



ONESOURCE JOINT COMMITTEE AGENDA

10.00 am	Friday 7 February 2020	W4.06 Newham Dockside
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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.

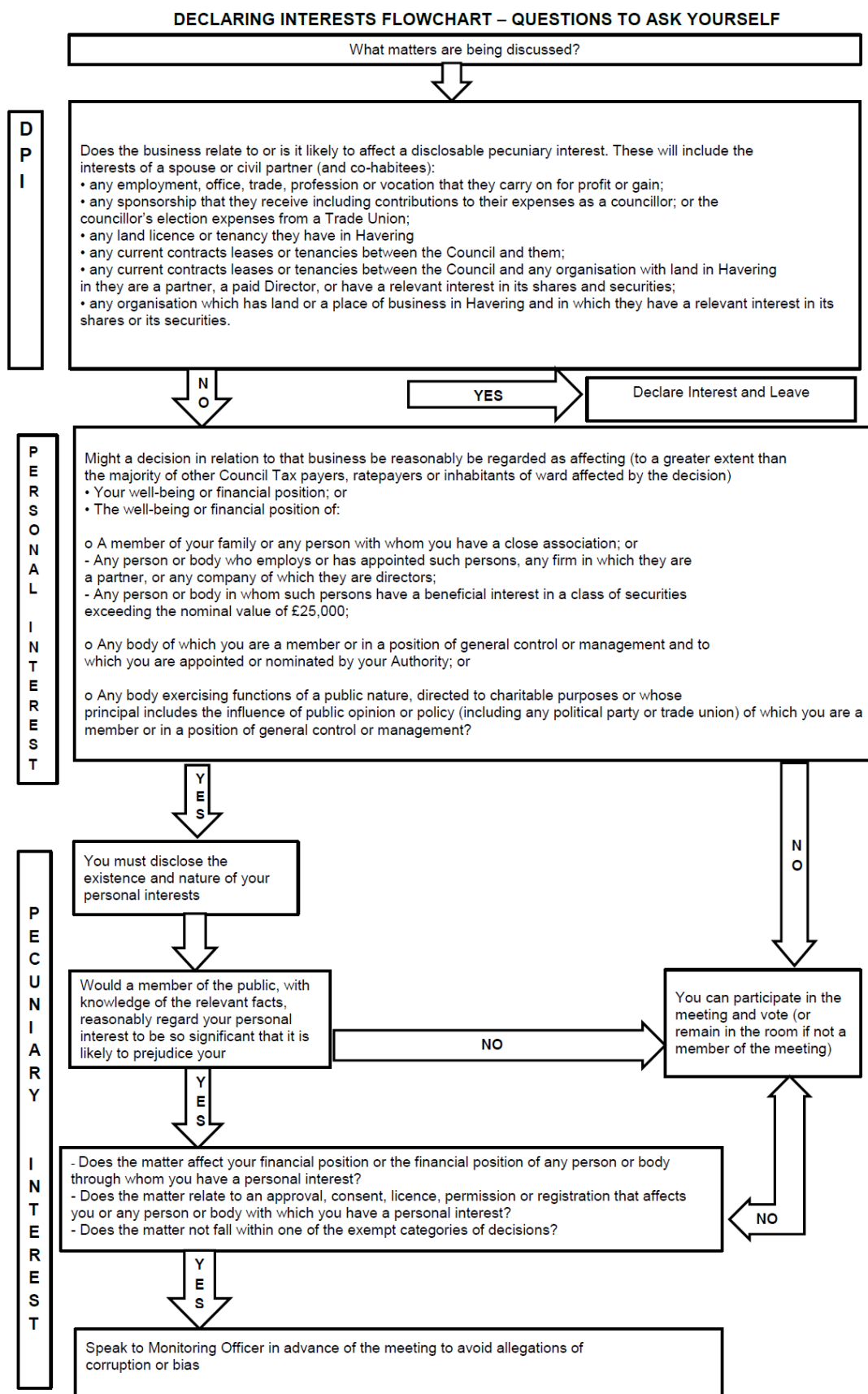
3. CONDUCT AT THE MEETING

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 DISCLOSURE OF INTERESTS

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

4 MINUTES (Pages 1 - 4)

To approve as a correct record the minutes of the meeting of the Joint Committee held on 18 October 2019, and to authorise the Chairman to sign them.

5 EXCLUSION OF THE PUBLIC

To consider whether the public should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public on these grounds, the Sub-Committee to resolve accordingly on the motion of the Chairman.

6 VERBAL UPDATE FROM EXECUTIVE DIRECTOR

Exempt verbal presentation from the Executive Director

7 DRAFT ONESOURCE STRATEGIC PLAN

Exempt verbal presentation from the Executive Director

8 ONESOURCE COMMITTEE PERIOD 9 FORECAST (Pages 5 - 18)

9 Q2 PERFORMANCE INDICATORS (Pages 19 - 60)

10 ONESOURCE IMPROVEMENT PLAN - Q3 (Pages 61 - 76)

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**MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Havering Town Hall, Main
Road, Romford
Friday, 18 October 2019
(10.00 - 11.35 am)**

Present:

Councillors Roger Ramsey (Chairman) Robert Benham, John Gray, David Leaf, Terry Paul and +Viddy Persaud.

+Substitute Member: Councillor Viddy Persaud (for Damian White)

Apologies were received for the absence of Councillor Damian White and Mayor Rokhsana Fiaz.

All decisions were taken with no votes against.

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

36 DISCLOSURES OF INTEREST

There were no disclosures of interest.

37 MINUTES

The minutes of the meeting of the committee held on 12 July 2019 were agreed as a correct record and signed by the Chairman.

38 VERBAL UPDATE FROM EXECUTIVE DIRECTOR

The committee received a verbal update from Simon Pollock, MD oneSource, on his three-month review since joining the organisation. Mr Pollock remarked that whilst the organisation had many competent and committed staff, it had suffered from continuing savings and cuts.

To move forward, the organisation needed to recognise its role in supporting its partner authorities and reorganise based on 'corporate centre' model. He added that a number of services within oneSource had not been integrated and that there were discrepancies in the level of support delivered to the partner authorities. It was his aim to reorganise departments so that they structured in the best way to support partners; reduce the number of interim

staff and to increase the emphasis on staff wellbeing, performance, training and recruitment.

Mr Pollock stated that his management team had been working hard to develop an improvement plan. Feedback from staff groups pointed to concerns regarding a lack of direction and leadership which was likely to be as a consequence of the change of direction for oneSource and the move away from commercialisation. He added that a new target operating model would be disclosed to partners in due course.

Joint committee members commented that moves to address discrepancies between the level of support afforded to the three partners and to identify the equal distribution of resource would require the involvement of the three Section 151 Officers. Members recognised that accurately recording officer time spent supporting each of the partners was a challenge.

Turning to recruitment and filling vacancies, members recognised the negative impact that the failure to recruit can have on service delivery. Members from Newham and Bexley remarked that the sign off of accounts had been delayed in part due to a failure to recruit accountants. Mr Pollock agreed that he would report back on his findings at the next meeting.

Members thanked Mr Pollock for his informative update.

39 **ONESOURCE FINANCIAL FORECAST AT PERIOD 5**

The report before Members identified that 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.

Members were keen to understand in more detail the management action which would reduce the forecast overspend. It was agreed that Members would receive a breakdown of the actions and the savings achieved as they were progressed.

The Joint Committee noted the oneSource forecast outturn position as at August 2019 and reserve position and outlined planned spend.

40 **ONESOURCE IMPROVEMENT ACTION PLAN Q2 PROGRESS UPDATE**

It was report that the oneSource Improvement Action Plan had been presented and agreed at the last Joint Committee in July. The Improvement Action Plan specified that progress would be reported to the Joint Committee and partner Councils on a quarterly basis.

The report before Members detailed progress with the Improvement Plan (as an appendix to the report) for the second quarter: July – September 2019. Members reviewed the Improvement Plan, noting with interest the items which received a Red rating were as a consequence of recruitment/staffing resource issues. Members noted that the majority of actions received a Green status.

The Joint Committee noted the report.

41 ONESOURCE PERFORMANCE INDICATORS, Q1 REPORT

The report set out the list of oneSource Performance Indicators which 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.

The report presented to the Committee the Performance Indicators for the first quarter: April - June 2019.

Members discussed a number of indicators where performance had fallen below the required target. Members remarked that more narrative was required to understand why performance targets had not been met. The example Members referred to in this instance was in respect of the average time taken to complete planning agreements in Havering. The reasons given in the report didn't sufficiently explain the reasons behind it.

Members also struggled to understand the direction of travel symbols and the colour coding. Officers agreed to revisit this in readiness for the next quarter reporting.

Members noted the oneSource Performance Indicators Q1 report.

42 ORACLE FUSION PRESENTATION

Members received a verbal update on the implementation of the Oracle Fusion project. Testing of the system had been positive thus far with a project go-live date of Summer 2020. The project team was currently in the process of establishing test user groups. The focus of attention was on data migration and the 130 systems which were to be integrated across Havering and Newham.

Responding to Member enquiries, officers had identified the greatest risks with the project to be data migration and change management controls, the

latter being a particular challenge for Newham. The project group were keen to limit customisation requests as they would conflict with future Oracle software updates.

The Joint Committee noted the verbal update.

Chairman

ONESOURCE JOINT COMMITTEE

7 February 2020

Subject heading:

oneSource finance forecast –
period 9

Report author and contact details:

Dave Macnamara
Dave.macnamara@oneSource.co.uk

Financial summary:

oneSource shared is currently
projecting an overspend of £0.793m
for 19/20

oneSource non-shared areas are
currently projecting underspends of
(£0.287) for Havering and (£0.114)
for Bexley and an overspend of
£1.871m for Newham

SUMMARY

The overall oneSource shared outturn position shows an overspend of £0.793m. This is projected to be split between the three authorities as part of the year-end cost share calculation as follows; £0.433m Newham, Havering £0.239m and £0.121m Bexley.

The oneSource non-shared budgets are forecasting overspends of £1.871m for Newham and underspends of (£0.287m) for Havering and (£0.114m) for Bexley.

Management action is underway to attempt to reduce the forecasted overspends within Newham non-shared and oneSource shared by year-end.

RECOMMENDATIONS

The Joint Committee is asked to: -

- note the oneSource forecast outturn position as at December 2019

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 £0.793m. This is projected to be split between the three authorities as part of the year-end cost share calculations as follows; £0.433 Newham, £0.239m Havering and £0.121m Bexley.

Newham's share of the projected overspend, £0.433, relates to an outstanding zero based budgeting exercise and apprentice levy funding swap, £0.087m, interim costs within Legal Services, £0.057m, demand exceeding establishment within Human Resources, £0.140m and shortfalls of income against recharge income target within property services in relation to the HRA, £0.087m. Furthermore, due to a reduction of approx. £0.400m in income as compared to last year owing to software issues within the Newham Parking service, there is a shortfall against income target relating to enforcement services of £0.099m, this is offset by (£0.045m) of staffing underspends within transactional services.

Havering's share of the projected overspend, £0.239m, also relates to an outstanding zero based budgeting exercise and apprentice levy funding swap, £0.084m, as well as the aforementioned issues within Human Resources, £0.072m and Legal, £0.034. In addition to this, a reduction in the number of disposals has resulted in a pressure concerning capitalisation recharge income targets within Asset Management of £0.047m.

Bexley's share of the projected overspend, £0.121m relates in the main to a shortfall of income against target relating to enforcement services, £0.077m. 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 £0.044m of the projected overspend relates to a number of smaller variances across several areas.

Newham non-shared

Newham non-shared is forecasting an overspend of £1.871m, the majority of which, £1.6m, is within Asset Management. The pressure within Asset Management is largely within commercial property services and is comprised of an in-year allocation out of previous centrally held fees and charges savings target, £0.200m, a reduction in the amount of one-off income as compared to

prior years, £0.200m, a shortfall of £0.400m against an £0.800m increase in income targets as part of 19/20 budget setting and a £0.200m increase in voids. Furthermore, there is a pressure relating to the 'Staircase Ruling' at Dockside which has resulted in an increase in business rates of £0.520m. Smaller overspends are reported in HR due to salary overspends within the Trade Union cost centre, £0.072m as well as Finance due to inadequate funding for the pension deficit caused by externalised small businesses, £0.077m. Lastly, Democratic services are forecasting an overspend of £0.103m which is largely due to a proportion of European election costs not being funded by central government.

