



ONESOURCE JOINT COMMITTEE AGENDA

10.00 am	Friday 18 October 2019	Havering Town Hall, Main Road, Romford
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COUNCILLORS:

LONDON BOROUGH OF HAVERING

Councillor Robert Benham
Councillor Roger Ramsey
Councillor Damian White

LONDON BOROUGH OF NEWHAM

Mayor Rokhsana Fiaz
Councillor John Gray
Councillor Terence Paul

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.

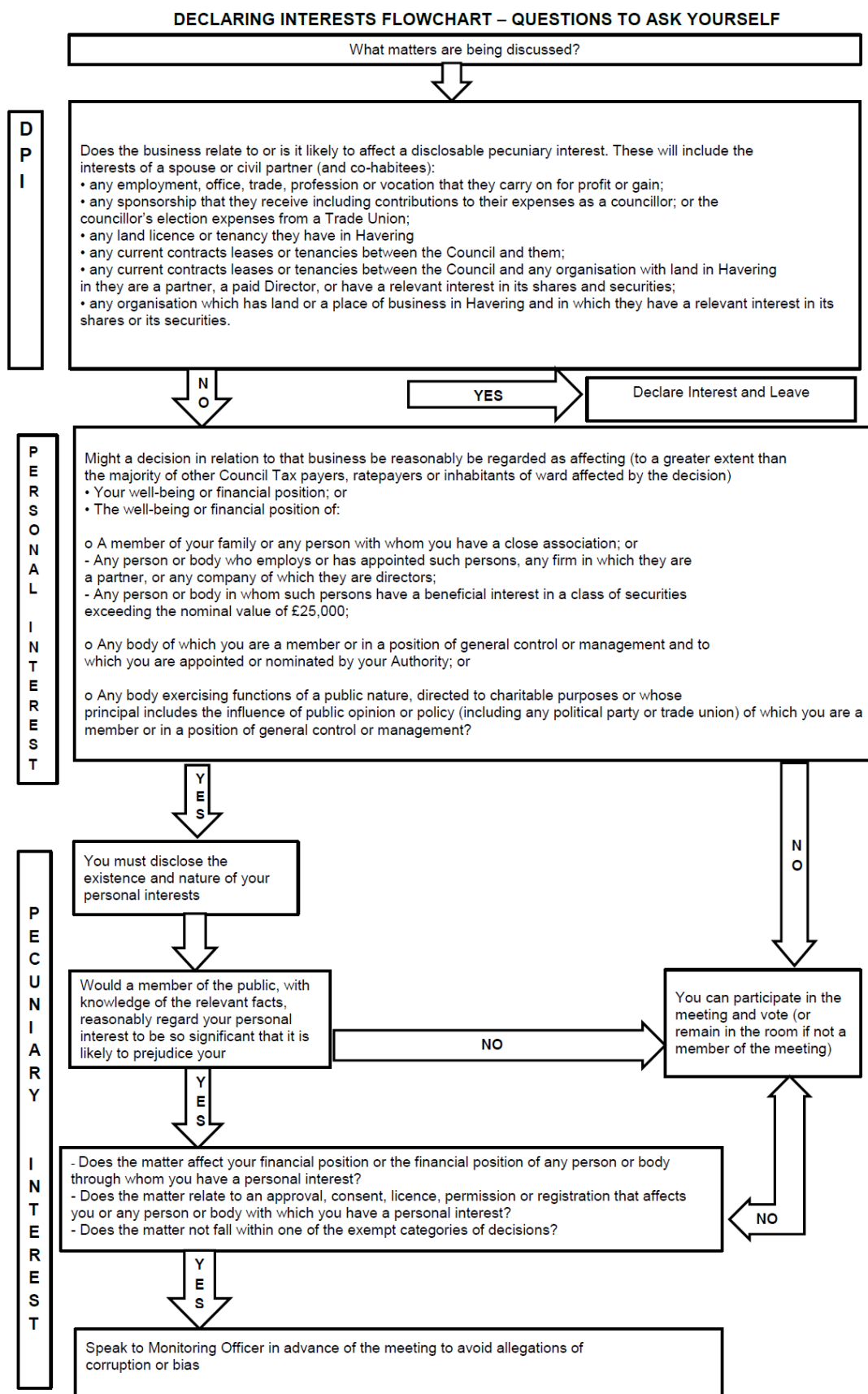
3. CONDUCT AT THE MEETING

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.



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 - 6)

To approve as a correct record the minutes of the meeting of the Joint Committee held on 12 July 2019 and to authorise the Chairman to sign them.

5 VERBAL UPDATE FROM EXECUTIVE DIRECTOR

6 ONESOURCE FINANCIAL FORECAST AT PERIOD 5 (Pages 7 - 12)

7 ONESOURCE IMPROVEMENT ACTION PLAN Q2 PROGRESS UPDATE (Pages 13 - 28)

8 ONESOURCE PERFORMANCE INDICATORS, Q1 REPORT (Pages 29 - 60)

9 ORACLE FUSION PRESENTATION

**MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Rooms W4.06 and W4.07,
Newham Dockside
Friday, 12 July 2019
(10.30 am – 12.15 pm)**

Present:

Councillors Roger Ramsey (Chairman) Robert Benham, Mayor Rokshana Fiaz, David Leaf, Terence Paul and Damian White.

Apologies were received for the absence of Councillor John Gray.

All decisions were taken with no votes against.

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

26 ELECTION OF CHAIRMAN AND VICE CHAIRMAN

It was noted that, as per the oneSource legal agreement, the Chairman of the Joint Committee for 2019/20 would be from Havering and the Vice-Chair from Newham.

It was unanimously agreed that the Chairman of the oneSource Joint Committee for the 2019/20 municipal year would be Councillor Roger Ramsey and the Vice-Chair would be Councillor Terry Paul.

27 DISCLOSURES OF INTEREST

There were no declarations of interest.

28 MINUTES

The minutes of the meetings of the Joint Committee held on 5 and 12 April 2019 and 3 May 2019 were agreed as a correct record and signed by the Chairman.

29 2018/19 FINANCIAL OUTTURN REPORT

The Joint Committee was advised that there had been an overall underspend of £0.727m. The underspend in Exchequer and Transactional Services was due to a growth in the enforcement service whilst the underspend in legal services was due to legal cost income and some

staffing underspends. There had been an overspend of £0.373m in finance due to a large number of interim staff being employed. It was agreed that a note should be sent to the Joint Committee giving details of the indicative timetable and when the financial position was likely to be back into budget.

Job descriptions were in the process of being reviewed but it was noted that market supplements could be used where appropriate to fill key vacancies. A line by line review of the ICT budget had commenced in order to address the overspend in that service. It was hoped to achieve reductions in the cost of the print service and also print income from the service provided to Tower Hamlets.

The Joint Committee noted the 2018-19 oneSource outturn position and transfer to reserves.

30 **SHARED SAVINGS**

A report before the Committee confirmed that £13m of savings had been achieved by oneSource since its inception. £2.4m savings had already been programmed for future years but Havering and Newham were seeking to build in further savings of £200k and £3.8m respectively in order to close budget gaps.

It was noted that it could prove difficult to manage a disparity in savings on the ground and that there may be an element of cross-subsidy that would need to be investigated. The share of savings between partners had not been reviewed since the establishment of oneSource and an annual review could be conducted of what services were covered by oneSource.

Whilst it was common that partners had different levels of savings requirements, Members asked for details of how long a review of savings options would take. Issues such as penalty payments if certain services were to be removed from oneSource could be discussed separately with the political leadership of the boroughs.

It was accepted that there remained a commitment to shared services and that this had led to savings but this also needed to be reviewed. It was hoped that the scope of a savings review could be available for discussion within two weeks. It was noted that the oneSource agreement did contain provision for payment between the partners in the event of any services leaving oneSource.

It was felt that the focus should not however be on penalties; more on examining the disparity of savings and looking at what elements of oneSource are/are not working. The oneSource budget was readjusted each year but there had not been any analysis of the split of Council staff working on each service.

It was agreed that a further report on savings be taken at the next meeting of the Joint Committee and that the scope of the savings review be discussed informally between the Mayor and Council Leaders.

31 PERFORMANCE MANAGEMENT BRIEFING PAPER

A report discussed proposed approaches to measuring service quality and performance. Whilst performance indicators would continue, it was important that measures of customer satisfaction were also reported in order to ensure that customers felt listened to and had a positive experience with shared services.

The determination of targets for performance indicators was currently being finalised with Section 151 officers and Cabinet Lead Members. Any variation shown in e.g. target collection rates for Havering and Newham was due simply to differences in the targets requested by the different Councils.

It was suggested that a measure could be taken for outstanding vacancies and the time taken to fill these. Members also felt that the design of any survey of customer satisfaction was important. It was felt that the survey should not just be on-line and involve front-line staff as well as senior managers.

Updates on the improvement plan would be brought to the Joint Committee on a quarterly basis and this could also be done for performance indicators. It was also felt that performance information should include details of the previous year's performance as well as benchmarking figures for other Local Authorities.

In addition, it was agreed that quarterly performance information should continue to be presented to the Section 151 officers and put be as an item on future agendas of the Joint Committee in order that any issues could be flagged up.

32 IMPROVEMENT AND ACTION PLAN UPDATE

The final oneSource Improvement Plan and Action Plan were presented to the Joint Committee for approval. Key changes included an additional improvement theme covering value for money and that the timelines in the Plans were now more consistent with the transformation work in progress in Havering and Bexley.

Issues such as the completion of accounts by each Council on time would be picked up by individual service plans which sat below this strategic plan. The Improvement Plan had been discussed by senior management at both Havering and Newham and covered all services provided by oneSource. Differing timelines for each borough in the plan were due to the different transformation programmes in operation in each borough.

It was noted that theme IP40 covering the implantation of Oracle Fusion was now expected to be delivered in June 2020 for finance and October 2020 for payroll (for both Havering and Newham).

The formulation of the improvement plan had shown that values and behaviours were important in delivering services and it was wished for staff to take proactive responsibility for delivering the plan. It was agreed that officers would share with the Joint Committee written details of this work.

It was suggested that the Councils could flag up where the Improvement Plan was not proceeding to target and responses could be given at the meetings of the Joint Committee. The schedule for how the Improvement Plan went to Section 151 and other senior officers could be amended in order to facilitate this.

It was agreed that the final oneSource Improvement Plan and Action Plan as shown at Appendices 1 and 2 of the report to the Joint Committee be agreed. It was further agreed that areas where the plans were not working and actions taken in response would be reviewed at each meeting of the Joint Committee.

33 COMMERCIAL PROTOCOL

A protocol had been drafted for how oneSource would deal with external commercial opportunities. This reflected the need to provide services to partner boroughs first before considering outside opportunities. This would support processes such as the oneSource Council Tax service taking on more work.

The protocol, as shown in appendix 1 of the report to the Joint Committee, was agreed subject to its inclusion in the forthcoming wider review of oneSource.

34 COMMUNICATIONS AND BRANDING UPDATE

A briefing paper before Members sought to fit oneSource branding around the existing partners whilst recognising the elements of shared services. It was important that the communications strategy ensured that staff understood Council values and issues such as the work of the Havering Themed Boards.

It was clarified that implementation of the changes would take place by August 2020 rather than as stated in the report. It was noted that it was important to improve figures for the proportion of staff awareness of oneSource and that work was undertaken with the Council communications teams in order to keep messages consistent.

The Joint Committee noted the contents of the briefing paper.

35 CHANGES TO HAVERING EXECUTIVE DELEGATION TO ONESOURCE OFFICERS IN RELATION TO WRITE-OFF OF DEBT

A report of the Interim Director of Legal and Governance asked the Joint Committee to note some changes to the Havering Scheme of Delegation re the write-off of unrecoverable debt. Any minor typographical changes would also be included within the changes to the Scheme of Delegation.

The Joint Committee noted the changes made by the Leader of the London Borough of Havering in relation to the write-off of Havering unrecoverable debt and agreed to include the same within the oneSource officer delegation scheme in relation to Havering Council only.

Chairman

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ONESOURCE JOINT COMMITTEE

18 October 2019

Subject heading:

oneSource Financial Forecast Period
5

Report author and contact details:

Dave McNamara
Dave.Mcnamara@onesource.co.uk

Financial summary:

The oneSource shared forecast
financial position as at August 2019
is an overspend of £0.432m.

The oneSource non-shared forecast
financial position as at August 2019
for Newham, Havering and Bexley is
£0.172m, £0.177m overspend and
(£0.114m) underspend respectively.

SUMMARY

The overall oneSource shared outturn position shows an overspend of £0.432m. This is projected to be split between the three authorities as part of the year-end cost share calculation as follows; £0.223m Newham, Havering £0.138m and £0.071m Bexley.

The oneSource non-shared budgets are forecasting overspends of £0.172m for Newham, £0.177m for Havering and an underspend of (£0.144m) for Bexley.

Management action is underway to attempt to reduce the forecasted overspends by year-end.

RECOMMENDATIONS

The Joint Committee is asked to: -

- note the oneSource forecast outturn position as at August 2019
- note the oneSource reserve position and outlined planned spend

REPORT DETAIL

This report provides Members of the Joint Committee with the forecast outturn position of both the oneSource shared budgets (Appendix A) and the non shared budgets that oneSource manages on behalf of the individual partners (Appendices B, C and D).

Shared

The current shared overspend is £0.432m. This is projected to be split between the three authorities as part of the year-end cost share calculations as follows; £0.223 Newham, £0.138m Havering and £0.071m Bexley.

Newham's share of the projected overspend, £0.223, relates to Asset Management's commercial property team where shortfalls of internal recharge income against target in relation to the HRA and capital are resulting in a projected pressure for Newham of £0.171m. Furthermore, a forecasted pressure within Human Resources due to demand exceeding establishment are resulting in a forecasted overspend for Newham of £0.145m. This is offset in part by vacancy management within transactional services coupled with an over-achievement of enforcement income resulting in a forecasted underspend of (£0.124m). The remaining £0.031m of the projected overspend relates to a number of smaller variances across a range of areas.

Havering's share of the projected overspend, £0.138m, also relates to the aforementioned issues within Asset Management, £0.135m and HR £0.068m. In a similar fashion to Newham, these pressures are offset to an extent by transactional services' vacancy management and enforcement income totalling (£0.084m). The remaining £0.019m of the projected overspend relates to a number of smaller variances.

Bexley's share of the projected overspend, £0.071m relates in the main to a shortfall of income against target relating to enforcement services, £0.060m. The cost share income in this area is based on caseloads and early indications suggest that there are insufficient numbers of cases being passed to oneSource's enforcement team in order to meet the Bexley income target. The remaining £0.011m of the projected overspend relates to a number of smaller variances.

The enforcement service are currently actively engaging with a number of other authorities with a view to providing their enforcement service on their behalf. It is hoped this work will manifest itself in increased income projections later in the year/into 2020/21 and beyond.

Newham non-shared

Newham non-shared is forecasting an overspend of £0.172m as at Period 5. The majority of this pressure is due to one off expenses including £0.530m of additional NNDR costs for Dockside relating to the now over-turned staircase ruling and £270k of costs relating to Stratford Workshops litigation. This is offset in part by a forecasted underspend of £500k in connection with Newham's corporate landlord budget where a reprioritisation of spend concerning building maintenance and repairs has taken place in order to assist in mitigating the projected overspend which would otherwise be significantly higher. Furthermore, there is a one-off underspend of £0.186m relating to the corporate apprenticeship budget owing to delays in recruitment; this is set to be fully spend as of 1st April 2020 when the full complement of apprentices will be in place. There is a possibility

the projected position for Newham non-shared will worsen at Period 6 due to the allocation of previously centrally held unmet savings targets relating to fees and charges and apprentice posts

although the managers will work towards meeting the challenge these additional savings represent.

Havering non-shared

Havering non-shared is forecasting an overspend of £0.177m as at Period 5. In the main this pressure is due to shortfalls of income against target relating to Romford Market £0.244m and Passenger Transport £205m. This is offset in part by a one-off over-achievement of commercial property income of (£0.302) due to a backdated receipt. There are also large variances relating to ICT services and Exchequer Services. ICT are currently forecasting a pressure of £0.150m due to an unmet savings target relating to borough wide wifi. Conversely, Exchequer services are projecting an underspend of (£0.224) due to receipt of housing benefit overpayment income due to the move to Universal Credit not slowing as quickly as initially feared due to the slower than expected roll out of UC within the borough. The remaining £0.104m is made up of a number of smaller variances.

Work continues to try and maximise income wherever possible including the ongoing Romford Market project and attempts to win the provision of routes on behalf of other authorities.

Bexley non-shared

Bexley non-shared is forecasting an underspend of (£0.114m) as at Period 5. This is due to retained New Burdens funding of approximately £0.120m and an assessor vacancy of £0.026m totalling savings of £0.146m. Offset against this is a clawback of corporately awarded inflation growth of £0.034m.

