

ONESOURCE JOINT COMMITTEE

Subject heading:

Providing Quality Assurance and Performance
Management of service delivery

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Financial summary:

Not Applicable

SUMMARY

This report sets out oneSource's proposed approach to quality assurance, performance management and service performance to assess and evaluate service delivery, as set out in the Corporate Plans, Improvement Plan and service plans. The following outlines the means by which the Shared Service will measure service improvements; ensure that services provided are of adequate quality; and services are delivering against the Corporate Priorities.

Recommendations: The Joint Committee is asked to consider and agree the proposed approach to quality assurance, performance management and service performance.

REPORT DETAIL

The Shared Service recognises the need for service improvements and providing assurance that priorities and performance standards being met, and services are aligned to each Council's strategic objectives. Performance reporting in oneSource is aligned to the recently refreshed performance mechanisms in Newham Council, and the reporting procedures in Havering and Bexley Councils. This ensures that the 'golden thread' pulls through from the Corporate Priorities and Improvement Plan to the Service Plans.

Current performance information is based on performance indicators as set out in each of the services' service plan and the key strategic indicators agreed by Joint Committee. Each indicator is reported to the Management Team and is provided regularly to the Section 151s, with the Strategic indicators provided annually to Joint Committee.

As part of our commitment to both transparency and good governance, and to align to the Councils' priorities, the Shared Service will be utilising a number of different mechanisms to establish good service delivery and quality assurance. This is an ongoing programme of work to establish effective performance and risk management.



Improvement Plan (Projects and Programmes)

The Improvement Plan is the overarching delivery plan for the whole of the Shared Service, developed in collaboration with the three partner Councils and the Joint Committee. The Improvement Plan provides the 'golden thread' that ensures that services support and link the four Improvement Plan priorities to the corporate plans of the partner councils.

The Improvement Plan identifies four improvement priorities:

- Strategic Presence & Impact
- Communications, Culture & Brand
- Operational Delivery
- Value for Money

Under each priority, there are a number of defined projects and actions which outline how each priority will be delivered. These actions have been incorporated into:

- Service Plans
- Programme and project plans
- individual objectives

Performance monitoring of the Improvement Plan will be conducted by the Joint Committee and Section 151s in order to ensure strategic objectives are met and to evaluate service delivery. Improvement Plan updates will be provided on a regular basis to Joint Committee and Section 151s.

A programme and project management framework to coordinate reporting of programmes and projects is being developed for the shared service, and will align with partner Councils' reporting methods and systems.

Performance Indicators

Joint Committee will continue to be provided with the four key strategic performance indicators that were previously agreed by the Joint Committee:

- Customer satisfaction
- Savings achieved
- Council Tax collection (LBH only)
- NNDR collection

These indicators were identified by the Joint Committee as the key priorities for the shared services and will be reported on an annual basis.

Underpinning this are operational performance indicators that are specific to the service area and used to provide management information for day-to-day management and to support functional management decision making.

There are 73 operational indicators across the services that are monitored against the service plans and will be regularly reported to the Section 151s during the 'S.151 Finance Forum and Strategic Commissioning Group' meetings in to ensure that service delivery is being met. All indicators will be provided but reported by exception. The indicators are found in appendix 1.

Performance information provided will focus upon:

- Reasons for level of performance
- Identifying differences between targets and achievements
- Outlining the remedial actions to mitigate areas of poorer performance

Customer Satisfaction

Customer satisfaction was previously assessed biannually through an online survey sent to all senior managers within each council in the shared service. It is one of the key strategic performance indicators upon which the Joint Committee evaluates the performance of services.

The survey commenced in March 2015 with surveys conducted in March and September. In August 2018, it was agreed assessing customer satisfaction would be temporarily halted for the oneSource Management Team (OMT) and Joint Committee to provide a clear understanding and assessment of the needs of the survey.

Given the priorities of the Councils and the Shared Service, assessing customer satisfaction will be vital for driving improvement, and understanding the Councils' needs and expectations.

Presently, a review of the customer satisfaction has taken place and will be discussed with OMT to design and implement a process that:

- Provides a systematic approach to partner satisfaction at all levels to ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM.
- Enhances culture of learning and continuous improvement, with lessons learnt incorporated into service planning and performance.
- Provides assurance on how quality of performance is measured and reported.

Pending the outcome of this discussion, the intention is for customer satisfaction to recommence in September.

Risk Management

In order to ensure good management and corporate governance to manage services and achieve objectives, the Shared Service maintains a risk register. Following the service planning exercise, the risk register is being refreshed to ensure it covers strategic priorities, operational activities and delivery of services, projects and partner outcomes. The risk register is monitored and reviewed throughout the year, with changes to risks and emerging or escalating risks reported through the relevant mechanisms.