Havering non-shared

Havering non-shared is forecasting an underspend of (£0.287m). This is made up of an underspend within Asset Management of (£0.578m) due to one-off commercial property income in relation to a recent investment and an underspend of (£0.196m) within exchequer services relating to Housing Benefit Subsidy where the budget provided to mitigate against the anticipated adverse impact of Universal Credit on housing benefit overpayment recoveries has not been required due to the slower than expected roll out of the scheme. Offsetting these underspends are pressures on income due to the loss of a number of transport routes, £0.158m and an unmet savings target within ICT relating to borough wide wifi, £0.151m as well as pressures within the Trade Union cost centre of £0.150m. The remaining £0.030m is made up of a number of smaller variances across a range of areas.

Bexley non-shared

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

Management Action Plans to mitigate against projected overspends

There are a number of initiatives underway aimed at bringing the forecasted overspend within shared and Newham non-shared back in line. The actions along with a quantification of their impact, and an estimate around their time-frame and risk factors is outlined below:

Directorate	Service	Action	Impact	Time-Frame	Risk Factor
Shared	Exchequer	Exchequer services are in close contact with colleagues in parking regarding the resolution of the software issue which is causing the number of cases being passed to enforcement services to	£400k	If the software issue is resolved in 19/20 the backlog of cases could be progressed immediately.	The resolution of the software issue resides with the provider.

		have reduced in 19/20.			
Shared	Human Resources	Service redesign and development of recruitment team.	£300k	HR have approached Havering and Newham with plans for £20/21 which have resulted in £300k being built into HR's 20/21 budget. There won't be any impact in 19/20.	N/A
Shared	Legal Services and Finance	Recruitment drive.	£200k	Both Legal and Finance are in the process of progressing recruitment campaigns with the aim of releasing costly agency staff – although some benefit might be experienced in 19/20 it is likely the bulk will be in 20/21.	There is always a risk that suitable candidates don't apply, however, the campaigns are being constructed in such a way as to ensure the broadest possible reach.
Newham Non-shared	Asset Management	Reprioritisation of Corporate Landlord spend.	£400k	Spend to date is £700k against a budget of £1.8m. The current forecast assumes a year end spend of £1.3m, however, the reprioritisation of works in 19/20 could bring this down further to £0.9m.	The benefit of reducing the projected overspend would have to be offset against any longer-term costs this might incur from deferring repair works.
Newham Non-shared	Asset Management	Application to the VOA re 'Staircase Ruling'	£3m one-off £500k ongoing	Property Services have instructed agents to apply to the VOA for a reassessment of Dockside's business rate liability in light of the recent overturning of the 'Staircase Ruling'.	VOA might not rule in favour of over-turning.
Newham Non-shared	Asset Management	Rent Reviews and Lease Renewals	£180k	Based on a recurring rent roll income of £6m an average of a 3% increase would equate to an additional 180k in	Actual rent review and lease renewal increases will depend on local market

				20/21.	conditions.
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Legal implications and risks:

There are no immediate legal implications arising from this report.

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.

The budget, spend and forecast 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.

HR Implications and risks:

There are no immediate HR implications arising from this report.

Background Papers

None

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	COMBINED REVISED BUDGET	COMBINED YTD ACTUALS	FY COMBINED FORECAST	FY COMBINED FORECAST VARIANCE	REASON FOR COMBINED FY FORECAST VARIANCE
oneSource Shared	33,062,285	36,271,105	33,855,666	793,381	The OneSource shared period 9 forecast overspend of £0.793m. The main overspends are: Strategic & Operational HR – The forecast pressure of £0.212m is due to the service having more posts than the funded establishment resulting in a significant budget pressure. Business Services - The forecast pressure of £0.184m is the balance of the original £0.900m saving which is unachievable at period 8. The directorate will aim to mitigate this pressure before year end. Exchequer & Transactional Services - The forecast pressure of £0.145m is mainly due to a reduction in enforcement caseloads. Asset Management Services - The forecast pressure of £0.134m relates to income shortfalls against target, largely around capitalisation due to a reduction in the amount of disposals taking place across the councils. There is also a shortfall in the amount recharged to the HRA against target regarding management of their commercial property portfolio.
oS Finance	9,263,181	13,072,508	9,292,950	29,769	The forecasted overspend is derrived from agency spend; a permanent recruitment is underway to try and mitigate this pressure.
oS Business Services	806,430	809,954	990,029	183,599	Unmet savings target.
oS Exchequer & Transactional Services	6,799,856	5,099,350	6,944,979	145,123	P9 - the forecast is £145K overspend. This is mainly due to LBN Parking services not able to commission oneSource Enforcement Services for parking debts and will have an estimated impact of circa £300-400K of income. This has been offset by income in enforcement from business from other councils however the forecast has been negatively impacted. Should Parking be able to overcome the issues/problems enforcement services will be able to collect both the debts outstanding and the fees.
oS Legal & Governance	2,711,490	2,446,067	2,802,910	91,420	P9 - The £91k overspend is as a result of increased salary costs for the interim Deputy Director post which is likely to remain until the end of the financial year whilst the permanent recruitment is completed but is an “one off” increase in salary expenditure. This has been combined with a decrease in the income likely to be received for the year from legal fees income on planning matters etc. in Newham. The reduction in fees may be due to the fact that developers are unsure about commencing projects because of Brexit and market uncertainty.
oS ICT Services	8,656,383	10,196,389	8,653,401	(2,982)	For Period 9 ICT are not reporting a change in the forecast Outturn for 19/20
oS Asset Management Services	2,048,625	1,987,465	2,182,996	134,371	The overall pressure of £134K relates to income shortfalls against target, largely around capitalisation due to a reduction in the amount of disposals taking place across the councils. There is also a shortfall in the amount recharged to the HRA against target regarding management of their commercial property portfolio. Work is underway to make sure all possible costs are being recharged.
oS Strategic & Operational HR	2,776,320	2,659,372	2,988,401	212,081	P9 - HR is forecasting a pressure of £0.212m due to the service having more posts than the funded establishment resulting in a significant budget pressure. This is being addressed through a comprehensive redesign and restructure of the service to ensure its cost is kept within budget.

Cost Share	
Havering	238,740
Newham	433,413
Bexley	121,228
TOTAL	793,381

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Full Cube - Full cube data
A8000B - oneSource Non-Shared LBH
oS LBH-SUBJECT_ACCT - .
A01 - LB of Havering
oS LBH-OBJPRO-hier - .
/FY19/9 - December
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	FY REVISED BUDGET	YTD ACTUALS	FY FORECAST	FY FORECAST VARIANCE	
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Appendix B - oneSource Non-Shared LBH - P9

	FY REVISED BUDGET	YTD ACTUALS	FY FORECAST	FY FORECAST VARIANCE	REASON FOR FY FORECAST VARIANCE
oneSource Non-Shared LBH	2,851,362	(671,810)	2,564,779	(286,583)	The period 9 forecast underspend of £0.287m. The main services contributing to the underspend are Asset Management £0.578m due to one-off commercial property income in relation to a recent investment in Romford Town Centre. Exchequer services - £0.196m underspend relates to Housing Benefit Subsidy where the anticipated adverse impact of Universal Credit on housing benefit overpayment recoveries has not been experienced due to the slower than expected roll out of the scheme. The above underspends are offset by pressures on income due to the loss of a number of transport routes - £0.158m, an unmet savings target within the ICT service in relation to borough wide Wi-Fi - £0.151m and Trade Union facility time in HR - £0.150m. The remaining £0.029 relates to small variances within Legal.
Exchequer Services	(976,930)	(3,741,379)	(1,172,850)	(195,920)	P9 The forecasted underspend of (£0.195m) relates to Housing Benefit Subsidy where the anticipated adverse impact of Universal Credit on Housing Benefit Overpayment recoveries has not been experienced due to the slower than expected roll out of the scheme.
Business Services	1,020		1,020		
Technical and Transport Services	466,902	780,618	624,937	158,035	P9 reflects pressure in Transport due to loss of thurrock routes and cover of several long term sick. Partly offset by underspend in TS due to majority of maintenance works being covered by capital projects this year
Asset Management	45,626	(547,684)	(532,838)	(578,464)	At period 9, Asset Management are forecasting an underspend of £0.578m. The underspend relates to additional rental income following the purchase of a commercial investment in Romford Town Centre. It is important to note this income is one off in nature as the income will be used in future years towards the loan and debt charges that financed the purchase. This additional income is also fully offsetting income pressures in relation to Romford Market.
Strategic HR & OD	408,364	222,207	558,023	149,659	P9 Forecast overspend due to a number of variances and unfunded costs, e.g. Trade Union officials, recruitment system license, staffing costs to deliver apprenticeships (being addressed for 2020/21).
Legal & Democratic Svs	2,249,530	1,988,234	2,278,525	28,995	
ICT Services	656,850	626,194	807,962	151,112	P8 - Forecasted pressure relates to non-achievement of borough wide wifi savings target - seeking to be addressed as part of ongoing budget setting processes.

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Appendix C - Newham non-shared - P9

		FY REVISED BUDGET	YTD ACTUALS	FY FORECAST	FY FORECAST VARIANCE	REASON FOR FY FORECAST VARIANCE
G5000B	oneSource - Non Shared	5,788,197	10,770,864	7,659,503	1,871,306	The LBN non-shared period 9 forecast overspend of £1.9m. The overspend essentially relates to the pressure reported within the Asset Management service of £1.6m. The pressure of £0.1m in Legal & Democratic service is mainly due to unfunded European election costs. Other forecast pressures relate to Finance -£0.077m due to a shortfall on the pension deficit funding, HR - £0.072m due to salary overspends within the Trade Union cost centre. Other small pressures - Transactional Services £0.030m.
G5010C	Finance	568,200	507,618	644,700	76,500	The period 9 forecasted pressure of £76,500 relates to a shortfall on the pension deficit funding budget as compared to costs. The costs have increased beyond budget due to a number of bodies being externalised assuming fully funded pension costs. Work is being done to try and recover these costs where possible and any progress will be reflected in the forecast as and when it happens.
G5020C	Human Resources	631,600	373,933	703,658	72,058	The period 9 forecasted overspend of £0.072m is mainly due to salary overspends within the Trade Union cost centre.
G5030C	Legal & Democratic	682,900	832,819	786,354	103,454	The period 9 forecasted overspend of £103K is mainly due to £58k unfunded European election costs.
G5040C	Asset Management	3,415,897	7,760,216	5,005,041	1,589,144	At period 9, Asset Management are forecasting a pressure of £1.6m. The overall pressure lies within Property Services where they are projecting income shortfalls against target due to one off income failing to materialise compared to levels received in 18/19. The income target was also increased at period 6 by an additional £0.200m due to the allocation of the corporately held fees and charges saving. Additionally, the service is still experiencing one-off costs associated with the Staircase Ruling which is adversely impacting Dockside Business rates by £530K per annum until a reassessment by the VOA takes place. Stratford Workshop litigation is also still ongoing with legal fees at £260K. These pressures are offset in part, mainly from underspends of (£500K) within Corporate Landlord, due to a reprioritisation of spend on corporate buildings in order to assist with budget pressures elsewhere in the service.
G5050C	LBN Transactional Services	(398,400)	226,809	(368,250)	30,150	Reivew of bank charges - which historically have been recharged - will take place.
G5060C	ICT Services	888,000	1,069,469	888,000		

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Appendix D - Bexley non-shared P9

	FY REVISED	YTD ACTUALS	FY FORECAST	FY FORECAST	
					REASON FOR FY FORECAST VARIANCE
oneSource Non-Shared LBB (Exchequer)	3,868,000	23,546,528	3,754,000	(114,000)	The period 9 forecast for Bexley non-shared is £0.114m underspend. This is due to new burdens grant income being retained and an assessor vacancy. Actuals to date will appear more in line with budget when subsidy grant income has been journalled into the code.

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ONESOURCE JOINT COMMITTEE

7 February 2020

Subject heading:

oneSource Performance Indicators, Q2 report

Report author and contact details:

Tony Barnard, Business Improvement & Analysis Officer
X37559

Financial summary:

Not applicable

SUMMARY

The list of oneSource Performance Indicators for 19/20 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 second quarter: July - September 2019.

RECOMMENDATIONS

1. To note the oneSource Performance Indicators Q2 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. There are four key strategic performance indicators 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

- 2.2. 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.

- 2.3. There are 120 indicators for oneSource, comprising of 51 for Newham, 60 for Havering and 9 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)

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

- 2.5. Information on all indicators measured is provided within the report, with further exception reporting for Amber and Red rated indicators focussing in greater detail 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 2 (July - September 2019)**

Background Papers

None

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Technology & Innovation

Exchequer & Transactional

Finance

Asset Management

Legal & Governance

Technical & Transport
Services

Human Resources & Organisational
Development



About this Report

This is the oneSource Corporate Performance Report for the Second Quarter of this financial year and covers the three months for July, August and September 2019.