Summary of shared and non-shared positions of each of the three councils:

A summary position of the shared and non-shared positions (controllable subjectives only; pre transfer to/from reserves) for each council is included in the table below:

	Havering (£'m)	Newham (£'m)	Bexley (£'m)	Total (£'m)
Shared	0.138	0.223	0.071	0.432
Non-Shared	0.177	0.172	(0.114)	0.235
Total	0.315	0.395	(0.043)	0.667

The budget, spend and outturn figures included within Appendix A, B, C and D include controllable budgets only as controllable spend reflects the expenditure and income which services managers directly influence through the delivery of their services and financial management activity.

The non-controllable elements, which have been excluded, largely relate to corporate activity and technical accounting adjustments eg depreciation etc. No significant variances should occur at year-end in relation to these budgets as the expenditure incurred is matched by any necessary budget adjustments. These adjustments are largely notional and do not affect each council's individual financial position.

Reserve

It was agreed for 2018/19 that the oneSource shared year-end over/underspend was to be transferred into reserves. Below details the movements and balances on the oneSource reserve across the three authorities. It has been agreed that the balance on the reserve will be used for future transformation projects within oneSource. Below details the planned spend:

	Bexley £	Havering £	Newham £	Total £
Closing Balance as at 31st March 2019	(63,112)	(867,880)	(995,042)	(1,926,034)
Potential use of reserves in 19/20				-
<u>Drawn down</u>				-
Bolstering Legal Support*			362,000	362,000
Bolstering Finance Support* <u>Projected</u>			166,000	166,000
Bolstering H&S Funding*			142,000	142,000
Income system		50,000	50,000	100,000
Power BI	5,000	25,000	25,000	55,000
Forecast Closing Balance as at 31st March 2020	(58,112)	(792,880)	(250,042)	(1,101,034)
Offsetting 19/20 overspend	71,000	138,000	223,000	432,000
Forecast Closing Balance as at 31st March 2020 post cost share	12,888	(654,880)	(27,042)	(669,034)

It can be seen that as it currently stands the reserve will not be able to meet the projected year end variance in all cases. However, it is hoped that the forecasted position will improve between now and year end if the mitigating actions cited are successful. Furthermore, the transfers under the heading 'Projected' are yet to be carried out and so may not happen in all cases. Those with the * after them represent items where Newham has chosen to draw down from its oneSource reserve to meet the cost of items which have since been built into the 20/21 based budget (and into Havering's 19/20 base budget).

IMPLICATIONS AND RISKS

Financial implications and risks:

The financial position of oneSource Shared has a direct bearing on the financial position of Havering, Bexley and Newham Councils with any variances being shared as set out in the Joint Committee agreement.

The financial positions of non-shared services affect the relevant Council only.

Any use of carried forward underspends must be agreed with the relevant partner Councils, in consideration of their respective financial positions and priorities.

Robust financial management processes are in place across oneSource and the financial position as at period 5 2019/20 is set out in the body of the report.

Legal implications and risks:

There are no immediate legal implications arising from this report.

Human Resources implications and risks:

There are no significant HR implications and risks associated with this report.

Equalities implications and risks:

There are no significant Equalities implications and risks associated with this report.

BACKGROUND PAPERS

None

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ONESOURCE JOINT COMMITTEE

18 October 2019

Subject heading:

oneSource Improvement Action Plan
Q2 progress update

Report author and contact details:

Simon Pollock, Executive Director,
oneSource

Financial summary:

Not applicable

SUMMARY

The oneSource Improvement Action Plan was presented and agreed at the last Joint Committee in July. The Improvement Action Plan specified that progress will be reported to the Joint Committee and partner Councils on a quarterly basis. The first quarter update was presented at the 12th July Joint Committee. This report presents to the Committee progress with the Improvement Plan for the second quarter: July – September 2019.

RECOMMENDATIONS

1. To note the oneSource Improvement Plan Action Plan Q2 progress update attached at Appendix 1.

REPORT DETAIL

1. Background

- 1.1 Following the 2018 election, the partner Councils developed a new direction for oneSource with the focus on the provision of excellent services to the three partner Councils and continuous improvement in service delivery.

- 1.2 The oneSource Improvement Plan was developed in response to this, and in discussion with all three Councils, reflecting the improvements they wish to see in oneSource's services. The finalised Improvement Action Plan was presented and agreed at the Joint Committee in July 2019.
- 1.3 The Improvement Plan takes into account the discussions between the partner Councils, and reflects the views of the partners in identifying and addressing the areas for improvement, the Corporate Plans and / or priorities of all three partner Councils and will support the delivery of these.

2. Improvement Action Plan progress (July – September 2019)

- 2.1 In agreeing the Improvement Plan, the Joint Committee stressed that delivery of the Plan was key and that regular reporting was expected at both the Joint Committee meetings and to the partner Councils via the s151 officers.
- 2.2 An update on the delivery of the Improvement Plan is reported to the Joint Committee each quarter.
- 2.3 Progress with the Improvement Action Plan for the period of July – September 2019 is now attached at Appendix 1.

Legal implications and risks: Not applicable

Financial Implications and risks: Not applicable

HR Implications and risks: Not applicable

Appendices:

1. oneSource Improvement Action Plan progress (July – September 2019)

Background Papers: None

oneSource Improvement Plan Monitoring
Quarter 2: July - September 2019

Progress is behind schedule
Progress is within acceptable variance
Progress is on track

R

A

G

Services	Actions	Status
1. All Services Lead: Executive Director, Head of Business Development		
Actions are progressing well, and are on track to be delivered	9	69% <div>G</div>
A comprehensive review of the Shared Service has been initiated and the outcomes of this review will impact on the timetable and delivery of some of the actions identified.	4	31% <div>A</div>
N/A	0	0% <div>R</div>
	13	
3. Finance and Procurement Lead: Director of Finance and Procurement		
Actions are progressing well, and are on track to be delivered	3	38% <div>G</div>
Procurement review / restructure is progressing according the agreed revised timetable. Action plan for delivery of the new finance structure in progress. Increased focus on LBB Improvement Plan and its delivery. Additional resource for Budget Management and Financial Control process improvement review.	5	63% <div>A</div>
N/A	0	0% <div>R</div>
	8	
5. ICT Lead: Director of ICT		
Actions are progressing well, and are on track to be delivered	8	89% <div>G</div>
ICT restructure now commencing on a revised timetable.	1	11% <div>A</div>
N/A	0	0% <div>R</div>
	9	

Services	Actions	Status
1. Asset Management Lead: Director of Aset Management		
Actions are progressing well, and are on track to be delivered	5	71% <div>G</div>
Draft Asset Management now due to be presented to Cabinet in December.	1	14% <div>A</div>
Recent recruitment campaign largely unsuccessful necessitating an urgent and ongoing review of options going forward.	1	14% <div>R</div>
	7	
4 Human Resources & Organisational Development Lead:Director of Human Resources & Organisational Development		
Actions are progressing well, and are on track to be delivered	6	75% <div>G</div>
Revised timetable for LBN People Strategy under discussion. New approach to review of policy and procedures being developed.	2	25% <div>A</div>
N/A	0	0% <div>R</div>
	8	

ALL SERVICES IMPROVEMENT PLAN UPDATE
2nd Quarter July - September 2019

Lead: Executive Director oneSource, Head of Business Development

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP01	ALL	Approval of Improvement Plan by partner Councils and Joint Committee 1. Alignment to partners' corporate priorities identified by Joint Committee, and aligned to corporate plan priorities. 2. Performance Monitoring framework agreed.	1. Partner Council priorities embedded in oneSource strategy and operational priorities and delivery. 2. Improved delivery of Council priorities and measures of oneSource performance.	JC Meeting 5th April 2019 - approval of first draft 12th July 2019 to finalise	G	1. The final version of the Improvement Plan was presented and agreed at JC on 12th July. 2. The first quarter progress report was also presented and discussed at JC on 12th July. 3. A performance management and quality assurance approach was presented to JC on 12th July.	1. To continue to implement the Improvement Plan, with regular reporting to Partner Councils via JC and s151/Commissioning meetings. 2. To continue to report the Improvement Plan to Joint Committee on a quarterly basis.
IP02	ALL	Approval of Service Plan by partner Councils and Joint Committee: 1. Service Plan by service. 2. Performance Measures agreed. 3. Agreed resources for each plan.	1. Partner council priorities embedded in Service Plan by service 2. Planned and agreed resourcing for oneSource to deliver partner council priorities. 3. All services exercise commercial discipline in how partner councils' money is spent, the costs of delivering services, to improve efficiency and value for money for the partner councils.	31st May 2019 (but delivery starts from 1 April)	G	1. Service plans for 2019/20 completed. 2. Performance measures are identified for all service plans, and reported on a quarterly basis. Q1 Performance was reported to the S151/Commissioning meeting on 24th September and is presented to the JC on 18th October. 3. Directors, via service plans and programme/project plans, plan resources for delivery flagging up any issues/areas of growth via s151 Officers.	1. Performance measures are reported quarterly. 2. Service Planning for 2020/21 will commence in Q3/4.
IP3	ALL	Confirmation of Value for Money through demonstration of: 1. how partner councils' money is spent, income generated, and the costs of delivering services. 2. Provision of clear service offer and standards by service.	Partner councils will be provided with assurance of value for money through clear and transparent service offer, standards, costs and income generation by service.	1st September 2019	A	A comprehensive review of the Shared Service has been initiated by Executive Director, with the aim of providing a better understanding of how the oneSource partnership meets the strategic and future needs of its partners. This review will include: - A business operating model: aligning with partner borough's ambitions and strategic needs, the oneSource Strategy, and savings plans. - Shared Services offer - a clear shared service offer, informed by partner councils requirements, the savings plan, and the operating model will ensure that the right service is being provided.	1. Complete Shared Service Review 2. Develop implementation plans and timetable for review recommendations 3. Complete Impact assessment and modelling of additional savings targets for oneSource, as part of MTFS process
IP04	ALL	Develop oneSource Commercial Protocol, outlining the principles behind the acquisition of additional income streams, allowing for the exploration of commercial opportunities, but only if they do not impact on the delivery to partner councils.	oneSource Commercial Protocol will provide assurance to partner councils that service standards will be prioritised for partners, whilst also maintaining current successful external customer base, and leaving open the option of exploring other income-generating opportunities.	1st July 2019	G	The Commercial Protocol was presented and agreed at JC on 12th July	The Commercial Protocol is now in effect, and governs the process for oneSource Managers when considering income opportunities.
IP05	ALL	Agreed presence and involvement of oneSource in key bodies, boards and across partner Councils and Joint Committee. Qualitative performance measures introduced for senior managers and members of oneSource input.	1. Strategic visibility, performance management, and resource planning are improved through professional input at strategic level. 2. Improved decision making and planning for partner boroughs.	30th April 2019 and ongoing	G	oneSource representation is in place on identified key boards and project teams with ongoing work to develop a register of bodies and boards across partner Councils which require oneSource representation.	1. Complete and monitor register of bodies and boards across partner Councils which require oneSource representation. 2. Develop a Forward Planning and reporting Schedule / Forward Planning protocol for OMT, aligned with partner boroughs.

ALL SERVICES IMPROVEMENT PLAN UPDATE 2nd Quarter July - September 2019							
Lead: Executive Director oneSource, Head of Business Development							
IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP06	ALL	Ensure oneSource services are embedded within the key decision and policy making mechanisms within each Partner Council as required including membership of projects, programmes and also "ad hoc" availability and support to corporate management and members.	Improved satisfaction from partner councils of strategic input, i.e. oneSource services are embedded within key decision and policy making within each Partner Council as required including membership of projects, programmes and also "ad hoc" availability and support.	30th April 2019 (and ongoing)	G	The comprehensive review of the Shared Service which has been initiated by Executive Director with the aim of providing a better understanding of how the oneSource partnership meets the strategic and future needs of its partners, will also cover how oneSource can improve its strategic input to the Partner Councils. Alongside this, work is also ongoing to ensure that oneSource is inputting appropriately on key programmes, projects and boards across the partner Councils (see IP5 and IP7).	1. Complete Shared Service Review 2. Develop implementation plans and timetable for review recommendations 3. Complete and monitor register of bodies and boards across partner Councils which require oneSource representation.
IP07	ALL	Confirm roles of oneSource on all transformation projects and programmes etc. Identify and map support and involvement required. Establish programme management arrangements to ensure effective support. Agree resource and performance management requirements	1. Proactive and effective support to Transformation programmes. 2. Improved and timely delivery of transformation programmes for partner councils. 3. oneSource is actively involved in programmes and projects and borough priorities, enabling strategic fit, and effective resource-planning with relevant LA to deliver these. 4. Programme and Projects Register aligning oneSource strategic resources to partner Councils according to priorities.	to be agreed with partner boroughs	G	1. Meetings completed with Transformation Programmes and PMOs, and corporate planning and teams to confirm programmes and projects that require or will require oneSource support or lead. 2. oneSource representation in place on identified key boards and project teams 3. Programmes and Projects register developing, incorporating programmes and projects identified corporate planning and service planning processes	Continue to develop programmes and projects register, with detail of key milestones, key dates, and resource requirements
IP08	ALL	Establish Continuous Improvement approach and prioritised improvements schedule, aligned with borough approaches, & process automation and digitalisation (Oracle Cloud, digital programmes).	1. Effective CI approach, that optimises continuous improvement across partner boroughs. 2. Prioritised improvements for oneSource.	Establish Continuous Improvement approach - 1st September 2019 Prioritised improvements schedule - 1st September 2019	A	A comprehensive review of the Shared Service has been initiated by Executive Director, with the aim of providing a better understanding of how the oneSource partnership meets the strategic and future needs of its partners. The review will propose options and recommendations for the future shared services, that align with the partner boroughs strategic ambitions and needs, recognising the budget constraints/ challenges, and that evolves the partnership. The outcomes of this review will inform the continuous improvement approach going forward with a future timetable to be developed based on review recommendations.	1. Shared service review to be completed. 2. Review to be shared and discussed with JC and partner councils. 3. Following on from review an new CI approach and timetable for oneSource to be developed.
IP09	ALL	Establish programme and project management approach and function to coordinate reporting and governance of programme and projects, and service plans, across oneSource, and delivered by oneSource for boroughs.	Effective oneSource PPM framework and function is in place, to enable robust programme and projects management, service plan delivery, risk management, and resource planning, aligned with borough reporting methods and systems.	PPM framework in place - 1st November 2019	A	1. Completed meetings with key stakeholders to discuss and obtain programme and project management approaches, methods and systems. 2. Ongoing work to develop programme and project management framework and function to coordinate reporting and governance of programmes and projects and service plans.	Continue to develop framework, recognising the requirement to incorporate the shared service review outcomes.

ALL SERVICES IMPROVEMENT PLAN UPDATE 2nd Quarter July - September 2019							
Lead: Executive Director oneSource, Head of Business Development							
IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP10	ALL	Establish performance monitoring regime with partner Councils (fit for purposes of each Council), and Joint Committee.	1. Create a systematic approach to performance management organisation. 2. Ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM. 3. Support services in identifying, planning and reviewing performance indicators 4. Provide assurance on how performance is measured and reported.	Performance framework in place -1st September 2019	G	Performance Management framework developed and indicators for each service established and identified within Service Plans. Performance Indicators and Improvement Plan outcomes reported to Partner Councils on a quarterly basis.	Continued implementation of performance monitoring and reporting process.
IP11	ALL	Design, implement and report on range of methods of measuring qualitative satisfaction with performance for oneSource and individual services and transactions/support. Satisfaction Survey designed and implemented Regular reporting of satisfaction as part of monitoring. Lessons learned incorporated into service planning and performance.	1. Create 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. 2. Enhance culture of learning and continuous improvement. 3. Provide assurance on how quality of performance is measured and reported.	Customer Satisfaction Survey designed and implemented. Regular reporting of satisfaction - September 2019	A	Review of current customer satisfaction process and objectives undertaken. Report presented to OMT with options for establishing an effective and meaningful process for assessing satisfaction, and incorporation of feedback.	1. Two tier approach to measuring customer satisfaction via a mix of service measures and an annual customer satisfaction survey. 2. New customer satisfaction survey to be designed and put into the field in the autumn/winter.
IP12	ALL	Rebrand oneSource to reflect the focus on delivery to partner Councils and embedding within Councils: - Internal branding audit - Internal branding approach and plan - Internal branding updated - External branding and marketing approach updated.	1. oneSource is rebranded to reflect the focus on delivery across partner Councils, and externally. 2. OneSource services are successfully embedded within Councils.	Internal branding approach agreed - 5th April 2019 Internal branding implementation plan agreed - 17th May 2019 External branding and marketing approach updated - 1st September	G	Internal and external branding approach and plan developed and presented to JC on 12th July	Continued implementation and monitoring of agreed changes to the internal and external branding approaches
IP13	ALL	Development and approval of internal communications strategy and plan, agreed by partner Councils and Joint Committee.	1. Embed new priorities, culture and identity within all oneSource services 2. Embed positive culture celebrating success and improvement 3. Provide a means of communicating partner council priorities and messaging to oneSource staff to improve integration of priorities and working.	Internal communications strategy and plan agreed - 26th July 2019	G	Internal communications strategy and plan developed and presented to JC on 12th July	1. Continued roll out of updated strategy. 2. Evaluate strategy via staff survey after a period of imbedding.

