawyer
C20.	To prepare, approve and issue or serve all legal documentation.	Level A, B & C	Senior Lawyer
C21.	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.	Level A, B & C	Senior Lawyer
C22.	To authorise, serve or issue all statutory notices, approvals and licences under any enactment	Level A, B & C	Senior Lawyer
C23.	Making any application to apply a caution, withdrawing any caution, objecting to any caution, registering, or objecting to notice or interest or restriction, applying to upgrade any title.	Level A, B & C	Senior Lawyer
C24.	To register a notice and apply for a certificate under the Rights of Light Act 1959 Section 2.	Level A, B & C	Senior Lawyer
C25.	To publish notice of any intention to dispose of open space under the Local Government Act 1972 and The Town and Country Planning Act 1990. [see also Asset Management]	Level A, B & C	Senior Lawyer
C26.	To serve any notices and exercise any powers and duties including payment of compensation arising out of the participating council's ownership of land.	Level A, B & C	Senior Lawyer
C27.	All powers in relation to the registration of a participating council's land	Level A, B & C	Senior Lawyer
C28.	All legal powers in relation to right to buy applications and disposals.	Level A, B & C	Senior Lawyer
C29.	Serving notice on registered keeper of vehicle requiring information about the identity of driver person in charge of the vehicle in relation to any offence concerning the vehicle and to bring proceedings for failure to provide information.	Level A, B & C	Senior Lawyer
C30.	To authorise the taking of photocopies of material open for public inspection under a	Level A, B & C	Senior Lawyer

	Delegated Power	First Level	Second level
	statutory requirement as permitted by copyright Designs & Patents Act 1984.		
C31.	Serving notices on occupiers of any land or premises requiring them to furnish information regarding details of all those with an interest in the land.	Level A, B & C	Senior Lawyer
	Administration & Governance		
C32.	All powers and duties in relation to the administration of independent appeals on behalf of a participating council.	Level A & B	Level C [Democratic Services officers only]
C33.	To appoint a Member of the participating council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year following nomination by the Group of which the previous appointee is a Member	Level A	
C34.	To grant use of the participating council's coat of arms.	Level A Managing Director	
D	ICT & BUSINESS SYSTEMS		
D1.	To develop the participating council's e-government and t-government strategies	Level A	Level B
D2.	To develop the participating council's information systems, and information technology and e-government strategies	Level A	Level B
D3.	To develop the participating council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to staff and members.	Level A	Level B
D4.	To supply connections and services to public sector partners and other organisations, provided that the integrity of the participating council's information systems is maintained.	Level A	Level B
D5.	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the participating council under Section 38 of the Local Government (Miscellaneous Provisions) Act 1976	Level A Managing Director	Level B
D6.	Approving sales of computer software developed and owned by the participating council	Level A	Level B

	Delegated Power	First Level	Second level
		Managing Director	
D7.	Agreeing policies procedures and standards relating to the security, integrity and accessibility for ICT infrastructure and systems	Level A	Level B
D8.	To develop and implement the participating council's information governance policies and protocols.	Level A	Level B
	HUMAN RESOURCES		
E1.	To develop and implement the participating Council's strategies for human resources, organisational development, remuneration and occupational health.	Level A	Level B & C
E2.	Implementing all human resources policies and procedures delegated to the Joint Committee	Level A, B & C	
E3.	To implement any binding decisions of recognised national negotiating bodies in respect of pay and terms and conditions of employment.	Level A	Level B
E4.	Subject to employment decisions reserved to members of the participating council, all powers to implement senior management restructures delegated to the Joint Committee.	Level A & B [All services] Managing Director	Level C
E5.	To amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.	Level A	
E6.	All powers and duties in relation to equality impact assessments for staff under s.149 of the Equality Act 2010.		
E7.	All powers and functions of the Authority as an employer under the Trade Union and Labour Relations (Consolidation) Act 1992	Level A & B	Level C
E8.	All powers in relation to redundancy and redundancy payments [excluding pension rights]	Level A, B & C	
E9.	All powers in relation to statutory sick pay and leave, incapacity and industrial injury, parental leave and reserve forces leave	Level A, B & C	
E10.	All participating council powers in relation to school teachers' pay and terms and conditions of employment.	Level A, B & C	
E11.	All powers in relation to attachment of earnings orders.	Level A, B & C	

	Delegated Power	First Level	Second level
E12.	All duties as an employer under TUPE Regulations 2006	Level A, B & C Managing Director	
E13.	Approving applications for specific staff monitoring where warranted under the participating council's policy and in accordance with the Information Commissioners Code.	Level A & B	
E14.	Payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties	Level A & B	
E15.	To approve applications for leave for trade union conferences and training courses	Level A & B	
E16.	To approve payment of claims by employees for loss or damage to property and clothes	Level A & B	
E17.	To grant permission for employees to undertake outside work or duties.	Level A & B	
E18.	To approve honoraria payments	Level A & B	
	ASSET MANAGEMENT [Asset Management Officers only unless where stated]		
F1.	All powers and duties in relation to the strategic and operational management of a participating council's property portfolio.	Level A Managing Director	Level B & C
F2.	Prepare, propose and implement a Corporate Asset Management Plan and Corporate Property Strategy for the participating council's property assets	Level A	Level B & C
F3.	To conduct preliminary negotiations, negotiate, agree and conclude all property matters including property valuations for all purposes.	Level A	Level B & C
F4.	To undertake marketing of any participating council property.	Level A	Level B
F5.	To instruct external property advisors, surveyors, auctioneers and consultants where necessary on property transactions.	Level A	Level B
F6.	To agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property, such expenses to be offset against the capital receipts arising.	Level A	Level B
F7.	The disposal of any freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.	Level A	Level B
	a) before the disposal of land by sale or lease to a voluntary sector or community	Level A	Level B