Quarterly reports are prepared and presented on an 'Exception Reporting' basis, meaning that the analysis and commentary on service performance is ring-fenced to those indicators showing either Red or Amber.

Firstly, this is foreground attention on specific issues, or aspects of concern, that need to be addressed, so that the focus is on measures required to improve performance: and, secondly, to make the report more digestible and easier to read and comprehend.

Overall, there are 120 oneSource Indicators (with 126 associated measures) and 17 Volumetric measures. Where the data indicates that service performance is meeting the expectation, or exceed it, this appears in the Performance Summary Table, Summary Analysis and the individual Borough Performance Indicator Tables

Where the data reveals that performance has not met the aspiration and has been rated either Amber or Red, this is subject to more detailed analysis and commentary.

Quarterly Reporting Measures & Data

This report uses the same measures and follows the same basic layout as the Quarter 1 Report. Some changes for Quarter 2 have been made to how the information is presented, most notably:

- The Performance Data & Direction of Travel table now contains all service measures and an additional column to show the indicator RAG rating for the QTR.
- Simplified Direction of Travel symbols - see *Table of Symbols on page 2*

- Re-formatted tables and charts to make them easier to read at a glance.
- Referenced colour-coding to facilitate quicker comparison of service performance by borough, where applicable.

The data used in this Report has been compiled from the information returned by the data owner from within the relevant service. Commentaries on the data have been provided by the Directorate responsible for delivering that service.

Analysis of the data has been undertaken by the oneSource Business Development & Improvement Team (BDIT).

Data Conventions for Charts & Tables

The following conventions apply to the data used in this Report:

- **Tables -**
 - Numbers are provided to two decimal points
 - Percentages are given to one decimal point
- **Charts -**

Due to size limitations and for readability, data labels have not been included within the charts and figures are provided in tabular form (*see above*)

Where a chart displays progress against an income / savings requirement:

 - The target is represented as a flight path; and
 - Progress is shown cumulatively

Where the chart displays progress against a fixed percentage or number:

- The target is represented as straight line; and
- Progress is shown for the representative month or QTR

oneSource Performance Information Quarter 2 (July - September 2019)

Table of Symbols

Status	Symbol	Description
Improving Performance	↑	The forecast, or actual performance, has improved since the previous reporting period
Maintained Performance	→	The forecast, or actual performance, has remained stable and in-line with the previous reporting period
Declining Performance	↓	The forecast, or actual performance, has declined since the previous reporting period
Measured	Ø	The indicator was measured in this reporting period, but not in the previous period.
Unmeasured	X	The indicator was not measured in this reporting period.
GREEN on target (<0.5% tolerance) or better ¹		<ul style="list-style-type: none"> The measure has achieved, or is on track to achieve, the target
AMBER not greater than 5% variance to target		<ul style="list-style-type: none"> The measure has almost reached the target (<i>within 5% variance</i>)
RED greater than 5% variance to target		<ul style="list-style-type: none"> The measure has not achieved its target (<i>greater than 5% variance</i>)
DNA data not available		<ul style="list-style-type: none"> The measure has not been monitored, or the data not submitted, for the Quarter
N/A not applicable		<ul style="list-style-type: none"> The measure has been dis-applied for the Quarter or in general

¹ Tolerance margin of <0.5% has not been applied to Payroll targets

Report Contents

1. Summary Analysis: QTR 2

This section provides an overall assessment of performance, based on the indicator RAG ratings, and DoT comparison to the previous Quarter.

2. Bexley - Overall Performance & Direction of Travel: QTR 2

This section provides an overview of performance for Bexley and the current direction of travel, compared to the previous Quarter

3. Havering - Overall Performance & Direction of Travel: QTR 2

This section provides an overview of performance for Havering and the current direction of travel, compared to the previous Quarter

4. Havering - Volumetrics: QTR 2

This section provides the Havering Volumetrics data

5. Newham - Overall Performance & Direction of Travel: QTR 2

This section provides an overview of performance for Newham and the current direction of travel, compared to the previous Quarter

6. Newham – Volumetrics: QTR 2

This section provides the Newham Volumetrics data

7. oneSource Directorate - Exception Reporting: QTR 2

This section provides analysis and commentary (by Directorate) on those indicators which have been rated either Amber or Red.

- i. ICT
- ii. HROD
- iii. Asset Management
- iv. Technical Services
- v. Exchequer & Transactional
- vi. Strategic & Operational Finance
- vii. Legal & Governance

1. Summary Analysis

In total, 120 indicators were agreed by Directors and the respective Councils and form the reporting basis for the Service Level Agreements (SLAs) 2019-20. These indicators are split across the partner councils in the following distribution pattern:

- Shared Service Indicators**

 - Bexley - **9** indicators
 - Havering - **49** indicators
 - Newham - **48** indicators
- non-Shared Service Indicators**

 - Technical Services & Transport - **6** indicators (*Havering only*)
 - Council Tax and Benefits - **5** indicators (*Havering only*)
 - Projects and Programmes - **3** indicators (*Newham only*)

Performance against the indicators is measured by the Target or Threshold level set for the indicator.

Overall Performance Summary – RAG Rating

Overall measured RAG performance in QTR 2 for oneSource indicator measures, and the respective Authority breakdown, is given in Table A² below:

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Table A

2019-10 QTR2	oneSource		Bexley		Havering		Newham	
Indicator Measures	No.	%	No.	%	No.	%	No.	%
Green	55	45.8	2	22.2	31	51.7	22	43.1
Amber	12	10.0	1	11.1	4	6.7	7	13.7
Red	15	12.5	0	0.0	8	13.7	7	13.7
Data Not Available	22	18.3	6	66.7	6	10.0	10	19.6
Indicator Not Applicable	16	13.3	0	0.0	11	18.3	5	9.8
Total Measures	120		9		60		51	

² No QTR 2 data was available from Finance. Also, Havering Technical & Transport Services provide end-of-year data only and do not form part of the QTR 2 Performance Report.

Overall Performance Summary – Direction of Travel

In addition to the 120 indicator measures, there are 17 volumetric measures: 8 for Havering (3 x ICT measures and 4 x HROD measures); and 9 for Newham (3 x ICT measures and 5 x HROD measures)

Volumetric measures are not RAG rated, but are compared to the previous QTR's data to provide a direction of travel.

Including volumetric measures, the overall measured direction of travel in QTR 2 (compared to QTR 1) for oneSource, and the respective Authority breakdown, is given in Table B³ below:

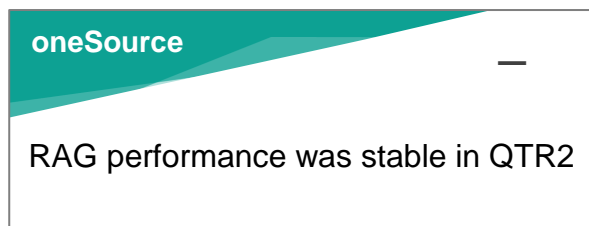
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Table B

2019-10 QTR2	oneSource		Bexley		Havering		Newham	
DoT Values	No.	%	No.	%	No.	%	No.	%
Improving	39	28.5	0	0.0	20	28.6	22	31.7
Stable	16	11.7	0	0.0	10	14.3	7	11.7
Declining	37	27.0	1	11.1	20	28.6	17	28.3
Not Determinable this QTR	45	32.8	8	88.9	20	28.6	17	28.3
Total DoT Values	137		9		68		60	

³ No QTR 2 data was available from: Finance. Also, Havering Technical & Transport Services provide end-of-year data only and so do not form part of the QTR 2 Performance Report

Overall RAG Summary - oneSource



- 55 out of 120 measures were rated GREEN for QTR2, an increase of 2 **(+1.7%)** compared QTR1
- 12 out of 120 measures were rated AMBER for QTR2, a reduction of 1 **(-0.8%)** compared to QTR1
- 15 out of 120 measures were rated RED for QTR2, an increase of 3 **(+2.5%)** compared to QTR1

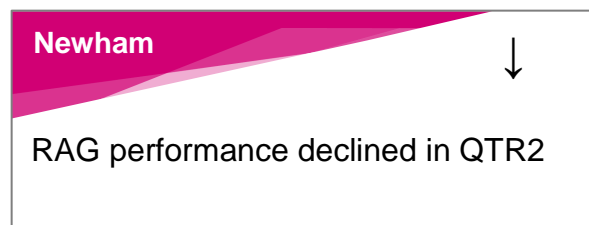
Overall RAG Summary - by Authority



- 2 out of 9 measures were rated GREEN for QTR 2, an increase of 2 **(+22.2%)** compared QTR1
- 1 out of 9 measures **(11.7%)** were rated AMBER for QTR2, the same as for QTR 1
- 0 out of 9 measures **(11.7%)** were rated RED for QTR2, the same as for QTR 1
- In 6 of the 9 measures, however, **(66.7%)** no data was made available



- 31 out of 60 measures were rated GREEN for QTR2, an increase of 5 **(+8.3%)** compared QTR1
- 4 out of 60 measures were rated AMBER for QTR2, a reduction of 4 **(-6.7%)** compared to QTR1
- 8 out of 60 measures were rated RED for QTR2, an increase of 1 **(+1.7%)** compared to QTR1



- 22 out of 51 measures were rated GREEN for QTR2, a reduction of 5 **(-9.8%)** compared QTR1
- 7 out of 51 measures were rated AMBER for QTR2, an increase of 3 **(+5.5%)** compared to QTR1
- 7 out of 51 measures were rated RED for QTR2, an increase of 3 **(+3.6%)** compared to QTR1

2. Bexley - Performance Data & Direction of Travel: QTR 2

The following Tables set out Bexley's performance data for the quarter, RAG rating and direction of travel in comparison to the previous quarter.

Bexley Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
Exchequer and Transactional	Accounts Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	95.0%	92.2%	91.9%		↓
	Accounts Receivable	% of debt collected in 90 days by Volume 80%	80.0%	N/A	93.0%		Ø
	Accounts Receivable	% of debt collected in 90 days by Value 80%	80.0%	N/A	87.0%		Ø

Bexley Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
Strategic and Operational Finance	Finance Business Partners	Monthly Budget monitoring reports – within 2 weeks of month end LBN, within 4 weeks of month end	100.0%	DNA	DNA	-	X
	Finance Business Partners	All returns, statutory or otherwise, to be prepared and submitted within agreed deadlines	100.0%	DNA	DNA	-	X
	Finance Business Partners	Balance sheet items reconciled according to agreed schedule.	100.0%	DNA	DNA	-	X
	Finance Business Partners	Compliance with the Authority's treasury management strategy and reporting framework	Compliant	DNA	DNA	-	X
	Reconciliations	% of suspense items cleared within 10 days	99.0%	DNA	DNA	-	X
	Reconciliations	100% of reconciliations of account completed within timetable	100.0%	DNA	DNA	-	X

3. Havering - Overall Performance & Direction of Travel: QTR 2

The following Tables set out Havering's performance data for the quarter, RAG rating and direction of travel in comparison to the previous quarter.