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE 2nd Quarter July - September 2019							
Lead: Director, Asset Management							
IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP22	LBH/LBN	Implement Property Services Restructure, with new Strategic Asset Management, Commercial Estate Management, and Digital and Data Functions. Consultation report completed. Recruitment campaign completed. Property restructure completed.	Improved outcomes from Property delivery model and restructure in place. Improved satisfaction from key partners. Clear roles and responsibilities agreed and understood for role of AM and partner council services.	Consultation closure report issued 1st March 2019. Recruitment campaign to launch 1st April 2019.	R	All vacant posts within Property Services have been advertised throughout July/August. Candidates have been shortlisted and most interviews have now been concluded. Regrettably the volume and quality of applications has generally been poor resulting in only 1 relatively junior appointment out of 16 posts. The Head of Property Services role was offered to a suitable candidate who subsequently declined based on salary level.	Re-advertising is considered unlikely to result in a more positive outcome within the same 'pool' of potential applicants. Job descriptions and evaluations are to be urgently reviewed prior to re-advertising, backed up exposure professional journals and relevant social media i.e.LinkedIn.
IP23	LBH	Develop and implement Asset Management Strategy and Plans for LBH, capturing lessons learnt, improvement plans, with both macro and micro action plans. Monitored through monitoring through bi-annual Corporate Asset Management Board, and routine updates to SLT/CMT.	Improved asset management in Havering and outcomes from the use of its buildings and supporting corporate priorities.	Asset Management Strategy and plans to be approved - August 2019.	A	The Draft Asset Management Strategy went to SLT on 19th May who delegated sign off to Places Steering Group. There has been some subsequent slippage but the document is now being refined in conjunction with CIPFA and is scheduled to be presented to the December 2019 Cabinet meeting subsequent to prior consideration by SLT and Places Theme Board.	Consideration at November 19 Places Theme Board prior to December Cabinet
IP24	LBN	Develop and implement Asset Management Strategy and Plans for LBN, capturing lessons learnt, improvement plans, with both macro and micro action plans. Monitored through monitoring through bi-annual Corporate Asset Management Board, and routine updates to SLT/CMT.	Improved asset management in Newham and outcomes from the use of its buildings and supporting corporate priorities. Support to the delivery of the Housing Delivery Plan, SWW and other corporate programmes. Eradication of poor past practices and management.	Asset Management Strategy and plans to be approved - September 2019.	G	The updated Asset Management Strategy was agreed by CMT on 24/9 and is due to be submitted to Cabinet on 5th November 2019	The detailed Action Plan sitting beneath the Strategy is being refined in liasion with directorate stakeholders in advance of submitting to February 2020 Cabinet to coincide with the budget setting process
IP25	LBH/LBN	Develop and implement Health and Safety Improvement Plan. Meeting performance indicators and demonstrable improvement in corporate compliance with statutory and policy requirements. Monitoring through Corporate Health & Safety Board, and through routine updates to CMT/SLT.	1. Statutory compliance and improved management of risk. 2. Safer places of work and systems of work for staff, visitors and users of buildings and council services. 3. Contribution to reduced absence and improved morale of workforce from improving work places and reducing accidents at work / managing risk (n.b. difficult to measure).	H&S improvement plans within Asset Management Strategy and plans - to be approved - June 2019.	G	The Health and Safety Improvement Plans are progressing. LBH had a compliance update at the July Theme Board and LBN updates was submitted to Corporate H&S Mgt Board . Progress has been made e.g. The new Accident Reporting form has been implemented. The Contact Us Portal is in place that helps to streamline access to services, Terms of Reference for CHSMB have been refined and agreed, training matrix has been refined and agreed.	Outstanding compliance inspections to be closed out within current year - any subsequent remedial works to be prioritised and higher priority works closed out within current financial year..
IP26	LBH/LBN	FM Improvement Plan is developed and implemented. LBN Cleaning Survey and action plan implemented. LBN Catering Survey and action plan implemented. Monitoring through Corporate Assets and Health and Safety Board.	Improved satisfaction with services and meeting performance indicators Improved places to work and visit for staff and others. Reduction in service failings / incidents requiring repairs and maintenance Improved vfm and efficiency.	FM improvement plans within Asset Management Strategy and plans - to be approved - June 2019. LBN Catering Survey and action plan - June 2019. LBN Cleaning survey and action plan - June 2019.	G	The Corporate Landlord SLA has been refined and a Corporate Compliance Guide issued. Several FM contracts are in the process of being repocured including building security, building compliance and maintenance services. Newham Cabinet are due to receive a procurement options report onthe Retreat catering contract in November 2019. Options for the Havering building cleaning service are due to be presented to SLT in December.	Recommendations for FM contract awards to be presented in early 2020. Corporate Landlord updates to be presented to SLT/CMT respectively in early 2020.

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE
2nd Quarter July - September 2019

Lead: Director, Asset Management							
IP27	LBH	Delivery of key projects and transactions to support corporate programmes in LBH: 1 Romford Market Transformation Plan (short and medium term proposals). 2 One Public Estate accommodation brief. 3 Town Hall Redevelopment - Town Hall site concept and feasibility complete. 4. New Town Hall site identified. 5. Enabling through land/property: housing delivery (housing, Mercury, RDV, Regeneration). 6. Supporting the Communities Portfolio Review, Schools delivery, Smart Working and non-residential capital project delivery.	Delivery of LBH corporate priorities through delivery of programmes and projects on time and to professional standard. Improved use of assets and vfm from assets. High satisfaction with AM services and contribution to projects.	1 Romford Market Plan - June 2019. 2 One Public Estate joint accommodation brief - target September 2019. 3 Town Hall Redevelopment. 1st stage Project Manager - June 2019; Consultants commission - September 2019. Concept and feasibility work complete - March 2020. 4 New Town Hall site. In-house Site search - June 2019, if an external commission is needed - March 2020.	G	Programme for the Town Hall/OPE and Romford Market Transformation Plan are being reset to align to adoption of the emerging Romford Masterplan, due to be considered by SPC by the end of 2019. Procurement of technical advisers has been initiated but award will not be confirmed until Masterplan has been adopted to provide a design 'framework'. Town Hall alternative site search has not been concluded although informal discussions on some options are taking place. Schools expansion programme is on track and future phase was agreed at September Cabinet. Smart Working proposals were also agreed at September Cabinet.	Progress projects, and monitor through project working groups/Theme boards. Smart Working 'Place' proposals to be agreed with SLT in advance of works commencing in Feb 2020.
IP28	LBN	Delivery of key projects and transaction to support corporate programmes in LBN: 1 Housing Delivery Plan. 2 Communities portfolio review. 3 Smart working. 4 Capital and schools New build, Refurb and Improvement. Monitored through project boards, and corporate delivery board.	Delivery of Mayor's priorities through delivery of programmes and projects on time and professional standard. Contribution to increase of social housing in the borough through the HDP. Improved use of assets and vfm from assets. High satisfaction with AM services and contribution to projects.	1 Housing Delivery Plan. Transfer of seven sites and grant draw down - March 2019. Acquisition/lease surrender of two sites March 2019. Appointment of 2 people to work with Regen - April 2019 . Housing Delivery Assets Working Group set up - April 2019. Prepare transfer of c.40 sites - into 2020. 2 Communities portfolio review. Asset targets to be ascertained. 3 Smart working. Places Board set up for 2019/20 – working group. Accommodation Plan finalised by June 2019. Delivery of the Accommodation Plan CMT and Cabinet papers - September 2019. FM revisions to service contracts as budgets approved. Recruitment of staff in Projects and Programmes 2 people and 1 person in Strategic Assets- June 2019. 4 Capital and schools New build, Refurb and Improvement performance in line with Capital Spend Programme.	G	1. Housing Delivery Plan progressing well for 2019 and in progress for 2020 2. Community Portfolio review - targets are to be ascertained depending on working groups with members. .3. Smart Working: Co-Chair Place Board; Accommodation Plan (Moves Plan) agreed by: Tranche 1 July 2019; Tranche 2 October 2019; Tranche 3 December 2019; Tranches 4-6 indicative agreement by March 2020. 4. Capital Schemes (schools and non-schools): Project development and delivery in line with MTFS funding and VERTO timelines, including Cabinet and/or all other necessary approvals.	Progress the delivery of projects and programmes. Monitor through project working groups/boards, and corporate delivery board.

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE							
2nd Quarter July - September 2019							
Lead: Director of Finance and Procurement							
IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP14	LBH/LBN	Review procurement function and deliver new structure recruiting to any new posts on a permanent basis. Clear communication and awareness of new roles and service on ongoing basis, and across multiple media. Revised rules and procedures focussed on reduced process, speed, value for money and innovation.	1. Fit for purpose procurement function providing proactive professional service meeting partner boroughs priorities and Improvement Plan Principles. 2. Lean procurement processes maximising use of technology and simpler user experience. 3. Improved procurement outcomes for partner boroughs including innovation, savings and horizon scanning for opportunities.	1st September 2019	A	The interim Head of Procurement has been assessing the current operating processes & practices across both authorities as well as the Procurements teams ability to take the function forward. Several options have now been presented to the S151's for consideration regarding the future Operating model. The model which operates within existing budgets but draws a clear line on procurement involvement in activity has been approved. The new operating model will be clearer on both accountabilities & responsibilities. Much work is need to establish this model and the remainder of this financial year will be a transition period to move to the new way of operating.	Start recruitment of permanent team including the Head role, design a training & support program for the Customer, re-organise the existing team, new systems such as Fusion are turned on, fully utilised & complied with etc.. and continue to support the existing saving agendas that both authorities have. The revised target go live date is prediced to be Spring 2020.
IP15	ALL	Deliver new Finance structure: 1. Agreed structure meeting partner borough needs. 2. Deliver new Finance structure recruiting to any new posts on a permanent basis.	1. New Finance delivery model and restructure in place (with interim arrangement sooner as required). 2. Clear roles and responsibilities supporting s.151 and corporate management. 3. fit for purpose finance providing proactive. professional service meeting partner boroughs priorities and Improvement Plan Principles.	Head of Finance Restructure 1st June 2019 Rest of Finance 30th September 2019 General improvement ongoing 1st April 2020	A	An interim Director of Finance started in July 2019 The establishment of the Deputy 151 roles has been separated from the review of the Heads of finance role and an internal recruitment process has begun for the roles at Havering and Newham. It has been decided not to progress the recruitment of the role at Bexley at this stage. The Head of Financial Strategy and lead Bexley officer will be leaving in November and internal applicants have been requested to submit expressions of interest. It is hoped that interviews will take place week beginning 14th October for all three posts.	Having addressed the issue of the Deputy S151 that has previously compromised the capacity of officers trying to lead financial excellence, the next stage will be to ensure that the senior structure is able to drive up standards and expectations of behaviour that will deliver (see IP18). The current span of control of total line management responsibilities ranges from 7 to 53 and needs realignment to the business needs of the authorities that allow all areas to be developed further. 37% of posts are currently occupied by non-permanent staff. Starting at the top and cascading through the structure, these posts will be offered as development opportunities for permanent members of staff for periods of up to 12 months prior to permanent recruitment to give these members of staff the opportunity to acquire the skills to be successful. This in turn would create opportunities lower in the structure for others or lower-cost interim staff. Any posts where it has not been possible to recruit to will then go outside for permanent recruitment as part of a specific campaign that builds on the strengths of the three authorities working in partnership and offering the chance of continuing professional development as a recruitment tool.
IP16	LBB	To review and update progress the specific LBB Finance improvement plan put into place in summer 2018.	LBB Improvement plan implemented. Monthly review meetings: LBB Director of Finance and Corporate Resources, Director of Finance (oneSource), Head of Business Partnering (oneSource). Improved financial support to LBB.	1st April 2020	A	Performance management issues have been concluded allowing progress to be made going forward.	Recruitment to vacant senior posts; Senior officers to spend more time in Bexley supporting managers and staff and focussing on shared learning experiences across the three authorities to drive up practice, performance and behaviours.

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE
2nd Quarter July - September 2019

Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP17	ALL	Develop Financial Systems Strategies for LBB, LBH, and LBN. Implementation plan with schedule of improvements.	Financial Systems Strategies align with partners' priorities. Improved delivery of Financial Systems.	Havering completed 1st March 2019 Newham to be completed 15th April 2019 Bexley to be completed 15th May 2019	G	Financial Systems Strategies for LBH and LBN were presented in February 2019 and signed off. This enabled the progression of the Oracle Fusion programme. An options paper was presented to Bexley Council and is currently being assessed by the Section 151.	Financial Systems Strategy has supported the delivery of Fusion. The Fusion programme will deliver the base platform with further automation and integration with other systems post go live but any further investment will be subject to the usual business cases process.
IP18	ALL	Finance Transformation program-Improved budget management and financial control: 1. Review and improve budget management process and support. 2. Review and improve financial control procedures and processes. 3. Implementation plan. 4. Delivery of implementation plan.	Improved finance support to all Council departments, corporate management and members.	Work in progress 1st April 2020	A	A targeted recruitment campaign has been launched to recruit to all vacancies and to replace interims. It is proposed that 2 senior management and financial accountants are bought in to review our key processes and as part of that work will also work with the Section 151s to understand the service offer. Oracle Fusion implementation will facilitate new Ways of Working and transparent information for Finance and other services.	Agreed resources will be recruited to undertake the following functions: Development of a Finance Academy to move the organisation to a model of continuing professional development for all staff. This will comprise of a number of different elements including external training programme for aspiring Finance Leaders to be targeted at senior officer who are recently qualified; speciality courses to support areas such as Commercial Investment and Regeneration; technical skills; training courses for service managers and members. A number of training opportunities will be provided by commercial organisations and will include sites of Best Practice, including Microsoft. An additional resource will be brought in to oversee the implementation of a new closing programme aimed at producing the statement of accounts earlier than previously to mitigate against delays in the audit programme that compromised the completion of the 2018/19 accounts. This is an extremely ambitious piece of work, only 12 London Boroughs completed their accounts by 31st July 2019. The success of the new programme will require the support of external auditors, support from all senior leaders in the council and the identification of the need to prioritise the closing of accounts across all services.
IP19	LBB	Lead the implementation of Oracle Cloud (LBB) (IF AGREED).	Oracle Cloud successfully implemented (IF AGREED). Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies.	Bexley delivery September 2020	A	Business Case for Oracle was presented to the Section 151 / Finance Director in April 2019, providing options and justification of investment. The decision on progressing Oracle Fusion is currently with Bexley Council. An updated business case will be presented on the 10/10, materially this will not have changed.	Dependent upon Bexley Council's decision and therefore awaiting decision.

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE							
2nd Quarter July - September 2019							
Lead: Director of Finance and Procurement							
IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP20	LBH	Lead the implementation of Oracle Cloud (LBH).	Oracle Cloud successfully implemented. Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies	Havering delivery June 2020 Finance Modules September 2020 Payroll	G	Joint plan to deliver the system for both LBH/LBN now signed off - Programme completed first round of design, completed its first data load, change management approach established and signed off by Exec.Sponsor & the project team is established and working through the project cycle.	The next quarters work is : Complete the design process, further data loads, more engagement with the end users to enable support of UAT and roll-out, close any gaps that come out of design - The programme is on track to deliver June 2020
IP21	LBN	Lead the implementation of Oracle Cloud (LBN).	Oracle Cloud successfully implemented. Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies.	Newham delivery June 2020 Finance Modules September 2020 Payroll	G	Joint plan to deliver the system for both LBN/LBH now signed off - Programme completed first round of design, completed its first data load, change management approach is under discussion & the project team is established and working through the project cycle.	The next quarters work is : Complete the design process, further data loads, more engagement with the end users to enable support of UAT and roll-out, close any gaps that come out of design - The programme is on track to deliver June 2020

HROD IMPROVEMENT PLAN UPDATE 2nd Quarter July - September 2019

Lead: Director of HROD

IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP29	LBH/LBN	Review and revise HROD operating model 1. Recruit Director of HROD. 2. Review of HROD. 3. Revised HROD Operating Model, roles and responsibilities.	High quality HR service delivering proactive support to corporate priorities at strategic and operational level. High quality OD service delivering proactive support to corporate priorities and change programmes. Sharing experience and expertise gained across the shared service for the benefit of all partners. Demonstrable improvement in satisfaction and performance in HROD.	1. August 2019 2. Jan-March 2020 3. July 2020	G	1. Director of HR&OD appointed and in post. 2. Review of HR&OD underway. 3. Development of new vision, operating model and organisational structure to follow - expected well in advance of July 2020.	Complete review and commence development of vision and operating model.
IP30	LBN	Develop People Strategy and action plans for LBN. This will be underpinned by four themes: Leadership; Culture, Values and Ways of Working; Performance and Development; and Resourcing People Strategy and action plans - with clear actions, timescales and measures of success - are approved, and implemented. The key themes and actions will harness the talent and commitment of staff to realise LBN ambitions, putting people at the heart of everything we do; create an inclusive working environment; attracting, retaining and developing staff in line with the agreed values and behaviours. The People Strategy will be underpinned by a detailed action plan which sets out clear actions, timescales and measures of success.	People Strategy that delivers support to the Council against four themes: Leadership; Culture, Values and Ways of Working; Performance and Development; and Resourcing. Contribution to improved culture and staff satisfaction and views on key areas for improvement Improved satisfaction with HROD service input and quality.	People Strategy to CMT by 30th September 2019 Implementation will be ongoing from October 2019 onwards.	A	New values and behaviours have been co-designed with staff and will be launched in October 2019. These will provide the strategic context for developing a new people strategy for Newham.	Now the new Director of HR&OD is in post, a revised approach and timescales for developing a people strategy will be discussed and agreed with the Mayor and Chief Executive of Newham.
IP31	LBH	Develop a People Strategy for LBH.	People Strategy that supports the People & Change project.	People Strategy to SLT by October 2019. Implementation will be ongoing over a period of two years.	G	Strategy developed and on-track for presentation to November Cabinet.	Present strategy to November Cabinet.
IP32	LBN	HROD to continue support of the Culture Change Programme in LBN.	Delivery of LBN Cultural Change Programme on time and satisfaction with quality of contribution.	This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with CMT by 31st August 2019.	G	New values and behaviours have been co-designed with staff and will be launched in October 2019.	New culture change board to be established, chaired by the Director of HR&OD, to oversee the design and delivery of a comprehensive culture change programme.
IP33	LBH	HROD To support the Culture Change Programme in LBH.	Delivery of LBH Cultural Change Programme on time and satisfaction with quality of contribution.	This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with SLT by 31st October 2019.	G	Specific priorities and interventions for culture change have been incorporated into the people strategy. Following Cabinet adoption of the strategy, expected in November 2019, a comprehensive programme of delivery will begin.	Present strategy to November Cabinet.