	Delegated Power	First Level	Second level
	organisation, the officer with delegated authority must first consult with the relevant lead Cabinet member (s) and any other member required to be consulted at the time of disposal in accordance with Council policy or on the advice of a lead Cabinet member (Newham only)		
F8.	<p>The disposal of any land or property subject to a statutory requirement to do so.</p> <p>a) before the disposal of land by sale or lease to a voluntary sector or community organisation, the officer with delegated authority must first consult with the relevant lead Cabinet member (s) and any other member required to be consulted at the time of disposal in accordance with Council policy or on the advice of a lead Cabinet member. (Newham only)</p>	<p>Level A</p> <p>Level A</p>	<p>Level B</p> <p>Level B</p>
F9.	<p>The acquisition of freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.</p> <p>a) before the disposal of land by sale or lease to a voluntary sector or community organisation, the officer with delegated authority must first consult with the relevant lead Cabinet member (s) and any other member required to be consulted at the time of disposal in accordance with Council policy or on the advice of a lead Cabinet member. (Newham only)</p>	<p>Level A</p> <p>Level A</p>	<p>Level B</p> <p>Level B</p>
F10.	The disposal of assets other than land provided the best possible price is obtained.	Level A	Level B
F11.	The disposal of assets other than land with no value (NB this does not extend to disposals at nil value/peppercorn where the asset has a value).	Level A	Level B
F12.	Management, insurance and maintenance of all corporate property.	Level A	Level B
F13.	Applying for planning permission in respect of participating council owned land.	Level A	Level B

	Delegated Power	First Level	Second level
F14.	Entering into planning and highway agreements in respect of participating council owned land.	Level A	Level B
F15.	Serving notices to quit, notices seeking possession and tenants' notices; exercising any duty to compensate in respect of land matters or re-housing matters; enforcing covenants; serving notices relating to land and attendant procedures, and disposal of property left on land. Granting wayleaves and easements to and enter similar agreements with statutory undertakers and other bodies, extinguish rights of statutory undertakers and pay compensation.	Level A & B	Level B
F16.	Licensing of access works and demolition on participating council owned land and property.	Level A	Level B
F17.	To agree or request guarantee agreements, rent deposits, overriding leases, releases from covenants, to seek mortgagor's consent where required.	Level A	Level B
F18.	To publish notices of intention to dispose of open space.	Level A	Level B
F19.	To make applications to the court or tribunal and all attendant procedures upon matters relating to participating council land.	Level A	Level B
F20.	To carry out and conclude rent reviews or lease renewals.	Level A	Level B
F21.	To negotiate all relevant terms including payment of professional fees in respect of the letting and management of commercial premises and implement all agreements.	Level A	Level B
F22.	To exercise all powers and duties under the Landlord and Tenant Acts, this may be exercised by the participating council as landlord or tenant.	Level A	Level B
F23.	To propose alterations to the valuation list or raise objections to an proposed alterations or appeal against valuation decisions and to agree the settlement of all such matters.	Level A	Level B
F24.	To exercise all powers and duties of the participating council as landowner in relation to Compulsory Purchase matters.	Level A	Level B
F25.	To maintain the participating council's list of Assets of Community Value and to determine applications for inclusion on that list and in respect of appeals and all attendant procedures.	Level A	Level B
F26.	To maintain the participating council's register of land held by public bodies.	Level A	Level B
F27.	Management, maintenance, provision and hire of public halls and buildings owned/occupied by the participating council, including provision of security services.	Level A	Level B
F28.	To serve demands, place and enforce charges, appoint receivers or debt collection agencies,	Level A	Level B

	Delegated Power	First Level	Second level
	issue legal proceedings or any other enforcement or other action in relation to debts and interest thereon owed to the participating council.		
F29.	To exercise all powers relating to Romford Market including granting and revoking licences and enforcing relevant byelaws (Havering only)	Level A	Level B
F30.	To exercise all powers and duties in relation to concessionary fares and similar schemes, including the taxicard scheme and to issue minibuses and other permits to appropriate organisations (Havering only).	Level A	Level B
F31.	Following notification to relevant ward members, to vary but not extend existing agreements for mobile phone masts at school sites in circumstances where installations are to be upgraded and lower emissions will result and to grant Landlord's consent (Havering only).	Level A	Level B

Appendix B

MODEL DIRECTORATE SCHEME OF DELEGATION

Post	Category	Delegations	Scheme of Delegation Reference	Delegating Officer

SAMPLE INDIVIDUAL DELEGATION

Delegating Officer title

Delegate Officer title

Date

The following powers under the oneSource Scheme of Delegation are delegated to the above posts

Delegations	Scheme of Delegation Reference

If the delegation is time limited or otherwise restricted – please state

Delegated authority must be exercised in accordance with the oneSource Scheme of Delegation and any rules or requirements of a participating council.

SIGNED AND DATED