Havering Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
ICT	ICT	Customer Satisfaction Rating	6.3	6.29	6.29	Green	→
	ICT	% of system availability	99.5%	100.0%	99.5%	Green	↓
	ICT	% of calls resolved within SLA by severity type (severity 1 and 2)	82.9%	83.0%	50.0%	Red	↓

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Havering Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
HROD	HROD	Average time taken for Job Evaluations	5 days	2.2	3	Green	↓
	HROD	% of Job Evaluations completed within 5 days	100.0%	88.0%	94.0%	Red	↑
	HROD	User satisfaction with HROD services (in development)	>90%	0.0%	N/A	-	X
	HROD	% of corporate complaints against HROD	0.0%	0.0%	0.0%	Green	→

Havering Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
<div> <div>Page 32</div> <div>Asset Management</div> </div>	FM	Compliance forecast/actual	95.0%	88.2%	90.2%		↑
	FM	Repairs dealt with on time: Priority 1 - response within 2 hours	97.0%	96.7%	96.7%		→
		Repairs dealt with on time: Priority 2 - response within 1 working day	97.0%	96.6%	96.7%		↑
		Repairs dealt with on time: Priority 3 - response within 5 working days	97.0%	97.7%	96.7%		↓
		Repairs dealt with on time: Priority 4 - response within 3 months	97.0%	98.3%	96.7%		↓
	FM	Service charge income forecast/actual	TBD	N/A	N/A	-	X
	FM	No of hires/pop ups forecast/actual	Reactive	N/A	N/A	-	X
	H&S	Mandatory e-learning carried out by Havering and Newham staff.	100.0%	N/A	122 (no. taken)	-	X
	H&S	Increased reporting of accident/incidents and near misses	100.0%	368 (no. of reports)	233 (no. of reports)		↓
	H&S	Review of risk assessment undertaken across the organisation against the annual plan	100.0%	N/A	N/A	-	X
	H&S	Timely response to H&S Notices and Serious Incidents	100.0%	100.0%	100.0%		→
	Property	Capital receipt forecast v actual	£12.78M	£85K	£2.085M (Cumulative)		↑
	Property	Annual commercial income target forecast v actual	£3.15M	£756K	£1.959M (Cumulative)		↑
	Property	All the commercial portfolio, legal agreements and data on Techforge.	100.0%	100.0%	100.0%		→
	Property	Romford market income target forecast v actual	£360K	£86.1K	£86.3K		↑

Havering Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
Technical Services	Technical Services	Number of projects completed on time	90.0%	Provided in Q4	Provided in Q4	-	X
	Technical Services	Number of projects completed to agreed budget	90.0%	Provided in Q4	Provided in Q4	-	X
	Technical Services	Customer satisfaction rating	90.0%	Provided in Q4	Provided in Q4	-	X
	Transport	PTS – gross external income	£1.0m	Provided in Q4	Provided in Q4	-	X
	Transport	PTS – customer satisfaction	98.5%	Provided in Q4	Provided in Q4	-	X
	Transport	PTS – customer satisfaction	98.5%	Provided in Q4	Provided in Q4	-	X

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Havering Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
Strategic and Operational Finance	Finance Business Partners	Monthly Budget monitoring reports – within 2 weeks of month end LBN, within 4 weeks of month end	90.0%	DNA	DNA	-	X
	Finance Business Partners	All returns, statutory or otherwise, to be prepared and submitted within agreed deadlines	90.0%	DNA	DNA	-	X
	Finance Business Partners	Balance sheet items reconciled according to agreed schedule.	90.0%	DNA	DNA	-	X
	Finance Business Partners	Compliance with the Authority's treasury management strategy and reporting framework	£1.0m	DNA	DNA	-	X
	Reconciliations	% of suspense items cleared within 10 days	98.5%	DNA	DNA	-	X
	Reconciliations	100% of reconciliations of account completed within timetable	98.5%	DNA	DNA	-	X

Havering Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
Exchequer and Transactional	Council Tax	Percentage of Council Tax collected	97.0%	30.48% (Cumulative)	57.96% (Cumulative)		↑
	Housing Benefits	Average no. of days for Housing Benefit - new claims	20 days	22	20		↓
	Housing Benefits	Average no. of days for Housing Benefit - change of circumstances	11 days	17	17		→
	Council Tax	Council Tax arrears reduction	19.0%	6.36% (Cumulative)	12.11% (Cumulative)		↑
	Housing Benefits	Recovery of In Year overpayment collection rate	60.0%	86% (Cumulative)	78% (Cumulative)		↓
	NNDR	% of National Non-Domestic Rates collected	98.7% (Annualised)	34.7%	50.8%		↑
	Accounts Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	95.0%	98.6%	96.5%		↓
	Accounts Receivable	% of debt collected in 90 days by Volume 80%	80.0%	N/A	90.4%		Ø
	Accounts Receivable	% of debt collected in 90 days by Value 80%	80.0%	N/A	95.6%		Ø
	Payroll	% accuracy of payroll payments	100.0%	99.9%	100.0%		↑
	Payroll	% of payroll payments made on time	100.0%	98.5%	100.0%		↑
	Payroll	% of BACS processing on time	100.0%	98.9%	100.0%		↑
	People Establishment	% of contracts issued to new starters within 10 working days of manager's notification to ES	95.0%	56.3%	64.4%		↑
	People Establishment	% of conditional letters being issued with 3 working days from point of notification from hiring manager	98.0%	100.0%	100.0%		→
	People Establishment	Percentage of amendments completed to contracts (i.e. FTE, Hours etc.) within 30 working days of notification	95.0%	68.7%	90.0%		↑

Havering Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Threshold	QTR 1	QTR 2	RAG	DoT
Legal and Governance	Legal	Customer Satisfaction Rating	94.0%	90.0%	95.0%		↑
	Community Team	Average total cost to obtain care orders	<£20,000	£15.7K	£23.1K		↓
	Community Team	Average time to obtain care orders	<26 weeks	34.47	45.43		↓
	Community Team	Average number of hearings per care proceedings case	<5	6	7		↓
	Housing and Litigation	Success in Routine Possession claims	>90%	97.9%	100.0%		↑
	Property	Percentage of standard draft commercial leases within 15 working days of receipt of full instructions	>80%	100.0%	100.0%		→
	Property	Average time to complete Right To Buy agreements	<175	92	104		↓
	Property	RTB leases/ freehold transfers issues within 10 days of full instruction	>90%	100.0%	100.0%		→
	Planning	Average time to complete planning agreements	<6 months	2.4	2.5		↓
	Cross Service	External SPEND on external barristers through LBLA framework	As much as possible during the year	£18,270	£52,993		↓
		External SAVINGS on external barristers through LBLA framework		£4,229	£15,328		↑
	Cross Service	External SPEND on external solicitors through LBLA framework	As much as possible during the year	£8,078	£23,019		↓
		External SAVINGS on external solicitors through LBLA framework		£1,315	£7,780		↑

4. Havering Volumetrics – QTR 2

The following Tables set out Havering's volumetric data for the quarter and provide a direction of travel comparison to the previous quarter's figures

Directorate	KPI		Ave per QTR (2018/19)	QTR 1	QTR 2	Direction of Travel
ICT	Number of Incidents		692	583	534	↓
	Number of DPIAs		3	13	7	↓
	Number of projects		TBC	6	11	↑
	Commentary	Projects: 11 Completed 5 Currently Active 3 Pending Does not include oneSource Projects = 5 Active, 4 Completed Does not include Infrastructure Programme = 20 Open Workstreams				

Directorate	KPI		Ave per QTR (2018/19)	QTR 1	QTR 2	Direction of Travel
HROD	Disciplinary cases:		14.25	5	9	↑
	Grievance cases:		10.75	5	6	↑
	Sickness cases:		55.25	13	37	↑
	Capability/Probation reviews:		5.25	1	3	↑
	Number of Job Evaluations undertaken		Ave. for year is 76	33	32	↓
	Commentary					

5. Newham - Overall Performance & Direction of Travel: QTR 2

The following Tables set out Newham's performance data for the quarter, RAG rating and direction of travel in comparison to the previous quarter.

Newham Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1		QTR 2		RAG	DoT
ICT	ICT	Customer Satisfaction Rating	6.35	6.35		6.29		Green	↓
	ICT	% of system availability	100.0%	100.0%		99.5%		Green	↓
	ICT	% of calls resolved within SLA by severity type (severity 1 and 2)	100.0%	100.0%		66.7%		Red	↓

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Newham Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1		QTR 2		RAG	DoT
HROD	HROD	Average time taken for Job Evaluations - GLPC	5 days	4.1	8.1	4.2	4.9		↑
		Average time taken for Job Evaluations - HAY		12		5.6			
	HROD	% of Job Evaluations completed within 5 days - GLPC	100.0%	78.0%	59%	64.0%	60%		↑
		% of Job Evaluations completed within 5 days - HAY		40.0%		56.0%			
	HROD	User satisfaction with HROD services (in development)	>90%	N/A		N/A		-	X
	HROD	% of corporate complaints against HROD	0.0%	0.0%		0.0%			→

Newham Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
Page 38 Asset Management	FM	Compliance forecast/actual	95.0%	100.0%	89.7%		↓
	FM	Repairs dealt with on time: Priority 1 - response within 2 hours	97.0%	97.0%	96.7%		↓
		Repairs dealt with on time: Priority 2 - response within 1 working day	97.0%	97.0%	96.7%		↓
		Repairs dealt with on time: Priority 3 - response within 5 working days	97.0%	98.0%	96.7%		↓
		Repairs dealt with on time: Priority 4 - response within 3 months	97.0%	98.0%	96.7%		↓
	FM	Service charge income forecast/actual	TBD	N/A	N/A	-	X
	FM	No of hires/pop ups forecast/actual	Reactive	0.0%	N/A	-	X
	H&S	Mandatory e-learning carried out by Havering and Newham staff.	100.0%	41 taken	78 taken	-	↑
	H&S	Increased reporting of accident/incidents and near misses	100.0%	N/A	90 reports	-	Ø
	H&S	Review of risk assessment undertaken across the organisation against the annual plan	N/A	N/A	N/A	-	X
	H&S	Timely response to H&S Notices and Serious Incidents	100.0%	100.0%	100.0%		→
	P&P Newham	Secondary school programme actual/forecast annual spend	TBD	N/A	N/A	-	X
	P&P Newham	Primary school programme actual/forecast annual spend	£6.8M	DNA	DNA	-	X
	P&P Newham	Other capital programme forecast/actual spend annual	£4.4M	£262K	£4.4M		↑
	Property	Capital receipt forecast v actual	TBD	£0.00	£3.5M (Cumulative)	-	Ø
	Property	Annual commercial income target forecast v actual	£6.8M	£567K	£3.17M (Cumulative)		↑
	Property	All the commercial portfolio, legal agreements and data on Techforge.	100.0%	92.0%	95.0%		↑

Newham Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
Strategic and Operational Finance	Finance Business Partners	Monthly Budget monitoring reports – within 2 weeks of month end LBN, within 4 weeks of month end	90.0%	DNA	DNA	-	X
	Finance Business Partners	All returns, statutory or otherwise, to be prepared and submitted within agreed deadlines	90.0%	DNA	DNA	-	X
	Finance Business Partners	Balance sheet items reconciled according to agreed schedule.	90.0%	DNA	DNA	-	X
	Finance Business Partners	Compliance with the Authority's treasury management strategy and reporting framework	£1.0m	DNA	DNA	-	X
	Reconciliations	% of suspense items cleared within 10 days	98.5%	DNA	DNA	-	X
	Reconciliations	100% of reconciliations of account completed within timetable	98.5%	DNA	DNA	-	X

Newham Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Target	QTR 1	QTR 2	RAG	DoT
Exchequer and Transactional	NNDR	% of National Non-Domestic Rates collected	98.7% (Annualised)	32.7%	48.9%		↑
	Accounts Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	95.0%	97.7%	93.5%		↓
	Accounts Receivable	% of debt collected in 90 days by Volume 80%	80.0%	N/A	79.8%		Ø
	Accounts Receivable	% of debt collected in 90 days by Value 80%	80.0%	N/A	90.0%		Ø
	Payroll	% accuracy of payroll payments	100.0%	99.9%	99.9%		→
	Payroll	% of payroll payments made on time	100.0%	100.0%	100.0%		→
	Payroll	% of BACS processing on time	100.0%	100.0%	100.0%		→
	People Establishment	% of contracts issued to new starters within 10 working days of manager's notification to ES	95.0%	97.0%	90.0%		↓
	People Establishment	% of conditional letters being issued with 3 working days from point of notification from hiring manager	98.0%	98.7%	96.5%		↓
	People Establishment	Percentage of amendments completed to contracts (i.e. FTE, etc.) within 30 working days of notification	95.0%	100.0%	99.7%		↓

Newham Performance Data & Direction of Travel

Directorate	Service Area	KPI	2019/20 Threshold	QTR 1	QTR 2	RAG	DoT
Legal and Governance	Legal	Customer Satisfaction Rating	94.0%	90.0%	95.0%	Green	↑
	Community Team	Average total cost to obtain care orders	<£20,000	£17.5K	£23.9K	Red	↓
	Community Team	Average time to obtain care orders	<26 weeks	35.46	35.62	Red	↓
	Community Team	Average number of hearings per care proceedings case	<5	6.3	8.3	Red	↓
	Housing and Litigation	Success in Routine Possession claims	>90%	97.9%	100.0%	Green	↑
	Property	Percentage of standard draft commercial leases within 15 working days of receipt of full instructions	>80%	100.0%	100.0%	Green	→
	Property	Average time to complete Right To Buy agreements	<175	139	105	Green	↓
	Property	RTB leases/ freehold transfers issues within 10 days of full instruction	>90%	95.0%	99.0%	Green	→
	Planning	Average time to complete planning agreements	<6 months	7	6.2	Yellow	↓
	Cross Service	External SPEND on external barristers through LBLA framework	As much as possible during the year	£115,602	£133,540	Green	↓
		External SAVINGS on external barristers through LBLA framework		£12,187	£40,171		↑
	Cross Service	External SPEND on external solicitors through LBLA framework	As much as possible during the year	£21,735	£47,400	Green	↓
		External SAVINGS on external solicitors through LBLA framework		£20,582	£21,650		↑