HROD IMPROVEMENT PLAN UPDATE 2nd Quarter July - September 2019							
Lead: Director of HROD							
IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP34	LBH/LBN	Develop Organisational Development strategy and plan for LBH/LBN Incorporated within People Strategy - LBN. To confirm requirements for LBH.	Successful delivery of OD strategy and Plan for both boroughs Satisfaction with the contribution of HROD in respect of input and quality.	LBN: alignment with People Strategy - by 30th September 2019 LBH: To be agreed - to align with the Transformation Programme.	G	The organisational development strategy for Havering is incorporated into the people strategy and will therefore be presented to Havering's Cabinet in November. The organisational development strategy for Newham will be incorporated into the people strategy as it is developed.	
IP35	LBH/LBN	Develop Talent Development Programme. This is incorporated within People Strategy - LBN. To confirm requirements for LBH.	Implemented Talent development programme. Improved staff/management feedback on inclusivity and opportunities within both boroughs. Demonstrable improvements in management skills (NB difficult to measure).	Approach agreed: LBN by 30th September 2019 and LBH by 31st October 2019. Implementation October/November 2019 respectively - and ongoing.	G	Proposals for a new Talent Hub and Talent Development programme have been developed, with a focus on maximising the use of the apprenticeship levy to upskill and develop staff. Additional resources will be required to support delivery. LBH: Resource requirement to be considered when the people strategy is presented to November Cabinet. LBN: Resource requirement to be considered as part of budget-setting process.	Formal decision on proposal and resourcing.
IP36	LBH/LBN	Review of all HR (people management) policies, procedures, toolkits. To be digital by default.	HR (people management) policies, procedures, and toolkits to provide clear, simple, accessible. information for all managers and employees All forms and policies to be digital by default.	2021.This is a two year programme, prioritised into 5 phases of development.	A	Existing policies, procedures and toolkits identified and mapped.	Develop a new approach to policy and procedures, and commence implementation of review programme.

ICT IMPROVEMENT PLAN UPDATE 1st Quarter April - Jun 2019							
Lead: Director of ICT							
IP Ref	Partner	Delivery Objectives	Outcome	Status	Target Date	Progress Comments	Next Steps
IP37	LBH/LBN	Restructure ICT, incorporating North Highland recommendations, and working with service review (LBH).	Alignment of ICT service to corporate priorities. Identification of efficiencies and savings across both boroughs. improved partner council satisfaction with ICT (at senior and user level). Delivery of innovative solutions to support all Corporate priorities.	A	indicative date of August, tbc with Executive Director.	Havering PwC review has concluded. The review result has not highlighted any implications on restructure. The review suggests restructure should be carried out as planned.	Restructure of the service to commence. Initial draft of the Change report shared with HR.
IP38	LBH	Approval of Digital and ICT Strategies and road maps by LBH: <ul style="list-style-type: none"> Digital and ICT strategy and road maps action plans Implement Infrastructure roadmap to upgrade infrastructure. Implement Business Systems Strategy and Roadmap - CRM, Oracle, Liquid Logic, Revs & Bens, Open Housing Phase 2. Implement Security and Risk Management Strategy to strengthen information governance and security. Implement Smarter ways of working. Upgrade Havering PCs. Improve digital offer, and borough-wide connectivity Confirm Resources for projects, including Oracle, CRM, Robotics. 	Clear and approved plans for ICT Strategy with approved budgets. Improved ICT systems and devices for LBH and its staff. Facilitation of the delivery of SWW and savings. Innovative solutions through use of improved ICT and shared knowledge, experience and expertise. Improved satisfaction with ICT services at corporate and user level. Full review of ICT budgets and charging to identify efficiencies and improve transparency.	G	Digital and ICT Strategies and road maps due to be signed off - June 2019 Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans.	Strategy signed off by Leader (May 2019) and by SLT, (Jan 2019) and ICT Board Project plan shared with SLT. Liquid Logic social care device roll out started. Security Strategy draft ready. Smarter Working project in progress SQL redesign project - procurement complete. Networks redesign decision report signed off.	Presentation to all Members Progress delivery of strategies and plans
IP39	LBN	Approval of Digital and ICT Strategies and road maps for LBN: <ul style="list-style-type: none"> Digital and ICT strategy and road maps Implement Infrastructure roadmap to upgrade infrastructure. Implement Business Systems Strategy and Roadmap - CRM, Oracle, RMS, IDOX, Mayrise and Northgate. Implement Security and Risk Management Strategy to strengthen information governance and security. Implement Smarter ways of working. Improve digital offer, and borough-wide connectivity. Replace and Develop Newham website. 	Clear and approved plans for ICT Strategy with approved budgets Improved ICT systems and devices for LBH and its staff Facilitation of the delivery of SWW and savings Innovative solutions through use of improved ICT and shared knowledge, experience and expertise. Improved satisfaction with ICT services at corporate and user level Full review of ICT budgets and charging to identify efficiencies and improve transparency	G	Digital and ICT Strategies and road maps due to be signed off - June 2019 Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans.	CMT signed off strategy April 2019; by Mayor June 2019. The strategy has been revised taking into account all the comments so far. A final draft has been agreed which is scheduled for December Cabinet.	Strategy to be taken to December cabinet.

ICT IMPROVEMENT PLAN UPDATE 1st Quarter April - Jun 2019							
Lead: Director of ICT							
IP Ref	Partner	Delivery Objectives	Outcome	Status	Target Date	Progress Comments	Next Steps
IP40	LBH/LBN	Support Implementation of Oracle Fusion for Havering and Newham (Implementation by Finance), in particular integration with the council's business systems: <ul style="list-style-type: none"> The system must be able to demonstrate improved performance relating to access and speed through improved network bandwidth. Alignment with the Business Systems Strategy and Corporate Architecture. 	Improved and efficient system that facilitates improved productivity. NB supports Primary Improvement in Finance.	G	Havering April 2020 Newham December 2020	Technical job descriptions defined; Technical Design Authority involved in all tech discussions. Technical resource has been appointed. - see Oracle Fusion progress in Finance section.	Work with the programme manager on delivery of the project.
IP41	LBN	Implement CRM for LBN. <ul style="list-style-type: none"> The current CRM is no fit for purpose and is financially unsustainable. The system will be replaced by the latest version of Dynamics 365 which will allow the councils to improve their current digital offer to their residents. 	Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience.	G	31st December 2020	Technical expert in place for CRM in LBN; business case signed off in March - LBN; project manager appointed,, bus analyst appointed. Website business case completed and signed off by CMT April and Cabinet in September- procurement underway, and BA appointed to do implementation.	Complete the procurement and award contracts.
IP42	LBH	Implement CRM for LBH <ul style="list-style-type: none"> The current CRM is no fit for purpose and is financially unsustainable. The system will be replaced by the latest version of Dynamics 365 which will allow the councils to improve their current digital offer to their residents. 	Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience.	G	31st December 2020	LBH have appointed a PM who is taking the business case forward. The busienss case has been signed off by SLT in principle.	Detailed business case to Theme Board for approval in October. The case to be submitted to cabinet for formal approval.
IP43	LBH	Improve borough wide connectivity for LBH: <ul style="list-style-type: none"> The draft connectivity strategy will go through the approval process for a sign off. The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. 	Define connectivity strategy and work with private sector to improve connectivity in the borough. Modern and improved channels for customer engagement delivering on the Smart Cities agenda.	G	31st December 2019	Concept case approved, project manager appointed . Proposal developed and signed off by SLT and Connections Theme Board. Meetings have taken place with 7-8 suppliers.	Go out to market by December 2019.
IP44	LBN	Improve borough wide connectivity for LBN: <ul style="list-style-type: none"> The draft connectivity strategy will go through the approval process for a sign off. The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. 	Define connectivity strategy and work with private sector to improve connectivity in the borough. Modern and improved channels for customer engagement delivering on the Smart Cities agenda.	G	31st December 2019	Currently, the borough is v well connected with its own dark fibre. Recent LGA connectivity shows connectivity in the borough being above national average. Conversations held at Smart Newham meeting with Mayor to further develop connectivity through alignment with Borough's regeneration plans. The borough is also one of the lead boroughs working with LOTI (London Office of Technology & Innovation).	Further discussion with Regeneration, Mayor and members. Plan is to agree a proposal for Newham by December.

ICT IMPROVEMENT PLAN UPDATE							
1st Quarter April - Jun 2019							
Lead: Director of ICT							
IP Ref	Partner	Delivery Objectives	Outcome	Status	Target Date	Progress Comments	Next Steps
IP45	LBH/LBN	<p>Implement Business Systems Strategy and Roadmap for LBH and LBN:</p> <ul style="list-style-type: none">The current business systems are often renewed at the time of the contract renewal and require strategic overview of the right digital solutions instead of renewal of the systems simply based on the contract renewals.The strategy has been defined and roadmap of 'As Is' status has been mapped. The business partners through closer engagement with the business will draft a 'To Be' roadmap which brings innovation to the way we deliver our services to the residents.	<p>Better engagement and planned business system replacement programme. Work with the service DMTs and SMTs to implement. Business systems that are fit for purpose for the future ways of working.</p>	G	31st December 2019	<p>Supporting business strategy agreed as part of ICT strategy.</p> <p>As Is business systems roadmap drafted.</p> <p>Comprehensive business systems register, and ICT contracts register created.</p> <p>Meetings with management teams across LBH and LBN n progress to develop To Be road maps.</p>	<p>To Be ' roadmaps to be concluded by December 2019.</p>



ONESOURCE JOINT COMMITTEE

18 October 2019

Subject heading:

oneSource Performance Indicators, Q1 report

Report author and contact details:

Liz Carswell, Head of Business Development

Financial summary:

Not applicable

SUMMARY

The list of oneSource Performance Indicators was provided as part of the 'Providing Quality Assurance and Performance Management of service delivery' report that was agreed at Joint Committee in July 2019. The Committee asked that the indicators be reported to the Joint Committee and partner Councils on a quarterly basis. This report presents to the Committee the Performance Indicators for the first quarter: April - June 2019.

RECOMMENDATIONS

1. To note the oneSource Performance Indicators Q1 report attached at Appendix 1.

REPORT DETAIL

1. Background

- 1.1. The Shared Service recognises the need to provide assurance that priorities and performance standards are being met, and services are aligned to each Council's strategic objectives. Performance reporting in oneSource is aligned to the 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.

- 1.2. 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. These indicators are reported to the Management Team and are provided quarterly to the Section 151 officers.

2. Performance Indicators

- 2.1. As part of our commitment to both transparency and good governance, and to align to the Councils' priorities, the Shared Service utilises a number of different mechanisms to establish good service delivery and quality assurance of which the Performance Indicators form one strand.



- 2.2. There are four key strategic performance indicators that were previously identified by the Joint Committee as the key priorities for the shared services and are reported on an annual basis.

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

2.3. Underpinning this are operational performance indicators that are specific to the service area. These performance indicators were agreed by Directors and the respective Councils from the Service Plans 2019-20.

2.4. There are 51 indicators for Newham, 60 indicators for Havering and 8 for Bexley. This is due to the provision of services that are only provided to a particular council, which are listed below:

- Passenger Transport (LBH only)
- Technical Services (LBH only)
- Projects and Programmes (LBN only)
- Council Tax and Benefits (LBH only)

2.5. Only parts of Strategic Finance and Exchequer and Transactional are provided to Bexley Council, therefore performance indicators are provided in relation to this.

2.6. Information on all indicators is provided but reported by exception, with the performance information focussing on:

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

Legal implications and risks: Not applicable

Financial Implications and risks: Not applicable

HR Implications and risks: Not applicable

Appendices:

- oneSource Performance Information Quarter 1 (April – June 2019)

Background Papers: None

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oneSource Performance Information Quarter 1 (April – June 2019)

Status	Symbol	Description
Improving Performance	↑	Where good performance means an increasing value e.g. success rate. The forecast or actual performance is better than the last reporting period representing an improvement of position.
	↓	Where good performance means a decreasing value e.g. average time taken. The forecast or actual performance is lower than the last reporting period representing an improvement of position.
Maintained Performance	→	The forecast or actual performance is in-line with the position at the last reporting period and has neither improved nor worsened. Colour of arrow indicates if performance is above or below target.
Declining Performance	↑	Where poor performance means an increasing value e.g. average time taken. The forecast or actual performance is higher than the last quarter representing a worsening of position.
	↓	Where poor performance means a decreasing value e.g. success rate. The forecast or actual performance is lower than the last reporting period representing a worsening of position.
Measured	∅	The indicator was measured in this reporting period but performance cannot be measured, therefore a direction of travel cannot be reported.
		<ul style="list-style-type: none"> The measure has achieved its target OR The measure is on track to achieve its target
		<ul style="list-style-type: none"> The target has almost been reached – this is defined as being within 5% of the agreed target. Robust actions are in place to bring performance back on track.
		<ul style="list-style-type: none"> The measure has not achieved its target by a margin greater than 5%.

Summary Information

The following performance indicators outlined within this report were agreed by Directors and the respective Councils from the Service Level Agreements (SLAs) 2019-20. There are 51 indicators for Newham, 60 indicators for Havering and 8 for Bexley. This is due to the provision of services that are only provided to a particular council, which are listed below:

- Passenger Transport (LBH only)
- Technical Services (LBH only)
- Projects and Programmes (LBN only)
- Council Tax and Benefits (LBH only)

Only parts of Strategic Finance and Exchequer and Transactional are provided to Bexley Council, therefore performance indicators are provided in relation to this.

For Havering, approximately 58% of performance indicators were rated green with ~67% in Newham (discounting the non-applicable indicators). In some service areas, there are indicators which are detailed as non-applicable due to mechanisms currently being implemented to provide the information or because the data is only available on an annual basis. Breakdown information regarding performance is provided below.

Performance information was provided Strategic and Operation Finance and Technical Services; and some incomplete indicators from Projects and Programmes.

	Bexley	Havering	Newham
Green	0	26	26
Amber	0	8	4
Red	0	7	6
Not applicable	2	9	7
Incomplete	6	10	8
Total	8	60	51

Information within this report is provided on an exception basis only, tabular information is provided where performance achieves or exceeds target. Indicators that did not achieve the target are outlined in detail (with commentary to provide an explanation on performance).

Haivering Performance

The following performance indicators achieved or exceeded their target (i.e. RAG rated = Green) this Quarter.