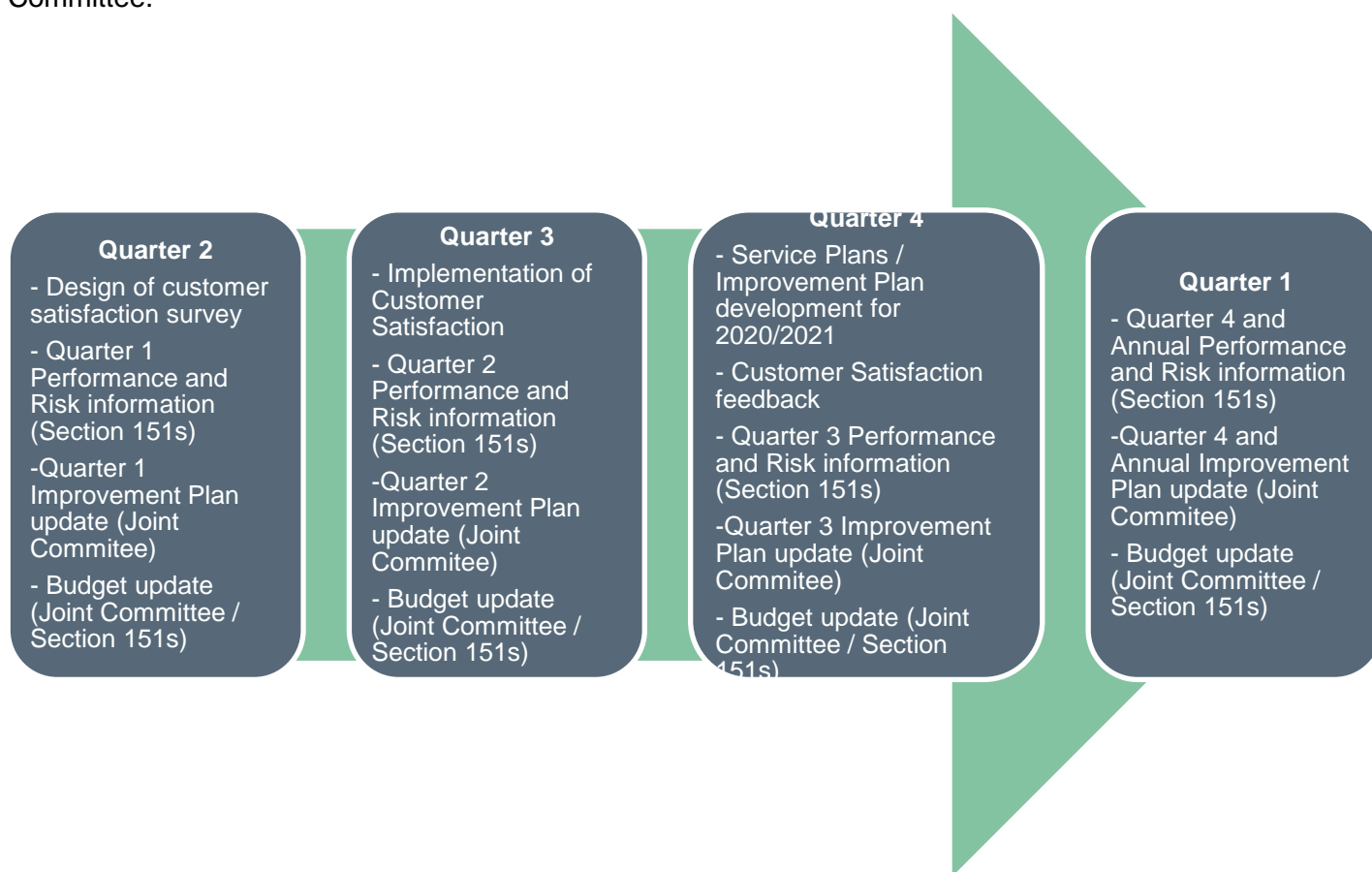
Strategic risks, such as those identified in the Improvement Plan, will be provided regularly to Joint Committee. Operational risks, such as those identified in the Service Plans, will be reported quarterly to the Section 151s.

Financial Reporting

It is essential that the Shared Service's budget is controlled and used to accurately assess risks that may impact service delivery or performance in services. Budget information is included within Services Plans, and progress against the MTFS will be monitored at monthly meetings with Section 151s and a budget update provided at each Joint Committee meeting.

Reporting timeline

The below diagram outlines the timeline and information to be reported to OMT, Section 151s and Joint Committee.



Legal implications and risks: None

Financial Implications and risks: Improved scrutiny of how the oneSource is performing and whether the Councils are getting value for money. Links between performance information and expenditure will be strengthened and will support monitoring of the MTFS.

HR Implications and risks: None

Background Papers:

- Improvement Plan

Appendix 1: Strategic and Operational Indicators

Strategic Indicators

These indicators are reported to Joint Committee on an annual basis.