6. Newham Volumetrics – QTR 2

The following Tables set out Newham's volumetric data for the quarter and provide a direction of travel comparison to the previous quarter's figures

Directorate	KPI		Ave per QTR (2018/19)	QTR 1	QTR 2	Direction of Travel
ICT	Number of Incidents		1107	1096	1023	↑
	Number of DPIAs		6	17	16	↓
	Number of projects		TBC	9	10	↑
	Commentary	Projects: 10 Completed 11 Currently Active 5 Pending Does not include oneSource Projects = 5 Active, 4 Completed Does not include Infrastructure Programme = 20 Open Workstreams				

Directorate	KPI		Ave per QTR (2018/19)	QTR 1	QTR 2	Direction of Travel
HROD	Disciplinary cases:		14.25	23	25	↑
	Grievance cases:		10.75	10	6	↓
	Sickness cases:		55.25	14	24	↑
	Capability/Probation reviews:		5.25	0	5	↑
	Number of Job Evaluations undertaken (GLPC)		50.5	32	56	↑
	Number of Job Evaluations undertaken (HAY)		31.5	15	16	↑
	Commentary					

7. Directorate Exception Reporting – QTR 2

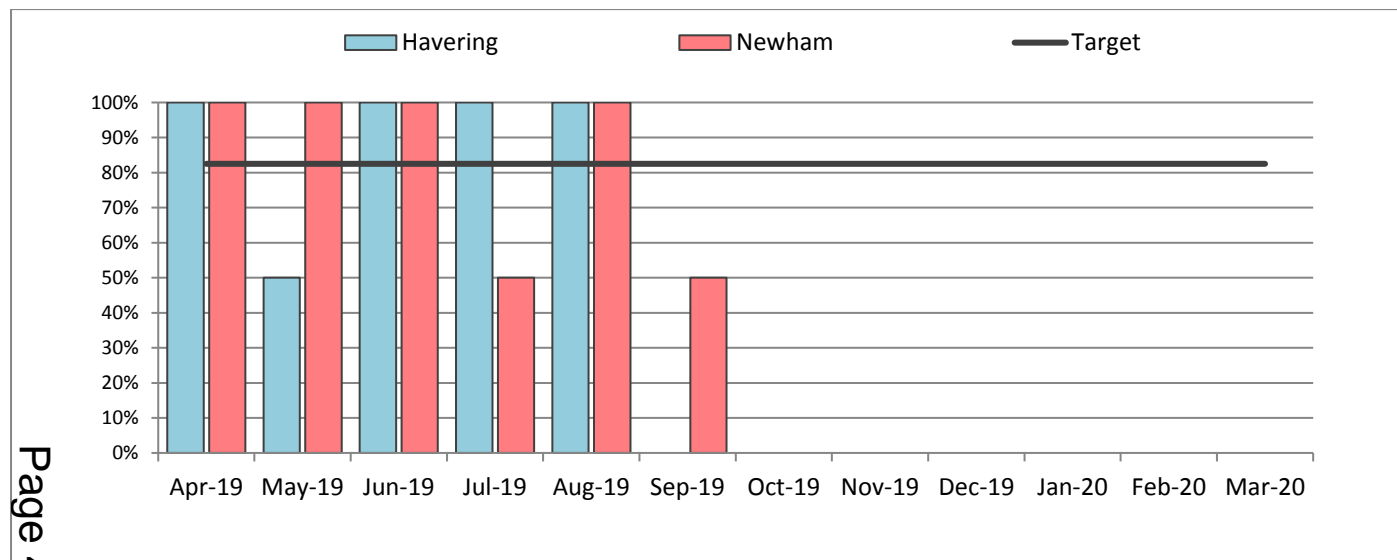
Analysis and Directorate commentaries for QTR2 indicators where performance has been rated as either Red or Amber

Page 42

		Green	Amber	Red	DNA	N/A	No. of Exception Reports
i	ICT	4	0	2	0	0	1
ii	HROD	4	0	2	1	1	1
iii	Asset Management	13	4	3	3	9	5
iv	Technical & Transport Services	End-of-Year Reporting in QTR 4				6	-
v	Exchequer & Transactional	19	7	2	0	0	6
vi	Strategic & Operational Finance ⁴	0	0	0	18	0	0
vii	Legal & Governance	15	1	6	0	0	4
TOTALS		55	12	15	22	16	17

⁴ No QTR 2 data was available from Finance.

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



LA	Level	QTR 1	QTR 2	RAG
LBH	82.9%	83.0%	50.0%	↓
LBN	82.9%	100.0%	66.7%	↓

DoT

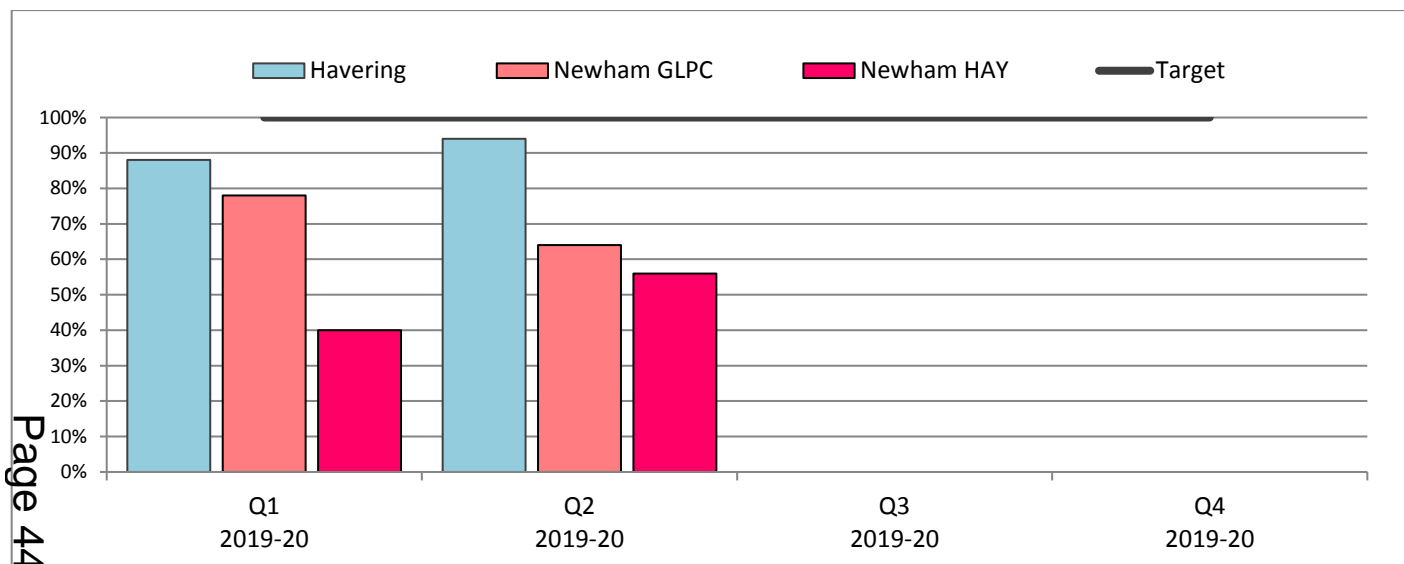
Percentage of calls resolved within SLA by severity type (severity 1 and 2)

%	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	100.0%	50.0%	100.0%	100.0%	100.0%	0.0%						
Newham	100.0%	100.0%	100.0%	50.0%	100.0%	50.0%						
Target	82.5%			82.5%			82.5%			82.5%		

COMMENTARY

The ICT service has seen a number of targets fall a little below average. This is mainly due to the service going through major infrastructure change programme which introduces new technology and at the same time places pressure on the current system. The officers have also been under pressure to support the new technology projects whilst maintaining the current infrastructure. The major incident related to a systems freeze in Havering. This incident mainly affected Mercury House and although there was not a complete outage it caused slowness. The fault was fixed overnight and we have placed alerting systems in place to prevent this from occurring in future.

Percentage of Job Evaluations completed within 5 days



LA	Level	QTR 1	QTR 2	RAG
LBH	100%	88.0%	94.0%	↑
LBN GLCP	100%	70%	64%	↓
LBN HAY	100%	40%	56%	↑

DoT

Percentage of Job Evaluations completed within 5 days

%	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		88%			94%							
Newham GLPC		78%			64%							
Newham HAY		40%			56%							
Target		100%			100%			100%			100%	

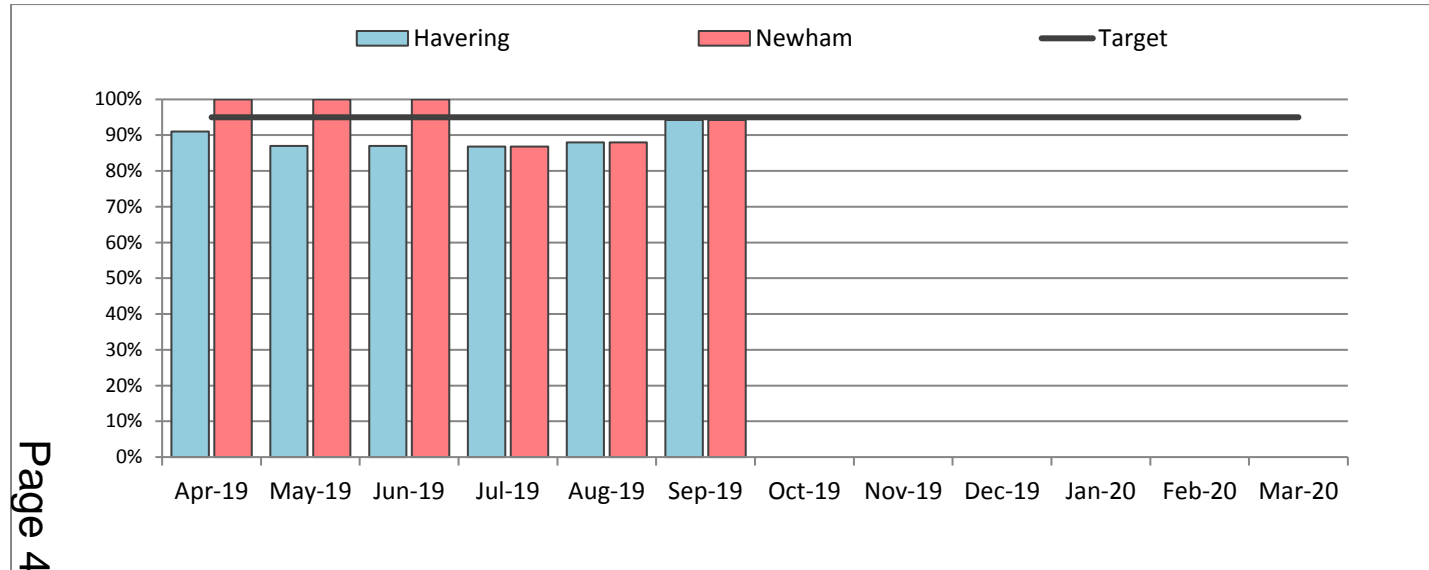
COMMENTARY

Havering - Although short of the 100% target, performance improved during QTR 2. The Increase in timeliness has been attributed to the lower number of evaluations submitted during that period.

Newham GLPC - Significant number of JDs submitted in July, some required clarification and discussion with the managers (CT & Bens, Children's Services & social care roles). This had an impact on the overall turn-around time.

Newham HAY - Around 50% of JE's required further information, including structure chart information to enable the evaluations to be completed. The process for evaluations will be reviewed in early 2020 to establish and improve processes, with an expectation that timeliness will increase and overall performance, as well as the customer experience, will improve.