Directorate	Service Area	KPI	2019/20 Target	Quarter 1	Direction of Travel
ICT	ICT	% of system availability	99.50%	100%	↑
HROD	HR&OD	Average time taken for Job Evaluations	5 days	2.2	↓
	HR&OD	% of corporate complaints against HROD	0	0	→
Asset Management	FM	Repairs dealt with on time: Priority 1 - response within 2 hours	97.00%	97%	NEW
		Repairs dealt with on time: Priority 2 - response within 1 working day	97.00%	97%	NEW
		Repairs dealt with on time: Priority 3 - response within 5 working days	97.00%	98%	NEW
		Repairs dealt with on time: Priority 4 - response within 3 months	97.00%	98%	NEW
	H&S	Increased reporting of accident/incidents and near misses	100.00%	368%	NEW
	H&S	Timely response to H&S Notices and Serious Incidents	100%	100%	NEW
	Property	Capital receipt forecast v actual	£12.78M	£28K	NEW
	Property	Annual commercial income target forecast v actual	£3.15M	£250K	NEW
	Property	All the commercial portfolio, legal agreements and data on Techforge.	100%	100%	NEW
	Property	Romford market income target forecast v actual	360K	£28.7K	NEW

Exchequer and Transactional	Council Tax	Council Tax arrears reduction	19.00%	6.36% (Cumulative Total)	↓
	Housing Benefits	Recovery of In Year overpayment collection rate	60.00%	86% (Cumulative Total)	↓
	NNDR	% of National Non-Domestic Rates collected	98.70%	34.69%	↓
	Accounts Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	95.00%	98.59%	↑
	People Establishment	% of conditional letters being issued with 3 working days from point of notification from hiring manager	98.00%	100.00%	→
Page 36 Legal and Governance	Community Team	Average total cost to obtain care orders	<£20,000	£15,726	↓
	Housing and Litigation	Success in Routine Possession claims	>90%	97.90%	↓
	Property	Percentage of standard draft commercial leases within 15 working days of receipt of full instructions	>80%	100%	→
	Property	Average time to complete Right To Buy agreements	<175	92	↓
	Property	RTB leases/ freehold transfers issues within 10 days of full instruction	>90%	100%	→
	Planning	Average time to complete planning agreements	<6 months	2.4 months	↓
	Cross Service	External spend/savings on external barristers through LBLA framework	As much as possible during the year	April and May Spend £40,679 Saving £11,411 (22%)	↑
	Cross Service	External spend/savings on external solicitors through LBLA framework	As much as possible during the year	Spend £8,078 Saving £1,315 (14%)	↑

Newham Performance

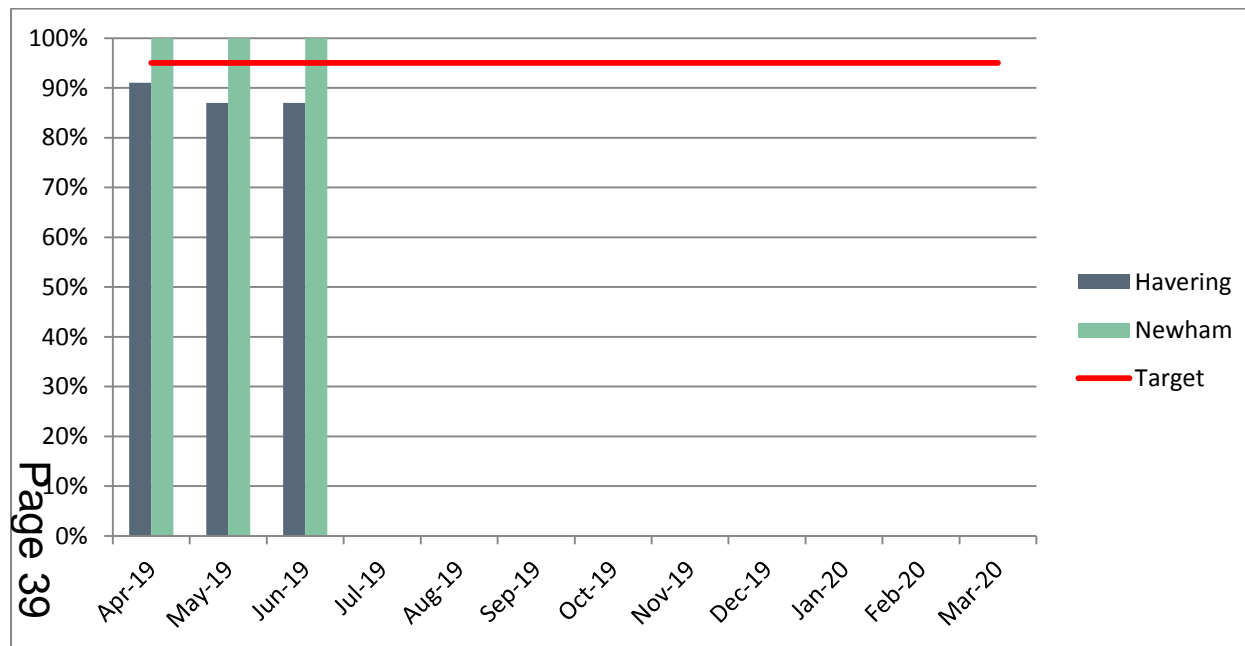
The following performance indicators achieved or exceeded their target (i.e. RAG rated = Green) this Quarter.

Directorate	Service Area	KPI	Target	Quarter 1	RAG Rating
ICT	ICT	Customer Satisfaction Rating	6.3	6.35	↓
	ICT	% of system availability	99.50%	100%	↑
	ICT	% of calls resolved within SLA by severity type (severity 1 and 2)	82.90%	100%	↑
HROD	HR&OD	% of corporate complaints against HROD	0	0	→
Page 37 Asset Management	FM	Compliance forecast/actual	95%	100%	NEW
	FM	Repairs dealt with on time: Priority 1 - response within 2 hours	97.00%	97%	NEW
	FM	Repairs dealt with on time: Priority 2 - response within 1 working day	97.00%	97%	NEW
	FM	Repairs dealt with on time: Priority 3 - response within 5 working days	97.00%	98%	NEW
	FM	Repairs dealt with on time: Priority 4 - response within 3 months	97.00%	98%	NEW
	H&S	Timely response to H&S Notices and Serious Incidents	100%		NEW
	P&P Newham	Other capital programme forecast/actual spend annual	£4.4M	£262,041.11	NEW
	Property	Capital receipt forecast v actual	TBD	£0	NEW
	Property	Annual commercial income target forecast v actual	£6.8M	£567K	NEW
	Property	All the commercial portfolio, legal agreements and data on Techforge.	100%	92%	NEW
Exchequer and Transactional	Accounts Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	95.00%	97.70%	GREEN
	Payroll	% of BACS processing on time	100.00%	100.00%	→

	People Establishment	% of contracts issued to new starters within 10 working days of manager's notification to ES	95.00%	97.00%	↑
	People Establishment	% of conditional letters being issued with 3 working days from point of notification from hiring manager	98.00%	98.67%	↑
	People Establishment	Percentage of amendments completed to contracts (i.e. FTE, Hours etc.) within 30 working days of notification	95.00%	100.00%	↑
Legal and Governance Page 38	Community Team	Average total cost to obtain care orders	<£20,000	£17,527	↑
	Housing and Litigation	Success in Routine Possession claims	>90%	100%	→
	Property	Percentage of standard draft commercial leases within 15 working days of receipt of full instructions	>80%	100%	→
	Property	Average time to complete Right To Buy agreements	<175	139	↓
	Property	RTB leases/ freehold transfers issues within 10 days of full instruction	>90%	95%	↓
	Cross Service	External spend/savings on external barristers through LBLA framework	As much as possible during the year	Spend £69,972 Saving £22,334 (24%)	↑
	Cross Service	External spend/savings on external solicitors through LBLA framework	As much as possible during the year	Spend £51,328 Saving £14,851 (22%)	↑

Asset Management

Facilities Management – Compliance forecast / actual

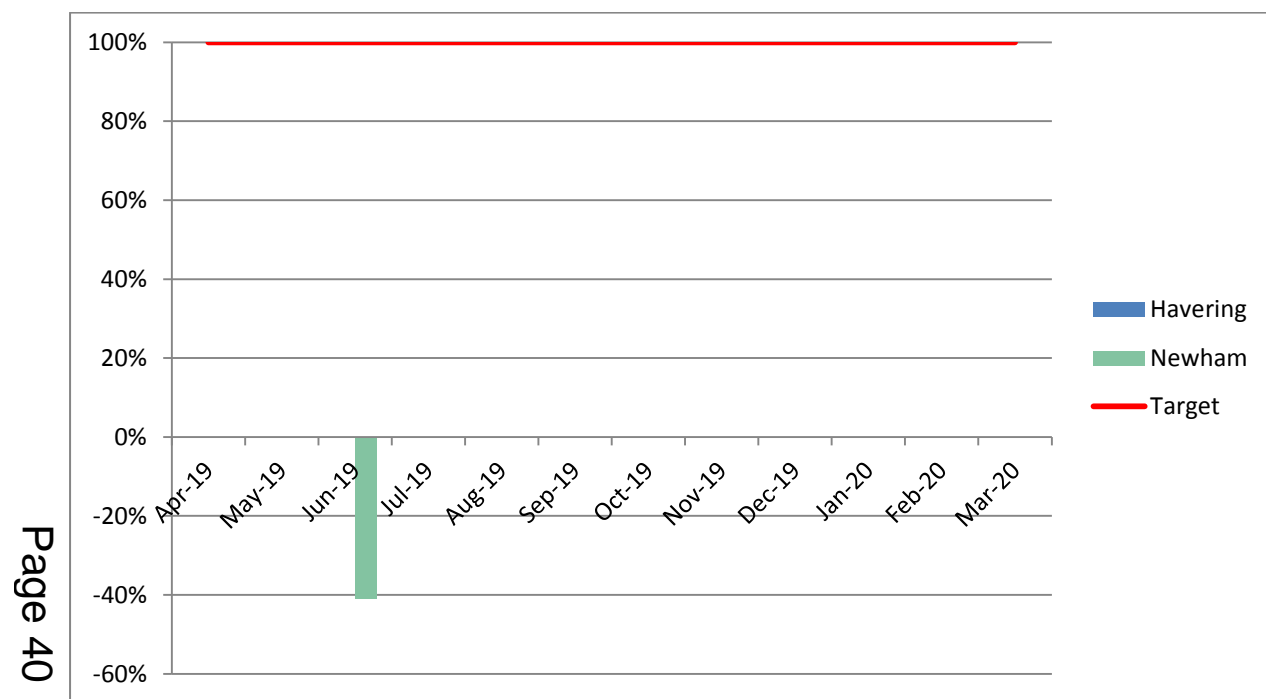


	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	N/A	88.17%	100%
Target	N/A	95%	95%
RAG	N/A		
DoT		N/A	N/A

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	91%	87%	87%	-	-	-	-	-	-	-	-	-
Newham	100%	100%	100%	-	-	-	-	-	-	-	-	-
Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Comment: Performance is on target Newham, whilst within Havering 33 sites are awaiting EICR. This is scheduled for July / August to be complete - end of year target, work in progress and will be resolved.

Health and Safety - Mandatory e-learning carried out by Havering and Newham staff..



	2018/19	LBH Q1	LBN Q1
Outturn	N/A	N/A	-41%
Target	N/A	N/A	100%
RAG	N/A	N/A	
DoT		N/A	N/A

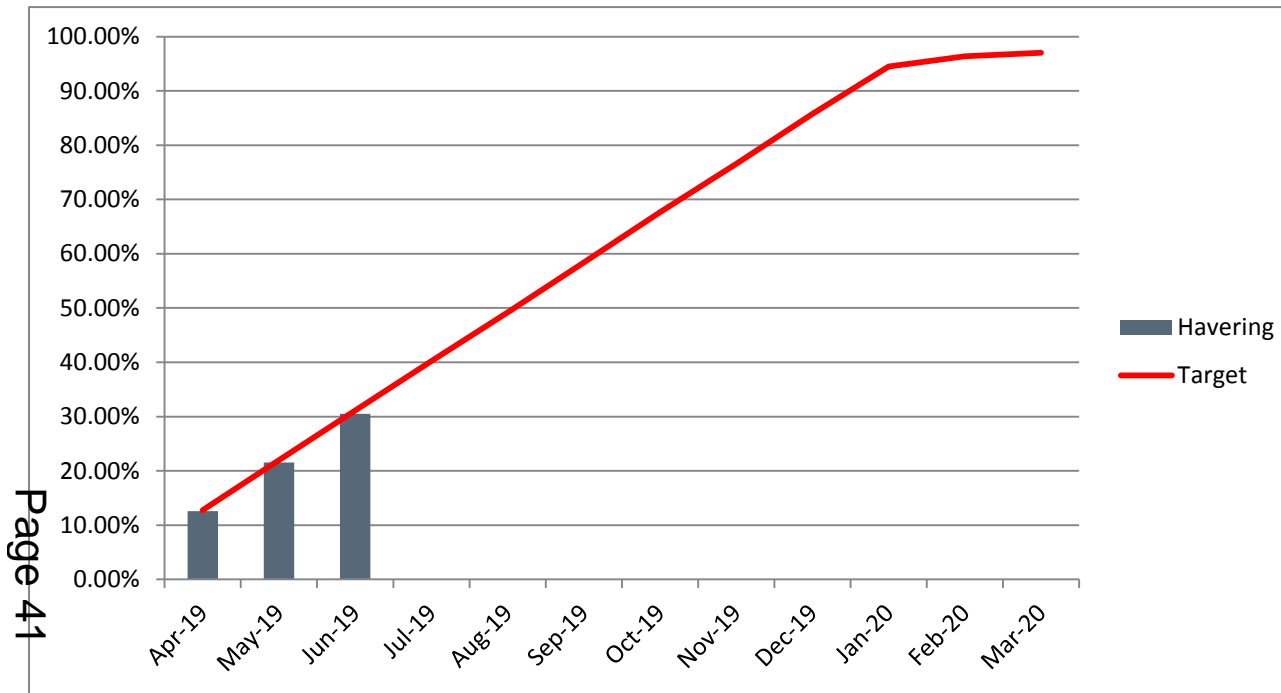
	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	N/A	N/A	N/A	-	-	-	-	-	-	-	-	-
Newham	N/A	N/A	-41%	-	-	-	-	-	-	-	-	-
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Comment: Within Havering, this has been agreed with CMT and reports are being discussed with e-learning provider. For Newham, there has been a decrease since same period last year.

Exchequer and Transactional

% of Council Tax collected (LBH only)

Percentage of council tax due for the financial year which was received by the authority



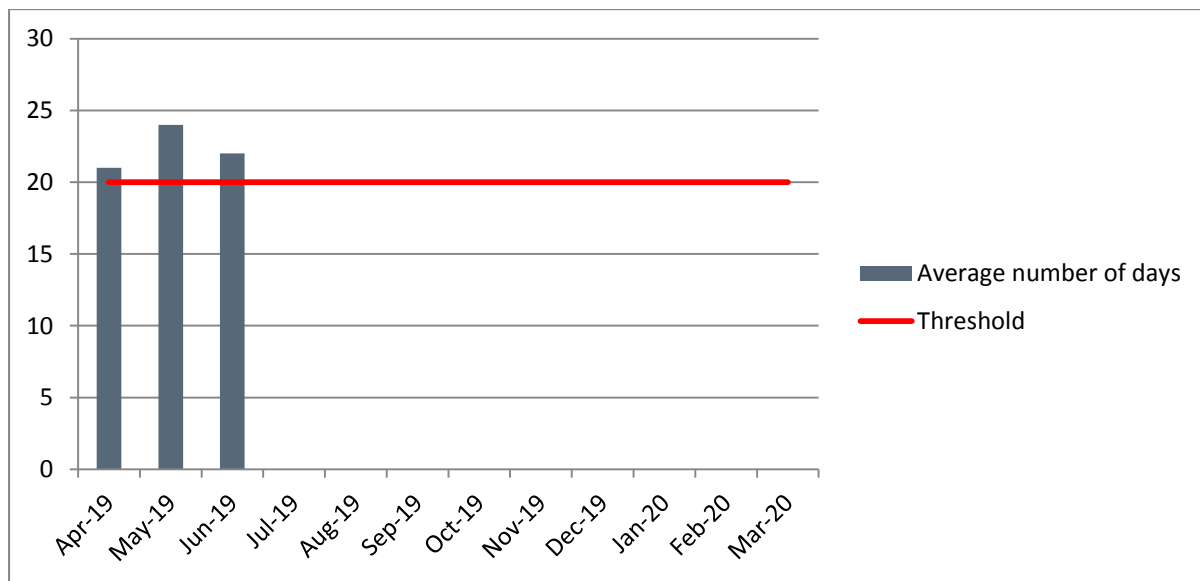
	2018/19	2019/20 Q1
Outturn	97.06%	30.48%
Target	96.7%	31.10%
RAG		
DoT		

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	12.61%	21.54%	30.48%	-	-	-	-	-	-	-	-	-
Target	12.75%	21.98%	31.10%	40.22%	49.18%	58.39%	67.68%	76.57%	85.77%	94.51%	96.40%	97.00%

Comment: Performance is slightly off target by 0.62%. Resources devoted to annual billing have recently been released to bring the daily tasks up to date. Work is now up to date and collection and recovery processes are progressing well. New initiatives are being piloted over the next few months with a view to improving and bringing the collection rate back on track. Initiatives include: 1) Pre reminder notice - SMS text messages/e-mails will be sent to residents who pay by direct debit and have missed an due to unpaid direct debit. Currently direct debit payers are not included in the pre reminder SMS text messages/e-mails – this will assist with collection target. 2) Payments to be taken 'up front' when the resident calls by debit card if they have missed an instalment and have received a reminder notice or SMS/email - this will assist with collection target.