KPI	2019/20 Target
Customer Satisfaction	80%
Savings achieved	TBC
Council Tax collection rate (LBH only)	97.00%
NNDR collection rate	98.70% (LBH) 99.6% (LBN)

Operational Indicators

These indicators will be reported to the Section 151s quarterly during the 'Section 151 Forum and Strategic Commissioning Group' meetings.

Service	Service Area	KPI	2019/20 Target
ICT	ICT	Customer Satisfaction Rating	6.3
	ICT	% of system availability	99.50%
	ICT	% of calls resolved within SLA by severity type (severity 1 and 2)	82.90%
HROD	HR&OD	Average time taken for Job Evaluations	5 days
	HR&OD	% of Job Evaluations completed within 5 days	100%
	HR&OD	User satisfaction with HROD services (in development)	>90%
	HR&OD	% of corporate complaints against HROD	0%
Asset Management	FM	Compliance forecast/actual	100%
	FM	Repairs dealt with on time: Priority 1 - response within 2 hours Priority 2 - response within 1 working day Priority 3 - response within 5 working days Priority 4 - response within 3 months	97.00%
	FM	Service charge income forecast/actual	TBD
	FM	No of hires/pop ups forecast/actual	Reactive
	H&S	Mandatory e-learning carried out by Havering and Newham staff.	100.00%
	H&S	Increased reporting of accident/incidents and near misses	100.00%
	H&S	Review of risk assessment undertaken across the organisation against the annual plan	TBD
	H&S	Timely response to H&S Notices and Serious Incidents	TBD
	P&P (LBN)	Secondary school programme actual/forecast annual spend	TBD
	P&P (LBN)	Primary school programme actual/forecast annual spend	TBD
	P&P (LBN)	Other capital programme forecast/actual spend annual	TBD
	Property	Capital receipt forecast v actual	TBD
	Property	Annual commercial income target forecast v actual	TBD
	Property	All the commercial portfolio, legal agreements and data on Techforge.	TBD
	Property	Romford market income target forecast v actual	TBD

	Technical Services (LBH)	Number of projects completed on time	0.9
	Technical Services (LBH)	Number of projects completed to agreed budget	0.9
	Technical Service (LBH)	Customer satisfaction rating	90.00%
	Transport (LBH)	Gross external income	£1.0m
	Transport (LBH)	Customer satisfaction (Adults)	98.50%
	Transport (LBH)	Customer satisfaction (Children)	98.50%
Exchequer and Transaction	Council Tax (LBH)	Percentage of Council Tax collected	97.00%
	Housing Benefits (LBH)	Average no. of days for Housing Benefit - new claims	20 days
	Housing Benefits (LBH)	Average no. of days for Housing Benefit - change of circumstances	11 days
	Council Tax (LBH)	Council Tax arrears reduction	19.00%
	Housing Benefits (LBH)	Recovery of In Year overpayment collection rate	60.00%
	NNDR	% of National Non-Domestic Rates collected	98.70% (LBH) 99.6% (LBN)
	Accounts Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	95.00%
	Accounts Receivable	% of debt collected in 90 days by Volume 80%	80.00%
	Accounts Receivable	% of debt collected in 90 days by Value 80%	80.00%
	Payroll	% accuracy of payroll payments	99.95%
	Payroll	% of payroll payments made on time	100.00%
	Payroll	% of BACS processing on time	100.00%
	People Establishment	% of contracts issued to new starters within 10 working days of manager's notification to ES	95.00%
	People Establishment	% of conditional letters being issued with 3 working days from point of notification from hiring manager	98.00%
	People Establishment	Percentage of amendments completed to contracts (i.e. FTE, Hours etc.) within 30 working days of notification	95.00%
Strategic and Operational Finance	Finance Business Partners	Monthly Budget monitoring reports – within 2 weeks of month end LBN, within 4 weeks of month end	100.00%
	Finance Business Partners	All returns, statutory or otherwise, to be prepared and submitted within agreed deadlines	100.00%
	Finance Business Partners	Balance sheet items reconciled according to agreed schedule.	100.00%
	Finance Business Partners	Compliance with the Authority's treasury management strategy and reporting framework	Compliant
	Reconciliations	% of suspense items cleared within 10 days	99.00%

	Reconciliations	100% of reconciliations of account completed within timetable	100%
Legal and Governance	Legal	Customer Satisfaction Rating	94.00%
	Community Team	Average total cost to obtain care orders	<£20,000
	Community Team	Average time to obtain care orders	<26 weeks
	Community Team	Average number of hearings per care proceedings case	<5
	Housing and Litigation	Success in Routine Possession claims	>90%
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	Property	Percentage of standard draft commercial leases within 15 working days of receipt of full instructions	>80%
	Property	Average time of Right To Buy completions	<175
	Property	RTB leases/ freehold transfers issues within 10 days of full instruction	>90%
	Planning	Average time to complete planning agreements	<6 months
	Cross Service	External spend/savings on external barristers through LBLA framework	As much as possible during the year
	Cross Service	External spend/savings on external solicitors through LBLA framework	As much as possible during the year