Percentage of compliance – forecast -v- actual



LA	Level	QTR 1	QTR 2	RAG
LBH	95.0%	88.2%	90.2%	↑
LBN	95.0%	100.0%	89.7%	↓

DoT

Percentage of compliance - forecast -v- actual

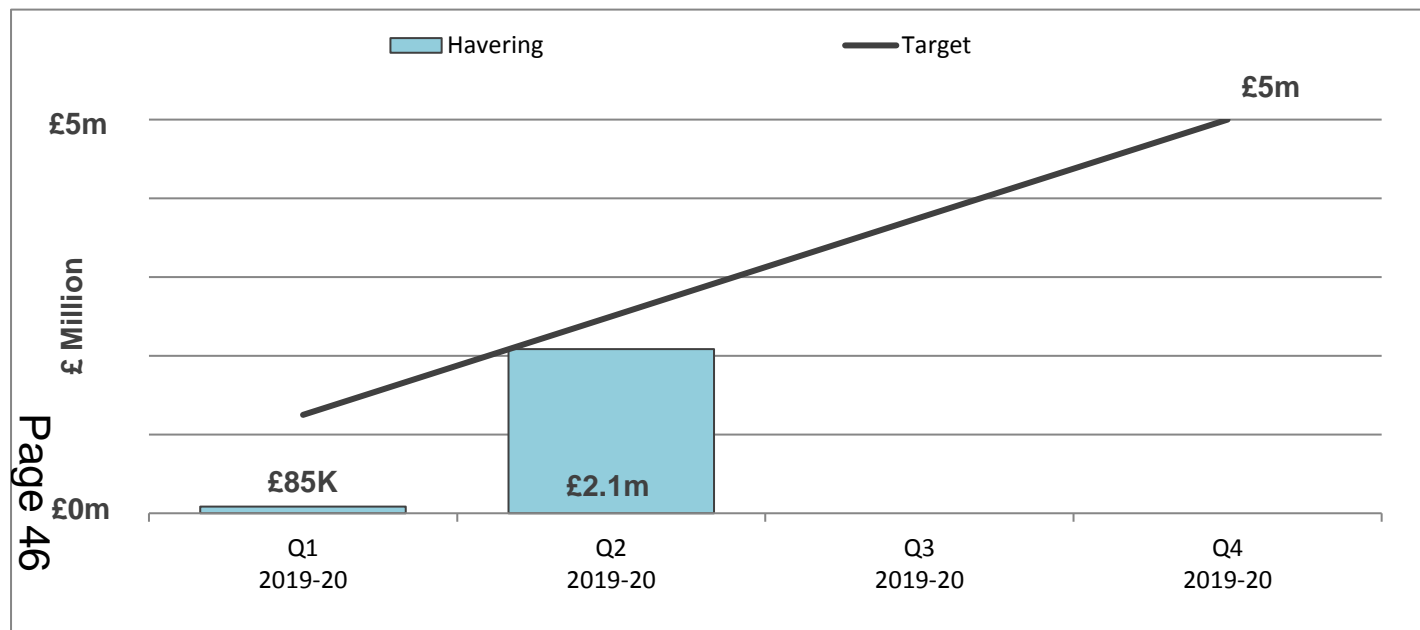
%	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	91.0%	87.0%	87.0%	86.8%	88.0%	94.2%						
Newham	100.0%	100.0%	100.0%	86.8%	88.0%	94.2%						
Target	95%			95%			95%			95%		

COMMENTARY

Havering - Performance has improved over the QTR, compared to QTR 1. Outturn for QTR 2 failed to meet the target due to a backlog in ECIR. Clarification from Technical Team has confirmed that for programmes managed by them they returned 100% compliance.

Newham - Performance decreased over the QTR, compared to QTR 1, which was 100%. Outturn for QTR 2 failed to meet the target due to a backlog in ECIR. However, the projection for QTR 3 is that compliance is back on track to exceed the target and return 100% compliance for that period.

Value of capital receipt - forecast -v- actual



LA	Level	QTR 1	QTR 2	RAG
LBH	£5M ⁵	£85K	£1.3M	↑
LBN	No Target	N/A	N/A	X

Value of capital receipt - forecast -v- actual

£	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		£85,000			£2,100,000.00							
Target	£5 million											

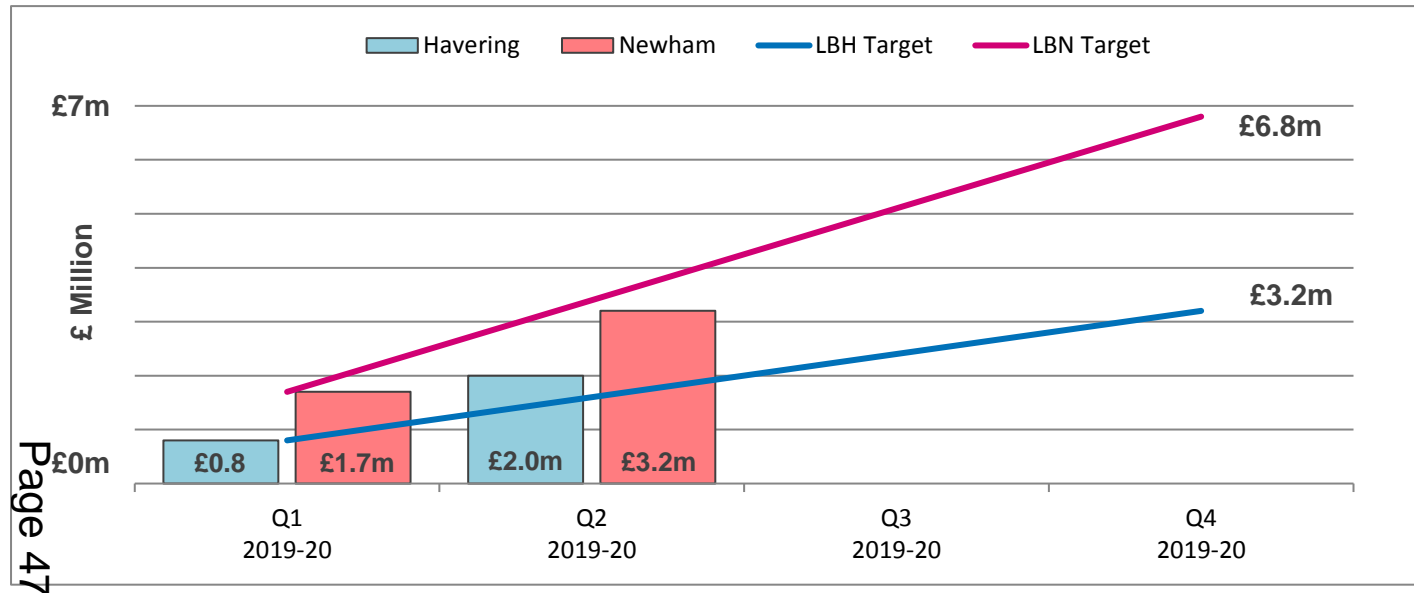
COMMENTARY

DoT

An element of caution has been applied as the disposal programme is subject to planning considerations and possible appropriations to the HRA. These may operate to reduce potential completions.

⁵ Target revised from £12.78million to £5million

Value of annual commercial income - forecast -v- actual



LA	Level	QTR 1	QTR 2	RAG
LBH	£3.2M	£0.8M	£1.1M	↑
LBN	£6.8M	£1.7M	£1.5M	↓

DoT

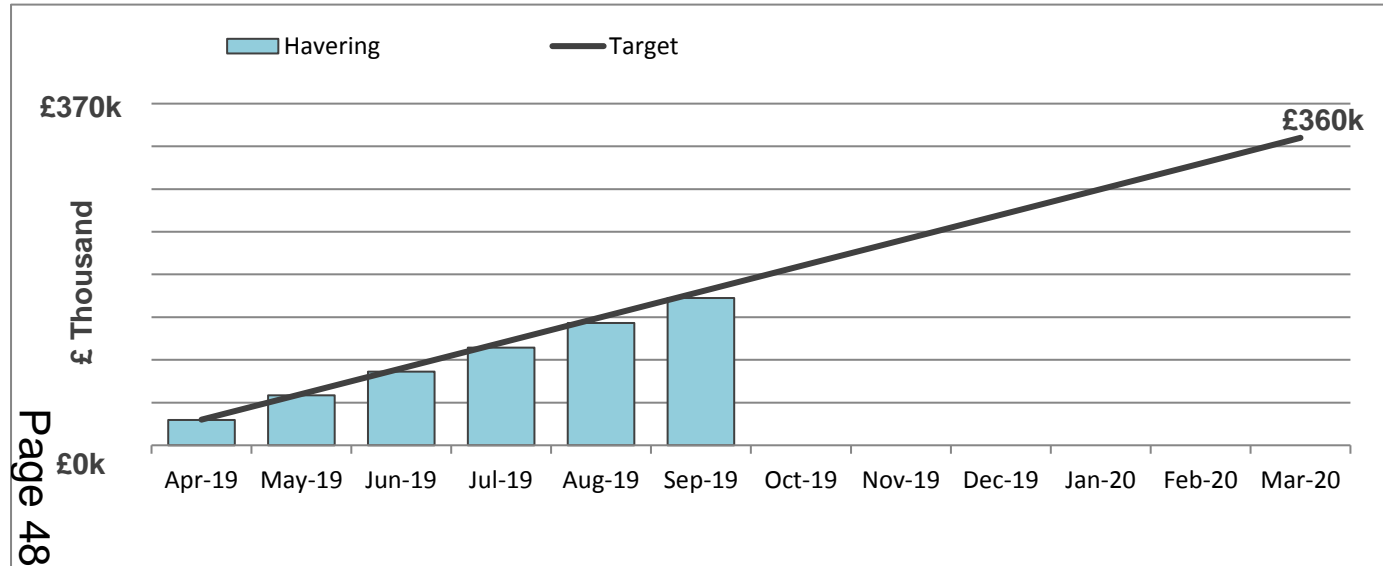
Value of annual commercial income - forecast -v- actual

£	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	£756,000.00			£1,144,000.00								
Target	£3.2 million											
Newham	£1,700,000.00			£1,470,000.00								
Target	£6.8 million											

COMMENTARY

An element of caution has been applied as the disposal programme is subject to planning considerations and possible appropriations to the HRA. These may operate to reduce potential completions.

Romford market income - forecast -v- actual



LA	Level	QTR 1	QTR 2	RAG
LBH	£360K	£86.1K	£86.3K	↑
Havering only indicator				DoT

Romford market income -
forecast -v- actual

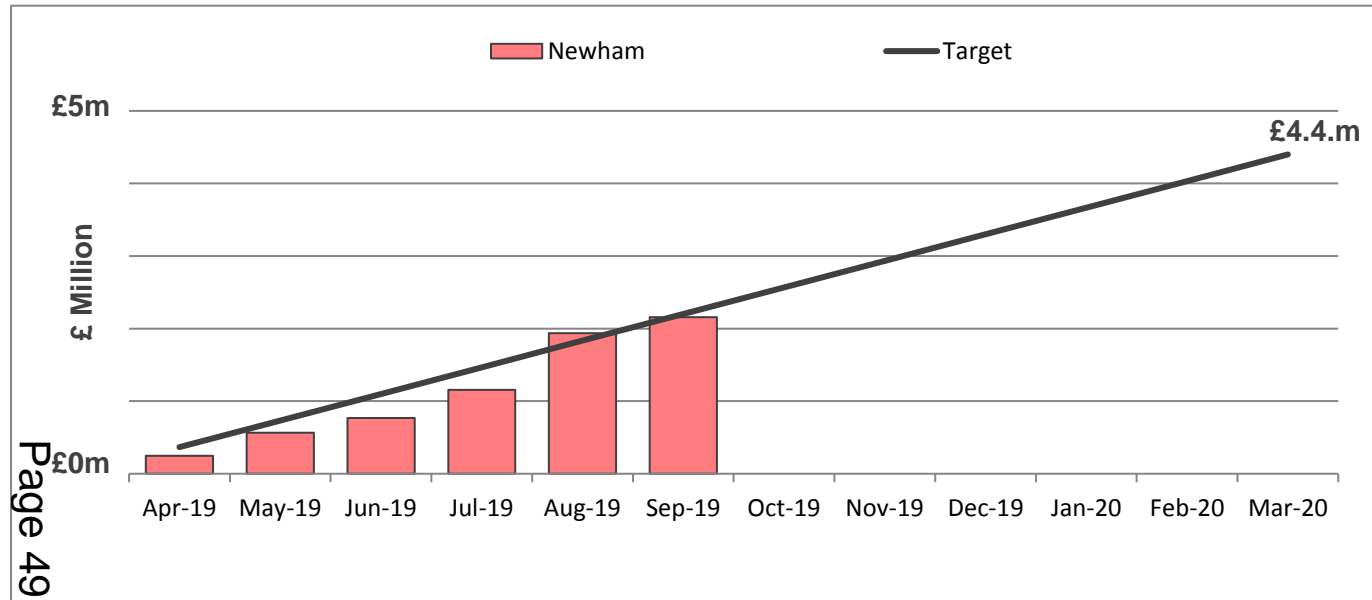
£	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	£29,500.00	£28,800.00	£27,800.00	£28,090.20	£29,107.20	£29,101.55						
Target	£360,000.00											

COMMENTARY

Income is reasonably within tolerance. However, the indicator is subject to the current very poor retail climate, in line with prevailing industry conditions.