Average number of days for Housing Benefit - new claims (LBH only)

Average time for processing new claims (Housing and Council Tax)



	2018/19	2019/20 Q1	2019/20 RAG
Outturn	18	22.3 days	
Target	20 days	20 days	
DoT		↑	

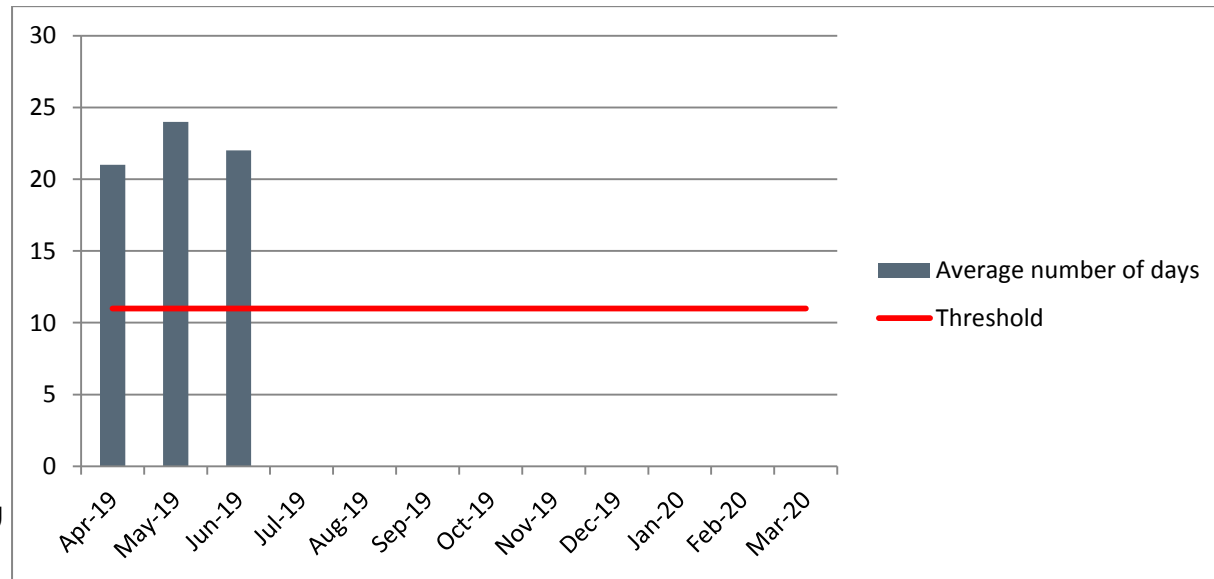
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	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Av. number of days	21	24	22	-	-	-	-	-	-	-	-	-
Target	20	20	20	20	20	20	20	20	20	20	20	20

Comment: The Service downsized in readiness for the roll out of Universal Credit which replaces HB for working age claimants. However, the DWP have slowed the roll out down and also increased the volume of work it passes to the Service as a result. Consequently, performance is not on track to achieve target. However, initiatives are being considered including additional resources to clear outstanding work which will bring performance back on track.

Average number of days for Housing Benefit – Change of Circumstances (LBH only)

Average time for processing change circumstances claims (Housing and Council Tax)



	2018/19	2019/20 Q1	2019/20 RAG
Outturn	11 days	17 days	
Target	9 days	11 days	
DoT		↑	

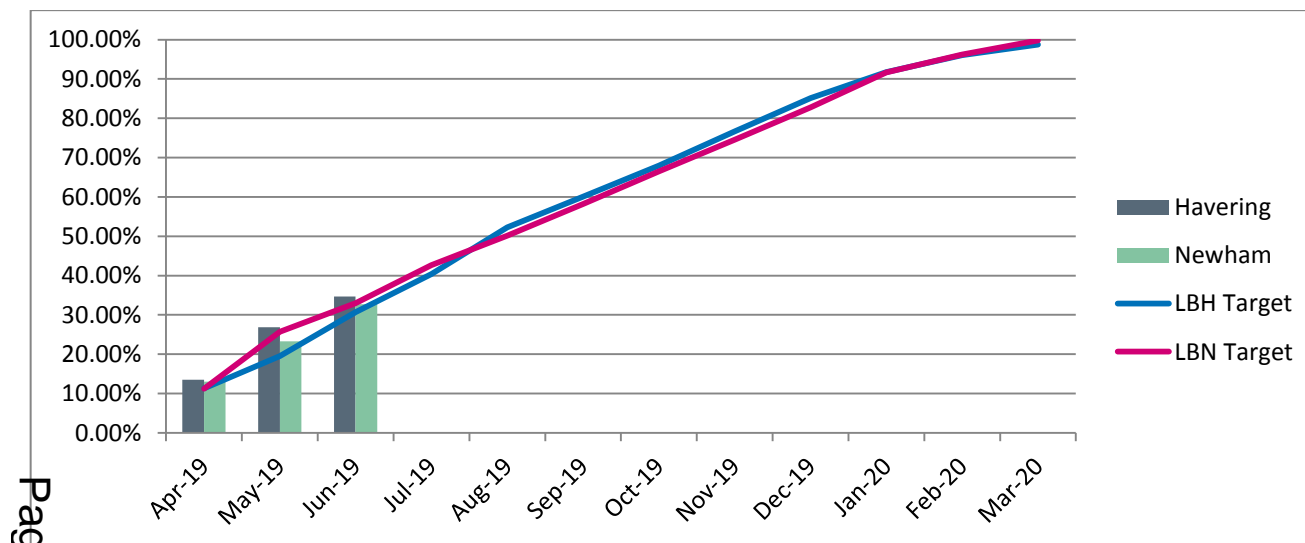
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	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Av. number of days	13	14	24	-	-	-	-	-	-	-	-	-
Target	11	11	11	11	11	11	11	11	11	11	11	11

Comment: The Service downsized in readiness for the roll out of Universal Credit which replaces HB for working age claimants. However, the DWP have slowed the roll out down and also increased the volume of work it passes to the Service as a result. Consequently, performance is not on track to achieve target. However, initiatives are being considered including additional resources to clear outstanding work which will bring performance back on track.

% of NNDR collected

Percentage of NNDR due for the financial year which was received by the authority



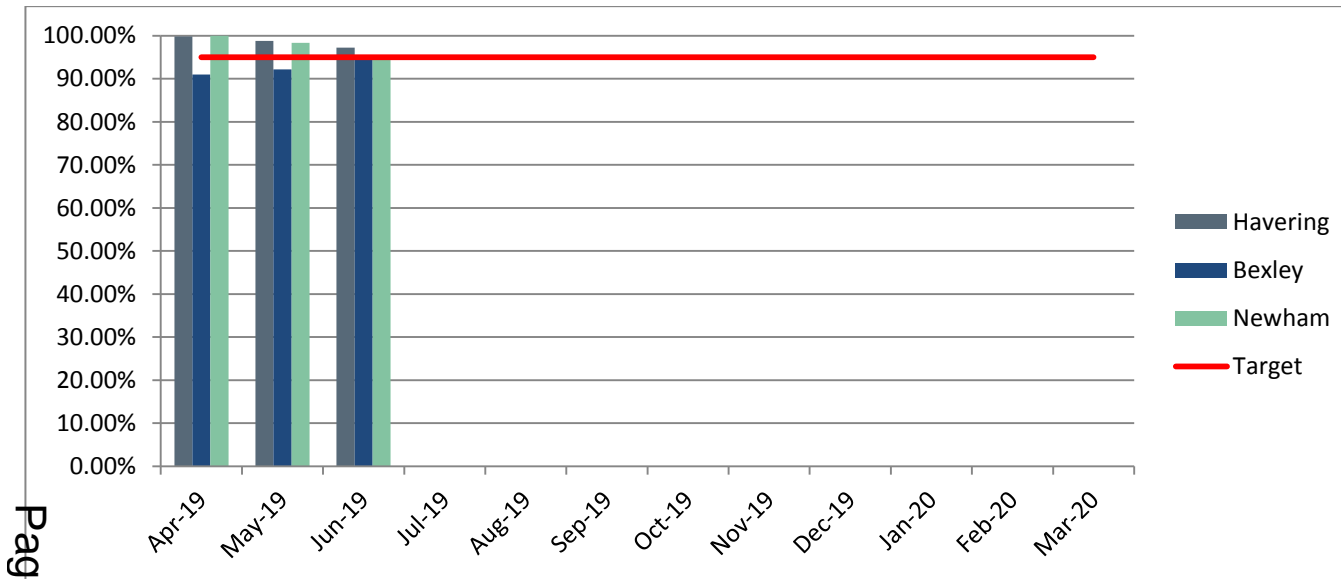
	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	99.04% (LBH) 99.51% (LBN)	34.69%	32.73%
Target	98.7% (LBH) 98.76% (LBN)	30.68%	32.98%
RAG			
DoT		↑	↑

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	13.52%	26.83%	34.69%	-	-	-	-	-	-	-	-	-
LBH Target	11.31%	19.52%	30.68%	40.36%	52.28%	60.11%	67.99%	76.67%	85.11%	91.76%	96.05%	98.70%
Newham	13.03%	23.31%	32.73%	-	-	-	-	-	-	-	-	-
LBN Target	11.19%	25.68%	32.98%	42.63%	50.16%	58.21%	66.53%	74.60%	82.77%	91.63%	96.24%	99.80%

Comment: Within Havering, NNDR is above profiled target. In Newham, performance is ahead of last year but below target. Collection is above the same amount last year, although below target. Collection fluctuates due to increased Rateable Values, and additional properties being brought into rating. The current collection rates do not give any cause for concern. Collection target by end of Quarter 1 is 32.98%

% of suppliers paid within 30 days of receipt

Payments to suppliers are to be made within 30 calendar days of receipt.



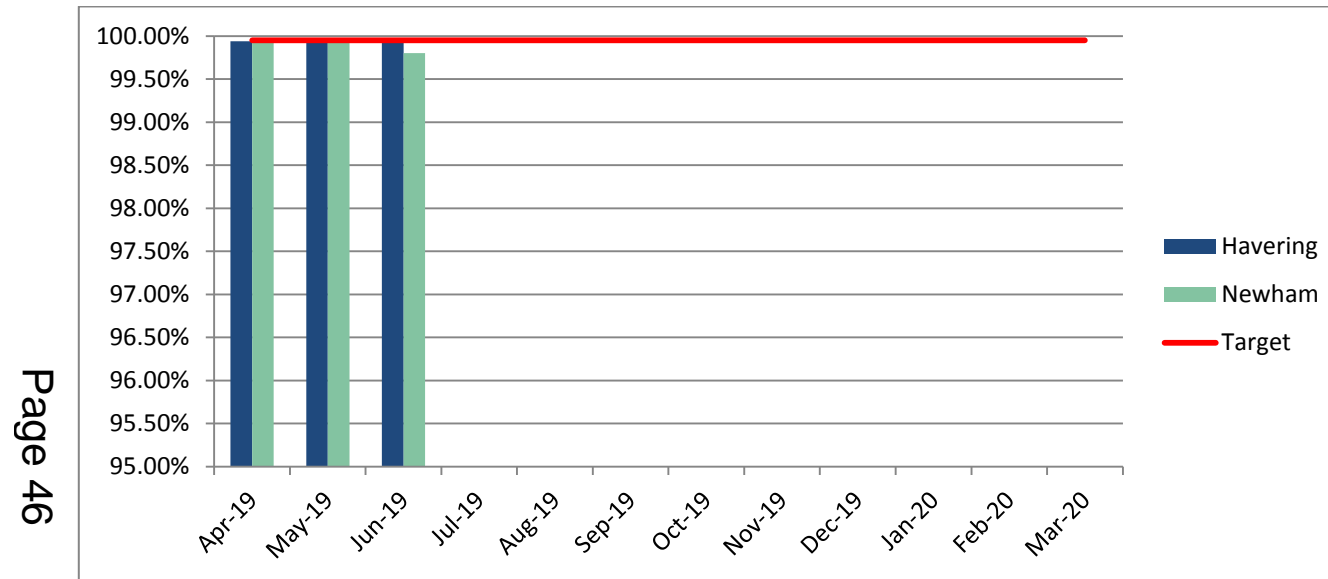
	18/19	LBB 19/20 Q1	LBH 19/20 Q1	LBN 19/20 Q1
Outturn	96.66% (LBN/LBH)	95.54%	97.2%	94.8%
Target	95%	95%	95%	95%
RAG				
DoT		↓	↑	↑

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	99.79%	98.78%	97.20%	-	-	-	-	-	-	-	-	-
Bexley	90.96%	92.14%	95.54%	-	-	-	-	-	-	-	-	-
Newham	100.00%	98.30%	94.80%	-	-	-	-	-	-	-	-	-
Target	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%

Comment: Performance was above target in Havering and Newham. In Bexley, performance was below target. For Bexley, this is a corporate health indicator, and is largely dependent on the timeliness of services referring invoices for payment. The Transactional AP team, are also undertaking a review of P2P with Bexley's procurement team, with a view to improving the corporate processes.

% accuracy of payroll payments

Percentage of payrolls errors made as total of number of total number of payments made. This could be a payroll input error / employee error / manager error / late submission error / HR error.



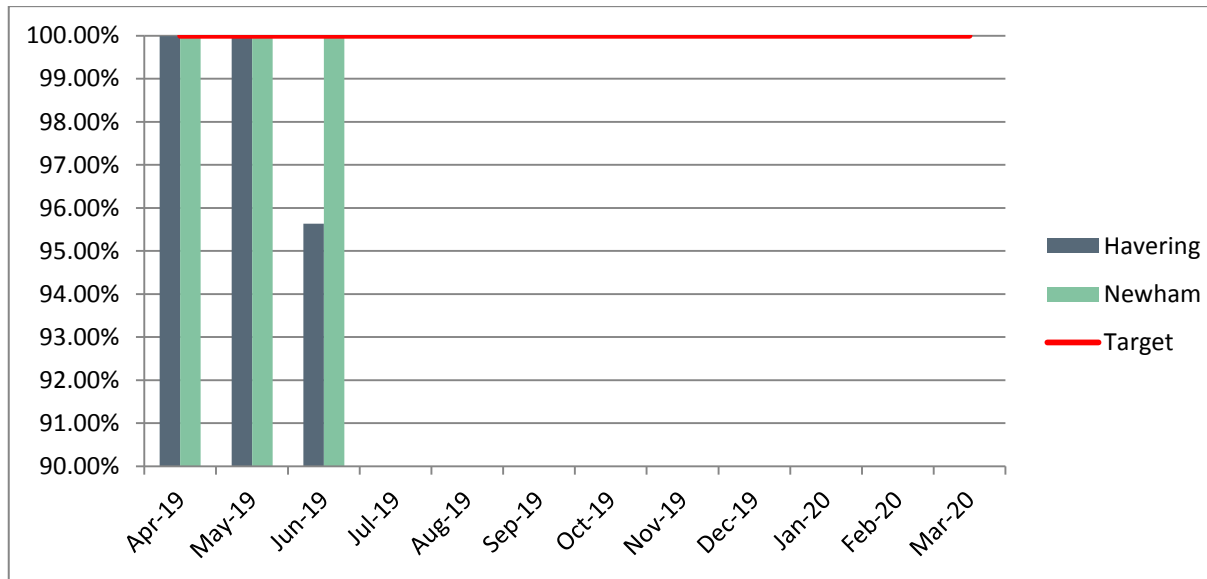
	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	99.88% (LBN / LBH)	99.93%	99.9%
Target	99.95%	99.95%	99.95%
RAG			
DoT		↓	↓

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	99.94%	99.92%	99.93%	-	-	-	-	-	-	-	-	-
Newham	99.92%	99.97%	99.80%	-	-	-	-	-	-	-	-	-
Target	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%

Comment: For Havering, KPI% performance has improved from 2018-19, KPI% continues to reflect on errors relating to payroll, additional percentages will be added for quarter 2 to show impact of non-payroll services on the overall accuracy of payroll payments. For Newham, performance was on target for the first two months, June's performance was negatively impacted by issues a service had with a new local system and extracting additional pay data.

% of payroll payments made on time

Percentage of payroll payments made on time



	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	100% (LBH/LBN)	98.54%	99.98%
Target	99.5%	100%	100%
RAG			
DoT		↑	↑

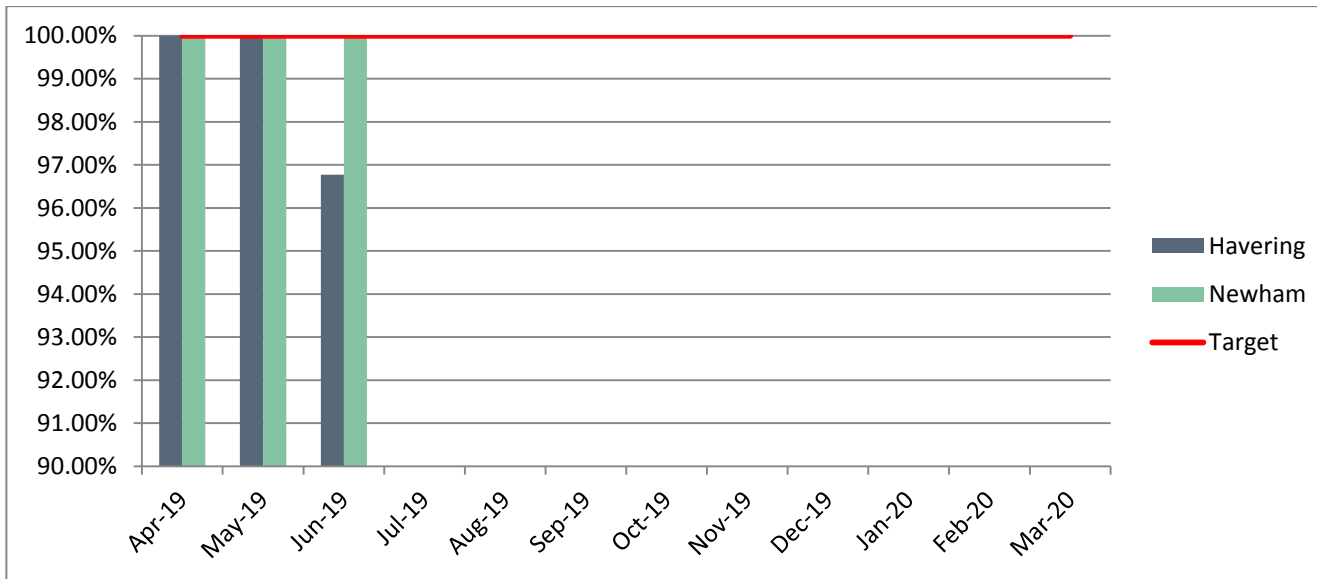
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	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	99.99%	99.99%	95.63%	-	-	-	-	-	-	-	-	-
Newham	99.99%	99.98%	99.98%	-	-	-	-	-	-	-	-	-
Target	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Comment: In Havering, in June 2019 an additional 3 Election payrolls were processed which largely accounted for the number of payee's increasing from 14,283 in May 19 to 16,166 in Jun 19. Following issues with format of data submitted and the additional volume of payrolls for the period, pay day for this payroll was delayed 2 days, which affected 681 payees. Processes have been reviewed and actions are being taken to ensure this is a one off drop in KPI%. For Newham, payroll payments continue to be around the target performance of 100%, it falls down by 2-4 payments a month.

% of BACS processing on time

Percentage of payments processed on time



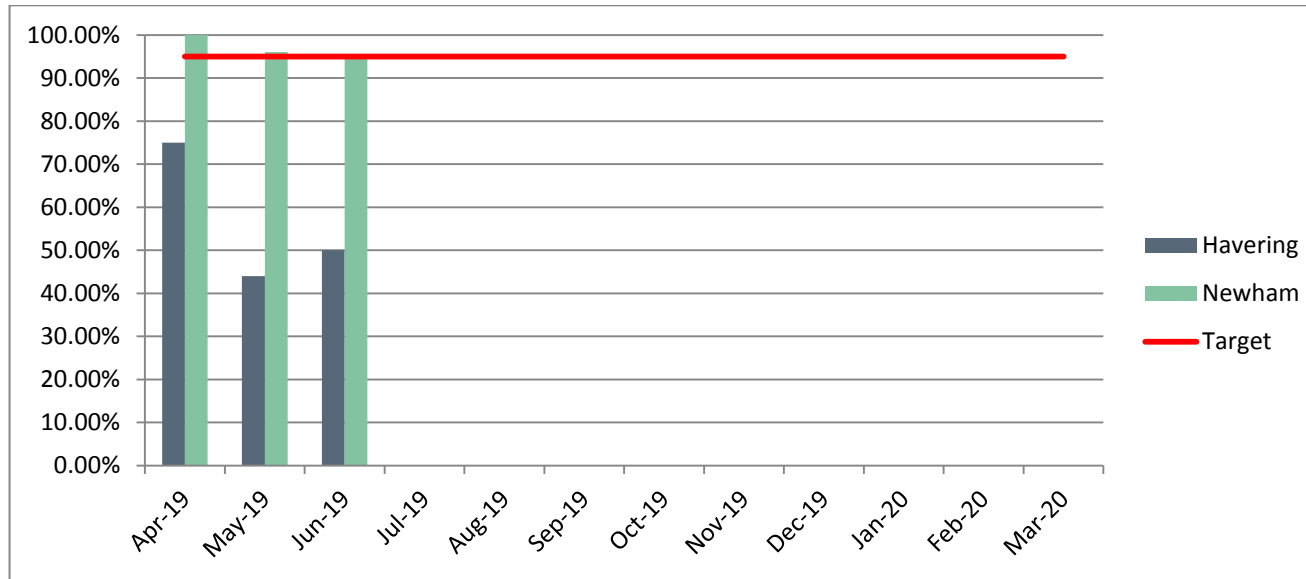
	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	100%	98.92%	100%
Target	100%	100%	100%
RAG			
DoT			

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	100.00%	100.00%	96.77%	-	-	-	-	-	-	-	-	-
Newham	100.00%	100.00%	100.00%	-	-	-	-	-	-	-	-	-
Target	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Comment: In Havering, due to the issues advised for payments made on time, 1 of the 31 BACS files were not sent in time to be processed as per the agreed pay date.

% of contracts issued to new starters within 10 working days of agreed start date (all clearances agreed).

Percentage of contracts issued to new starters within 10 working days of agreed start date (all clearances agreed). Contract should be issued to the employee within 10 working days of manager notification.



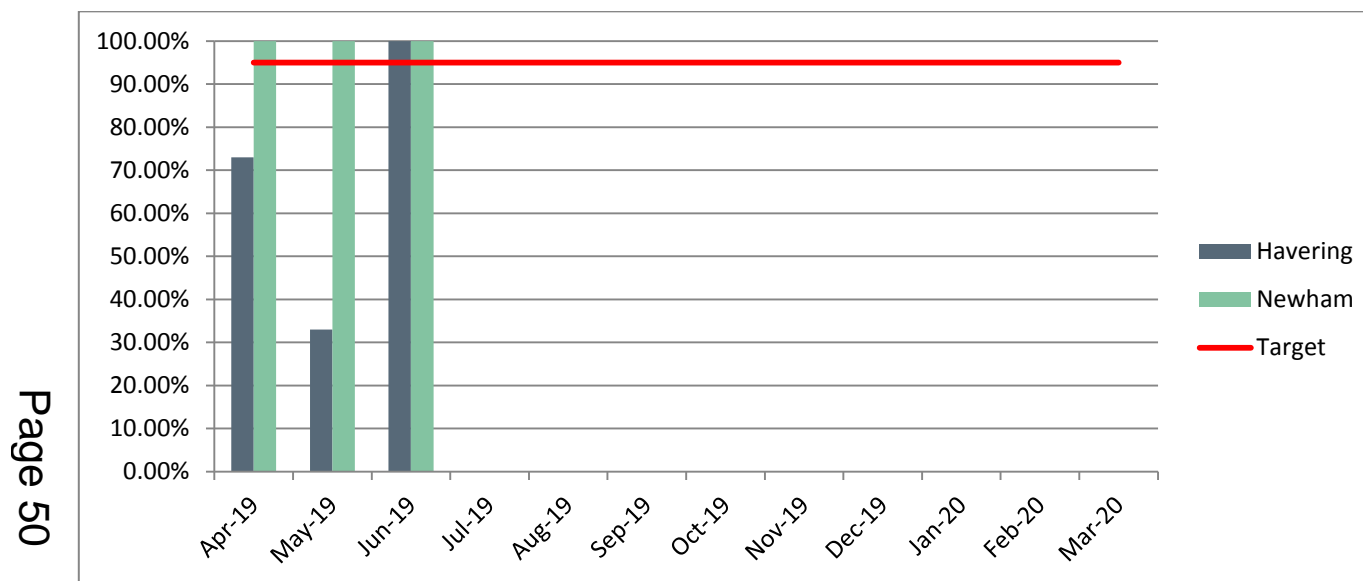
	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	29% (LBH) 92.63% (LBN)	46%	97%
Target	95%	95%	95%
RAG			
DoT		↑	↑

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	75.00%	44.00%	50.00%	-	-	-	-	-	-	-	-	-
Newham	100.00%	96.00%	95.00%	-	-	-	-	-	-	-	-	-
Target	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%

Comment: In Havering, PI% continues to be below expectation along with contracts issued prior to start date KPI is around 30%. Work is currently progressing with loading templates on to the recruitment system, which will pre populate a number of fields on the various contract which will support the transition of contracts being carried out within the recruitment team. In Newham, in April 100% of the contracts issued to new starters within 10 working days. May and June both missed the KPI by one contract, reducing the % accordingly.

Percentage of amendments completed to contracts (i.e. FTE, Hours etc.) within 30 working days of notification

Percentage of amendments completed to contracts (i.e. FTE, Hours etc.) within 30 working days of notification.



	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	100% (LBN) / 89% (LBH)	68.67%	100%%
Target	N/A	95%	95%
RAG			
DoT		↓	→

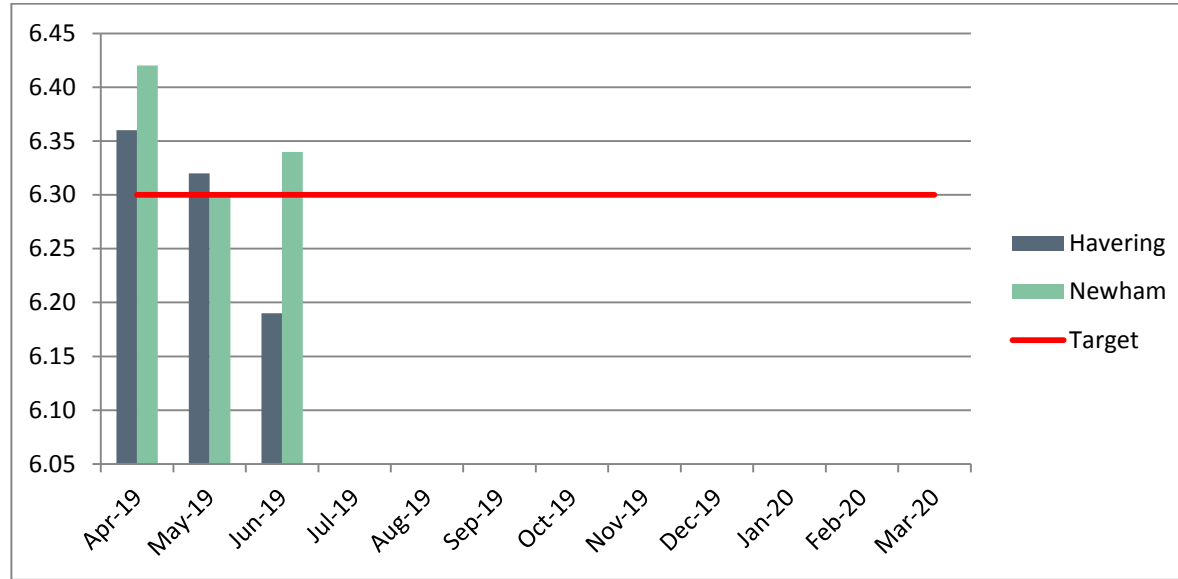
	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	73.00%	33.00%	100.00%	-	-	-	-	-	-	-	-	-
Newham	100.00%	100.00%	100.00%	-	-	-	-	-	-	-	-	-
Target	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%

Comment: Performance was on target within Newham. In Havering, drop in the KPI percentage in May was a result of an earlier payroll deadline, which impacted time for Employee Services to complete amendment to contracts.

ICT Performance Information

Customer Satisfaction Rating

User satisfaction rating based on completed service requests. Rating scale is 1-7.



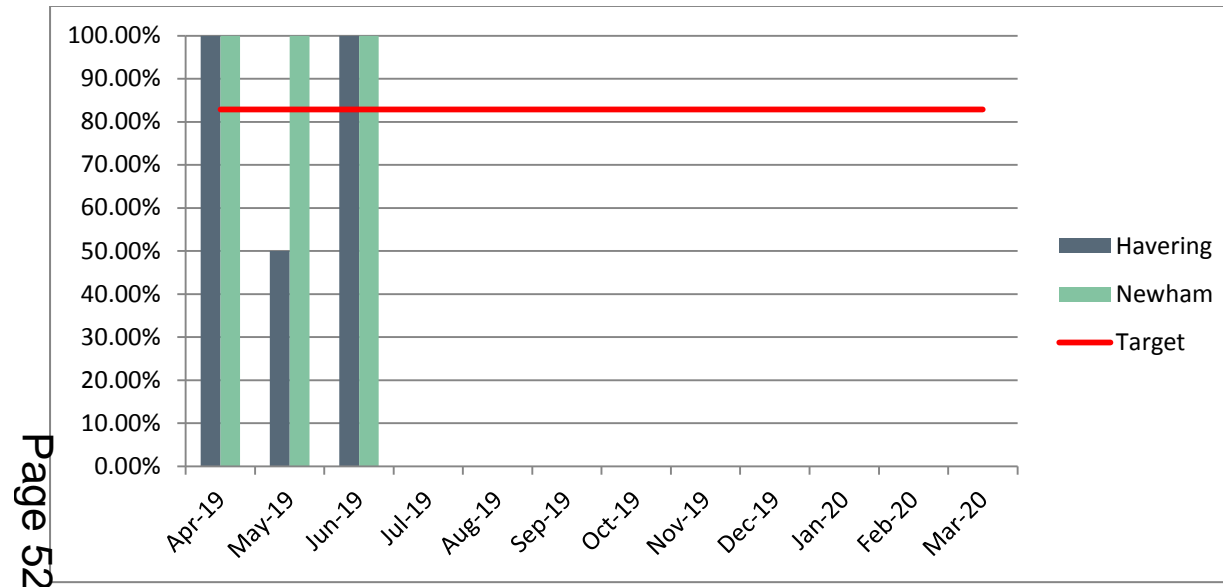
	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	6.43 (LBN) 6.44 (LBH)	6.29	6.35
Target	6.3	6.3	6.3
RAG			
DoT		↓	↓

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	6.36	6.32	6.19	-	-	-	-	-	-	-	-	-
Newham	6.42	6.30	6.34	-	-	-	-	-	-	-	-	-
Target	6.30	6.30	6.30	6.30	6.30	6.30	6.30	6.30	6.30	6.30	6.30	6.30

Comment: In Havering, the customer satisfaction although slightly below target due to a dip in June is still effectively on target. There have been a number of staff changes due to redeploying staff onto project related work to support the Infrastructure programme. This should start to settle down as the back filling staff embed into the service. In Newham, performance is within target there was a slight dip in May, however this has subsequently picked up.

% of calls resolved within SLA by severity type (severity 1 and 2)

Percentage of service requests resolved within SLA agreed timescales. Split according to severity type.



	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	89%	83%	100%
Target	82.50%	82.50%	82.50%
RAG			
DoT		↑	↑

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	100.00%	50.00%	100.00%	-	-	-	-	-	-	-	-	-
Newham	100.00%	100.00%	100.00%	-	-	-	-	-	-	-	-	-
Target	82.90%	82.90%	82.90%	82.90%	82.90%	82.90%	82.90%	82.90%	82.90%	82.90%	82.90%	82.90%

Comment: In Havering, there has been a steady reduction of major incidents for Q1 - there were 2 major incidents relating to the Open Housing System and Iken in May. In Newham, there has been a steady reduction of major incidents for Q1 - there were 2 major incidents relating to the internet access and Outlook issues.