Although retail sales and footfall are not controllable, we will be taking steps to encourage a greater number of traders in over the next QTR and offering day license to convert casual trading to permanent trading.

Value of other capital programme - forecast -v- actual



LA	Level	QTR 1	QTR 2	RAG
LBN	£4.4M	£262K	£766K	↑
Newham only indicator				DoT

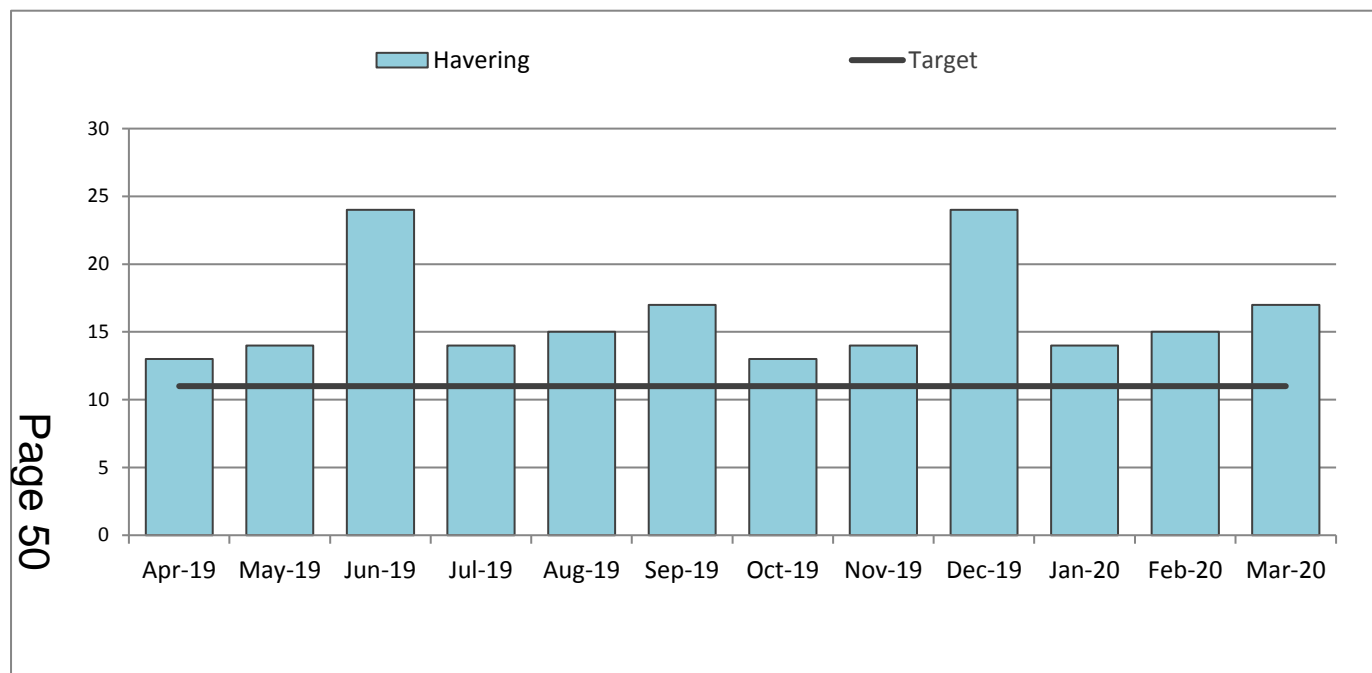
Value of other capital programme - forecast -v- actual

£	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Newham	£29,500.00	£28,800.00	£27,800.00	£28,090.20	£29,107.20	£29,101.55						
Target	£4,400,000.00											

COMMENTARY

Although the direction of travel remains positive, the measure is running slightly behind target as some projects are currently on hold in accordance with the advice and instruction of the services.

Average no. of days for Housing Benefit - change of circumstances



LA	Level	QTR 1	QTR 2	RAG *
LBH	11 days	17.0	15.3	↑
Havering only indicator				DoT

* This Target is based on the measure of expectation averaged across a full year. Since the process producing this indicator is reactive & reliant on bulk updates at variable intervals, quarterly figures are likely to be misleading.

At the current level of performance, the end-of-year average is anticipated to return a figure that either meets, or exceeds, the target.

Average no. of days for Housing Benefit - change of circumstances

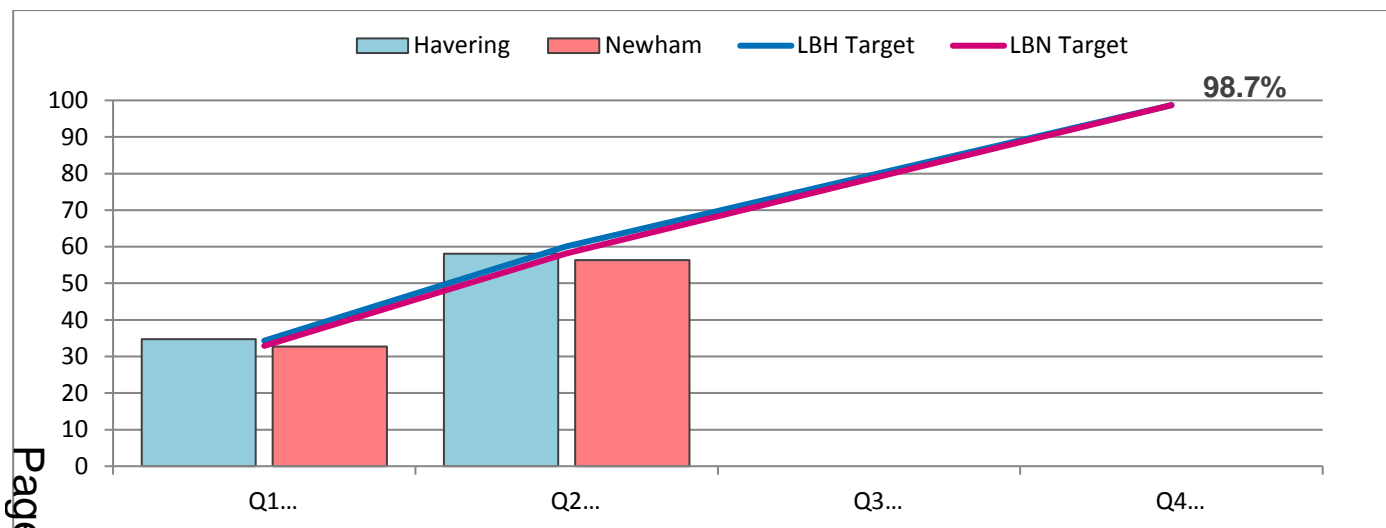
#	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	13	14	24	14	15	17						
Target	11 days			11 days			11 days			11 days		

COMMENTARY

The service strategy has been to prioritise new benefit claims, in order to mitigate some of the effects of current frame work and avoid the s tenants falling behind with their rent as much as possible. This has had a knock-effect on the timeliness of processing changes to benefit entitlements.

The DWP have also significantly increased the volume of changes to be assessed giving Councils no notice to plan for the increase. Government funding to resource benefit administration continues to reduce following the roll out of Universal Credit. Consequently, performance will remain off target for some months during the transition from Housing Benefit to Universal Credit.

Percentage of National Non-Domestic Rates (NNDR) collected



LA	Level ⁶	QTR 1	QTR 2	RAG
LBH	60.1%	34.7%	58.1%	↑
LBN	58.2%	32.7%	56.3%	↑

DoT

Percentage of National Non-Domestic Rates (NNDR) collected

%	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	13.5%	26.8%	34.7%	43.0%	51.4%	58.1%						
Target	34.3%			60.1%			79.4%			98.7%		
Newham	13.0%	23.3%	32.7%	41.9%	48.5%	56.3%						
Target	32.9%			58.2%			78.5%			98.7%		

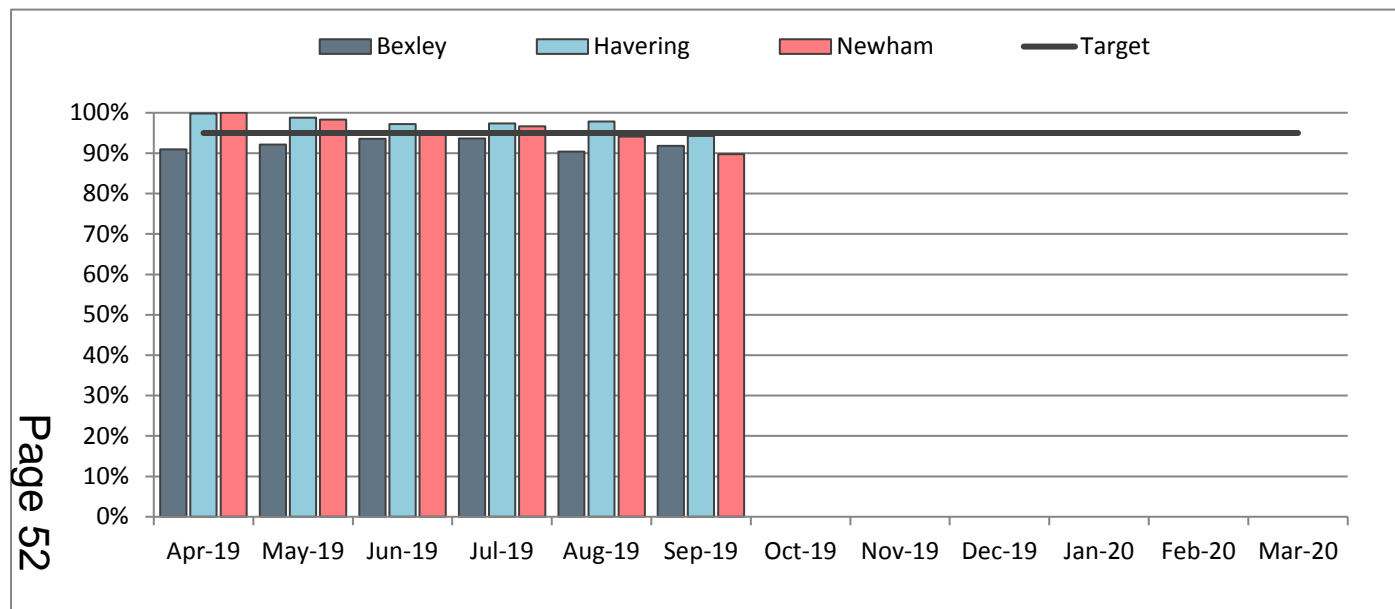
COMMENTARY

Havering - the collection rate has been adversely affected by the spate of recent Insolvencies and companies going into administration; these prevailing commercial conditions are non-controllable.

Newham - the collection rate has been adversely affected by the spate of recent Insolvencies and companies going into administration; these prevailing commercial conditions are non-controllable.