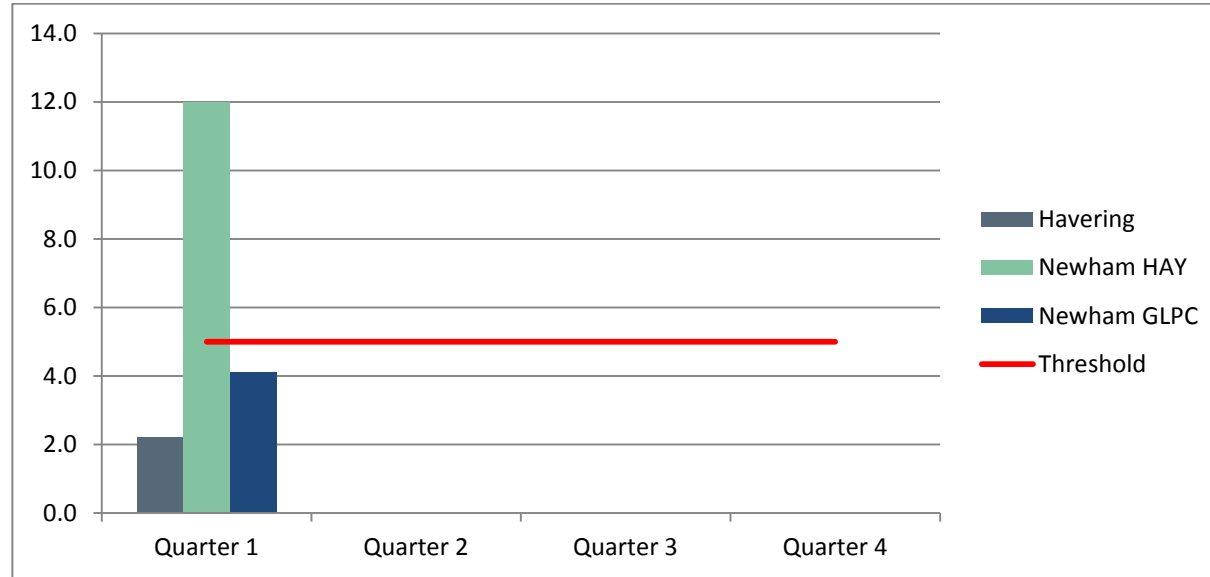
ICT Volumetric and Service Standards Information

Volumetric and Service Standards	Council	Previous year (2018/19)	Q1 Performance	Comment
Number of incidents	Havering	692	583	Positive decrease in the average number of Incident calls from the previous years out turn to the Q1 indicator.
	Newham	1107	1096	Please note this is the average per month, with minimal variation on the previous year
Number of DIPAs	Havering	3	13	Increase due to awareness of DPIA requirement
	Newham	6	17	
Number of projects	Havering	TBC	6	Average Projects per month
	Newham	TBC	9	

HROD Performance Information

Average time taken for Job Evaluations

Average time taken for job evaluations



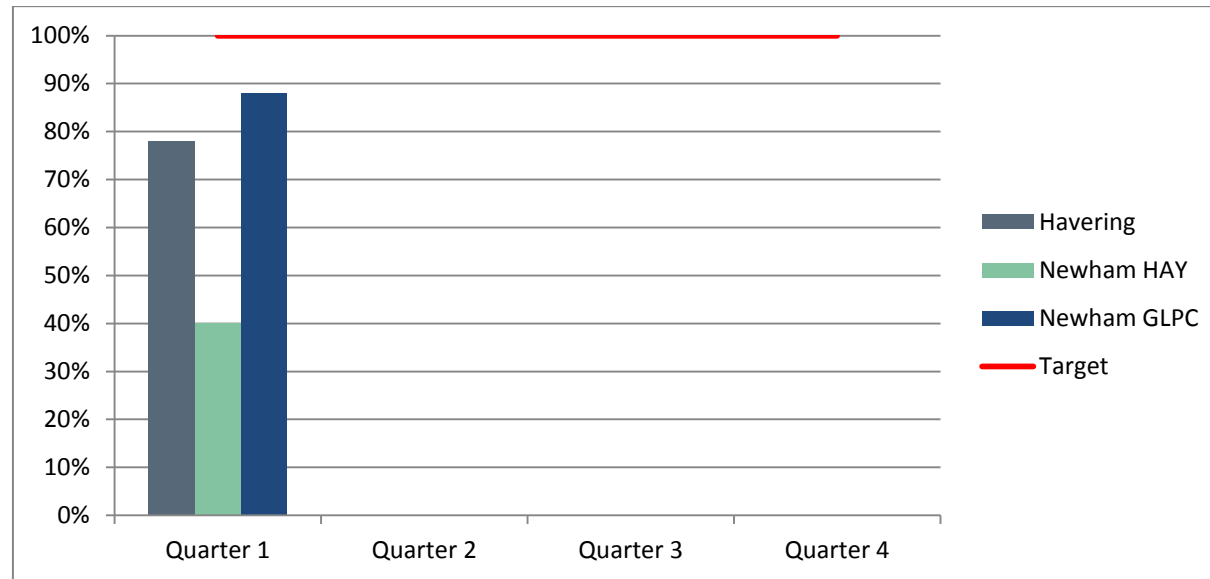
	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	3.43 (LBN - GLPC) 4.62 (LBH – HAY) 2.8 (LBH)	2.2	4.1 (LBN - GLPC) 12 (LBH – HAY)
Target	5	5	5
RAG			
DoT		↓	↑

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Havering	2.2	-	-	-
Newham HAY	12.0	-	-	-
Newham GLPC	4.1	-	-	-
Target	5.0	5.0	5.0	5.0

Comment: In Newham, HAY: We have seen a decrease in the level of evaluation requests received, however have seen an increase in issues, managing expectations, advising managers, where grades do not achieve desired grades feeding back to managers so they have an understanding why the grade required is not attained. Those issues were not encountered with those completed within the 5 days and were completed within the agreed SLA.

% of job evaluations completed within 5 days

Percentage of job evaluations completed within 5 days



	2018/19	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	80.83% GLPC 71.87 HAY (LBN) 92.35% (LBH)	88%	GLPC 78% HAY 40%
Target	100%	100%	100%
RAG			
DoT		↑	↓

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Havering	78%	-	-	-
Newham HAY	40%	-	-	-
Newham GLPC	88%	-	-	-
Threshold	100%	100%	100%	100%

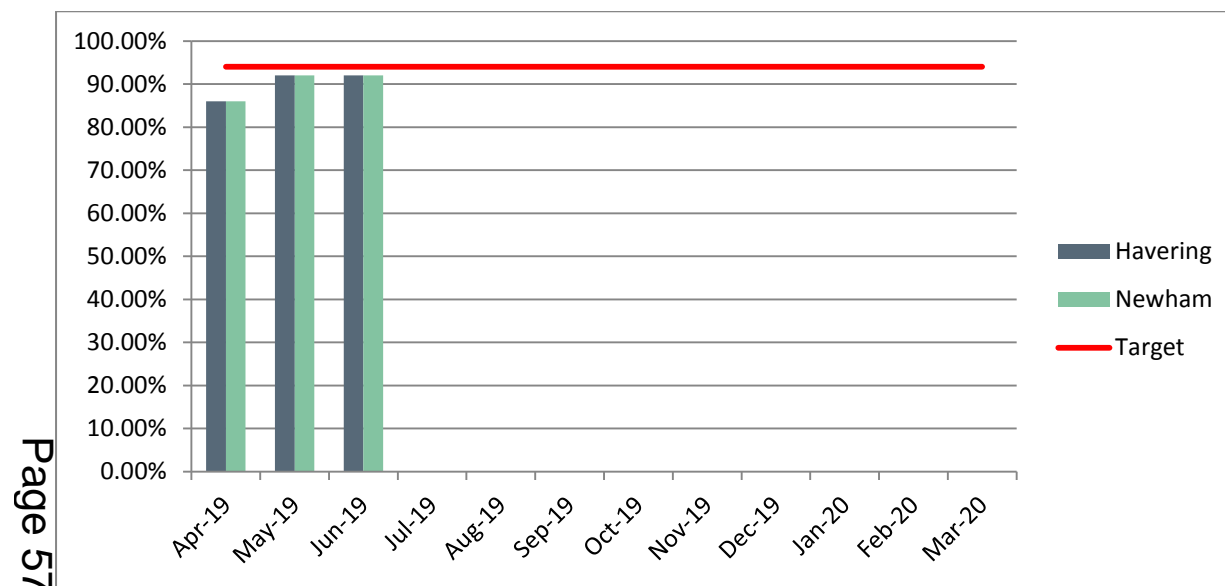
Comment: In Newham, HAY: We have seen a decrease in the level of evaluation requests received, however have seen an increase in issues, managing expectations, advising managers, where grades do not achieve desired grades feeding back to managers so they have an understanding why the grade required is not attained. Those issues were not encountered with those completed within the 5 days and were completed within the agreed SLA. For Havering, 4 out of 33 JE's were completed in 6 or 7 days rather than the 5 days.

HROD Volumetric and Service Standards Information

Council	Volumetric	2018/19	Q1 Performance	Comment
Page 56 Havering	Number of employment related cases (split into type: grievances, management actions)	Disciplinary cases: 14.25 Grievance cases: 10.75 Sickness cases: 55.25 Capability/Probation reviews: 5.25	Disciplinary cases: 5 Grievance cases: 35 Sickness cases: 17 Capability/Probation reviews:4	
	Number of Job Evaluations undertaken	Average for the year is 76	119	The Job evaluation moratorium was lifted in January of this year, which has resulted in an increased number of JE requests.
Newham	Number of employment related cases (split into type: grievances, management actions)	Disciplinary cases: 14.25 Grievance cases:10.75 Sickness cases: 55.25 Capability/Probation reviews:5.25	Disciplinary cases: 24 Grievance cases: 26 Sickness cases: 18 Capability/Probation reviews:0	
	Number of Job Evaluations undertaken	GLPC 50.5 HAY 31.5	GLPC 32 HAY 15	<p>We have seen a decrease in the level of evaluation requests received, however have seen an increase in issues, managing expectations, advising managers, where grades do not achieve desired grades feeding back to managers so they have an understanding why the grade required is not attained.</p> <p>Those issues were not encountered with those completed within the 5 days and were completed within the agreed SLA.</p>

Legal Services

LEGAL – Customer Satisfaction Rating



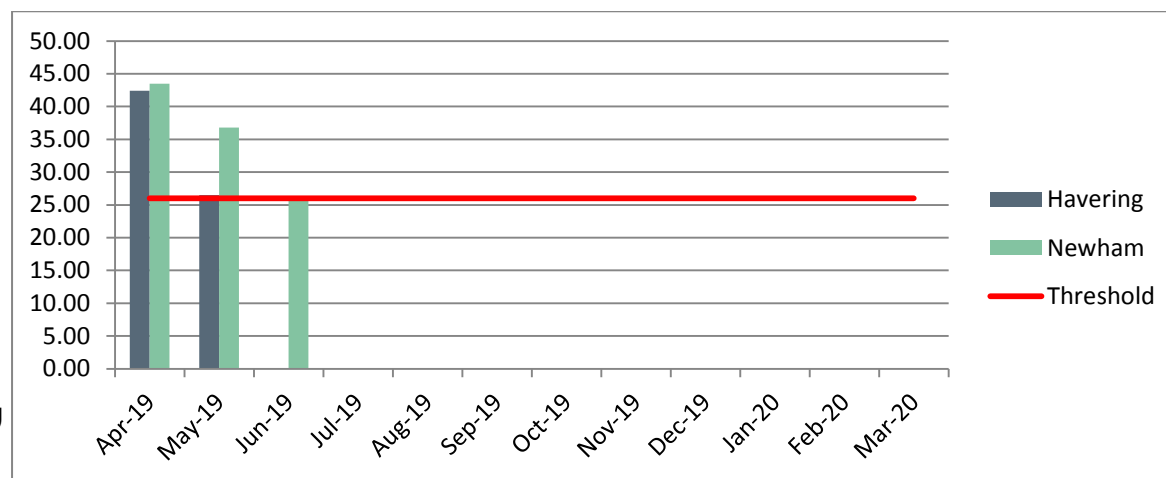
	2018/19 Annual	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	93% (LBH) 30.21 (LBN)	90%	90%
Target	93%	94%	94%
RAG			

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	86.00%	92.00%	92.00%	-	-	-	-	-	-	-	-	-
Newham	86.00%	92.00%	92.00%	-	-	-	-	-	-	-	-	-
Threshold	94.00%	94.00%	94.00%	94.00%	94.00%	94.00%	94.00%	94.00%	94.00%	94.00%	94.00%	94.00%

COMMENT: There was a dip in ratings in April due to 2 poor responses about a particular type of work which has now been resolved. Target was achieved and beyond in May and June.

COMMUNITY - Average time to obtain care orders

Average time taken to complete orders (below the threshold is positive performance)



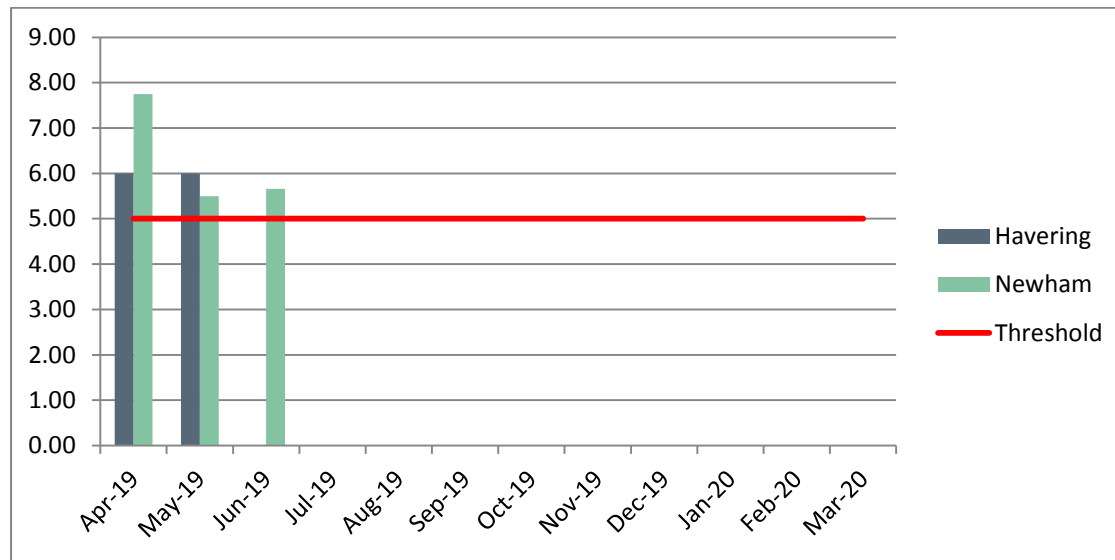
	2018/19 Annual	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	30.21 (LBH) 30.21 (LBN)	34.47 weeks	35.46 weeks
Threshold	26 weeks	26 weeks	26 weeks
RAG			

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	42.43	26.50	N/A	-	-	-	-	-	-	-	-	-
Newham	43.50	36.79	26.10	-	-	-	-	-	-	-	-	-
Threshold	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00

Comment: It is not possible for legal to control the length of proceedings. However, advice is always given as to the importance of frontloading cases and how this can contribute to reducing the length of proceedings. For Havering, there were no cases in June.

COMMUNITY - Average number of hearings per care proceedings case

Average number of hearings

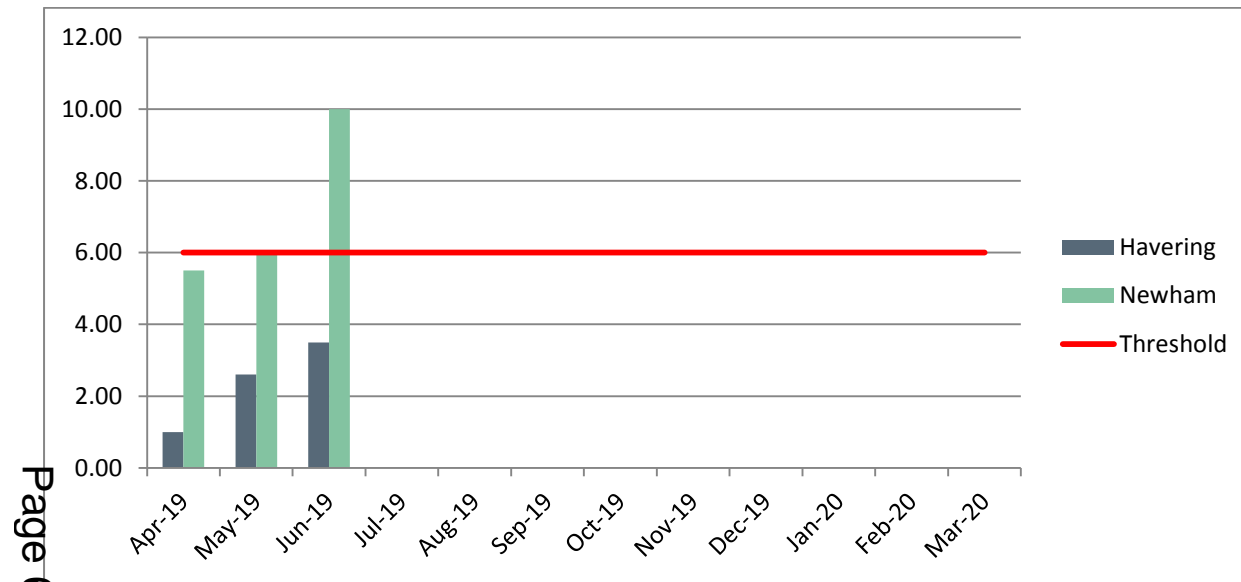


	2018/19 Annual	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	4.96 (LBH) 30.21 (LBN)	6 cases	6.3 weeks
Threshold	<5 cases	<5 cases	<5 cases
RAG			

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	6.00	6.00	N/A	-	-	-	-	-	-	-	-	-
Newham	7.75	5.50	5.66	-	-	-	-	-	-	-	-	-
Threshold	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Comment: It is not possible for legal to control the length of proceedings. However, advice is always given as to the importance of frontloading cases and how this can contribute to reducing the length of proceedings. For Havering, there were no cases in June.

PLANNING - Average time to complete planning agreements



	2018/19 Annual	LBH 2019/20 Q1	LBN 2019/20 Q1
Outturn	6.55 (LBH) 6.55 (LBN)	2.4 months	7 months
Threshold	<6 months	<6 months	<6 months
RAG			

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	1.00	2.60	3.50	-	-	-	-	-	-	-	-	-
Newham	5.50	6.00	10.00	-	-	-	-	-	-	-	-	-
Threshold	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00

COMMENT: In Newham, instructions for some agreements including Deanston Wharf, Morrison's Supermarket and Gallion's Quarter received in 2017/18 had numerous issues and were stagnant for a while before proceeding to completion