⁶ Level represents the QTR2 target, not the annualised figure

Percentage of suppliers paid within 30 days



LA	Level	QTR 1	QTR 2	RAG
LBB	95%	92.2%	91.9%	↓
LBH	95%	98.6%	96.5%	↓
LBN	95%	97.7%	93.5%	↓

DoT

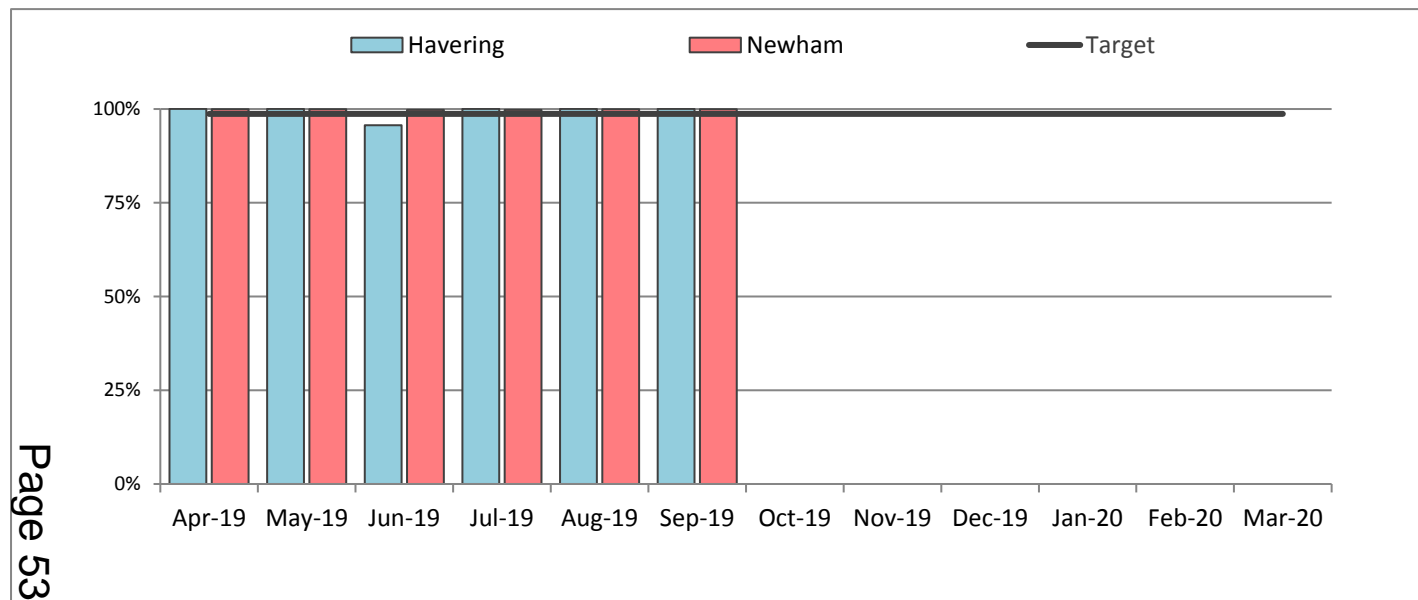
Percentage of suppliers paid within 30 days

%	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Bexley	91.0%	92.1%	93.5%	93.6%	90.4%	91.8%						
Havering	99.8%	98.8%	97.2%	97.4%	97.8%	94.3%						
Newham	100.0%	98.3%	94.8%	96.6%	94.1%	89.8%						
Target	95%			95%			95%			95%		

COMMENTARY

Bexley - although the overall performance is slightly behind the target, it is ahead of last year and the current service review and improvement plan is looking to improve the timeliness of supplier payment to meet the target.

Percentage accuracy of payroll payments



LA	Level	QTR 1	QTR 2	RAG
LBH	100%	98.5%	100%	↑
LBN	100%	99.1%	99.9%	↑

DoT

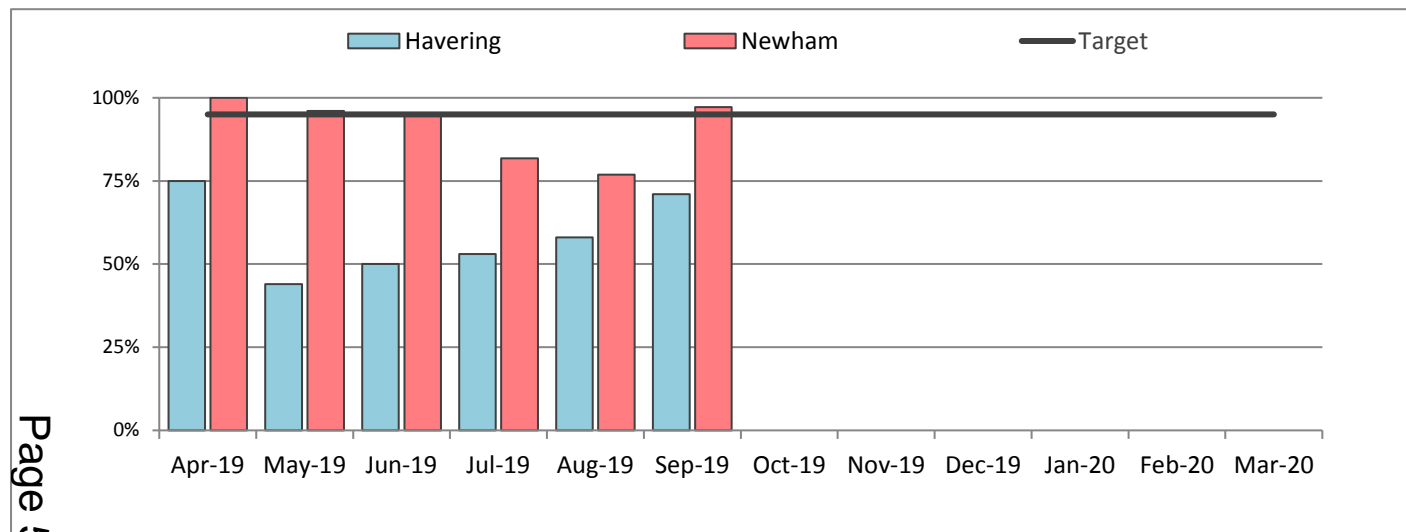
Percentage accuracy of payroll payments

%	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	100.0%	100.0%	95.6%	100.0%	100.0%	100.0%						
Newham	99.9%	100.0%	99.8%	99.8%	100.0%	100.0%						
Target	100%			100%			100%			100%		

COMMENTARY

Newham - performance has been on target for the QTR, apart from first month, where a number of manual payments (12) were required to be made relating to election.

Percentage of contracts issued to new starters



LA	Level	QTR 1	QTR 2	RAG
LBH	95.0%	56.3%	64.4%	↑
LBN	95.0%	97.0%	90.0%	↓

DoT

Percentage of contracts issued to new starters

%	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	75.0%	44.0%	50.0%	53.0%	58.0%	71.0%						
Newham	100.0%	96.0%	95.0%	81.8%	76.9%	97.2%						
Target	95.0%			95.0%			95.0%			95.0%		

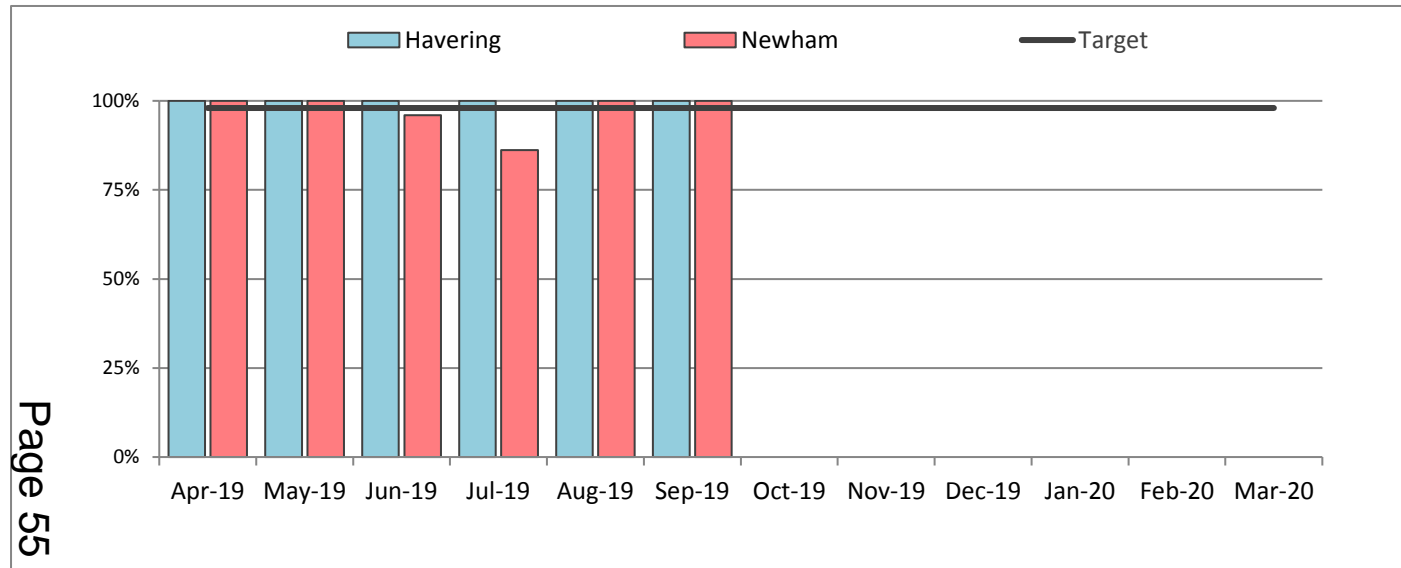
COMMENTARY

Havering - KPI% although continues to be below, the target, improvements are being made as can see by increasing percentage. The lead is reviewing contract spreadsheet regularly and highlighting to the team for impending deadlines, to ensure less deadlines are missed. It should be noted the team processed 127 contracts against the 39 processed in quarter 1 which shows the improvements the team are making as they are managing increased demand.

Newham - QTR 2 performance has moved slightly downwards due to long term sickness and recruitment. However, now recruitment has taken place with a new officer and an interim support officer, it is enabling the team to focus on recruitment and contracts.

From November, two officers have been trained in senior roles to support advert clearance to ensure an improved and quicker recruitment process. Performance is being monitored and improvements to recruitment reviewed which should have an impact on QTR 3 and QTR 4.

Percentage of conditional letters being issued with 3 working days from point of notification from hiring manager



LA	Level	QTR 1	QTR 2	RAG
LBH	98.0%	100%	100%	—
LBN	98.0%	98.7%	96.5%	↓

DoT

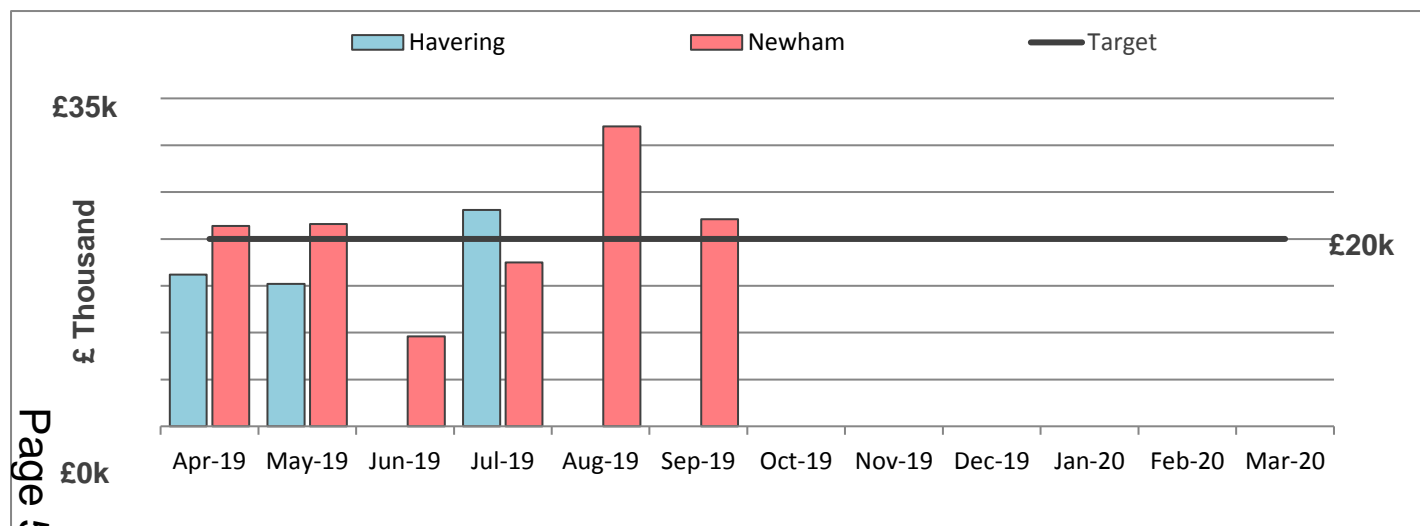
Percentage of conditional letters being issued with 3 working days from point of notification from hiring manager

%	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	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%						
Newham	100.0%	100.0%	96.0%	86.2%	100.0%	100.0%						
Target	98.0%			98.0%			98.0%			98.0%		

COMMENTARY

Newham - in July 4 offer letters missed the KPI, but moved to 100% for the rest of the quarter..

Average total cost to obtain care orders



LA	Level	QTR 1	QTR 2	RAG
LBH	<£20K	£15.7K	£23.1K	↓
LBN	<£20K	£17.5K	23.9K	↓

DoT

Average total cost to obtain care orders

£	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	£16,238	£15,215	£0	£23,121	No Data	No Data						
Newham	£21,395	£21,555	£9,632	£17,527	£32,029	£22,127						
Threshold	<£20,000.00			<£20,000.00			<£20,000.00			<£20,000.00		

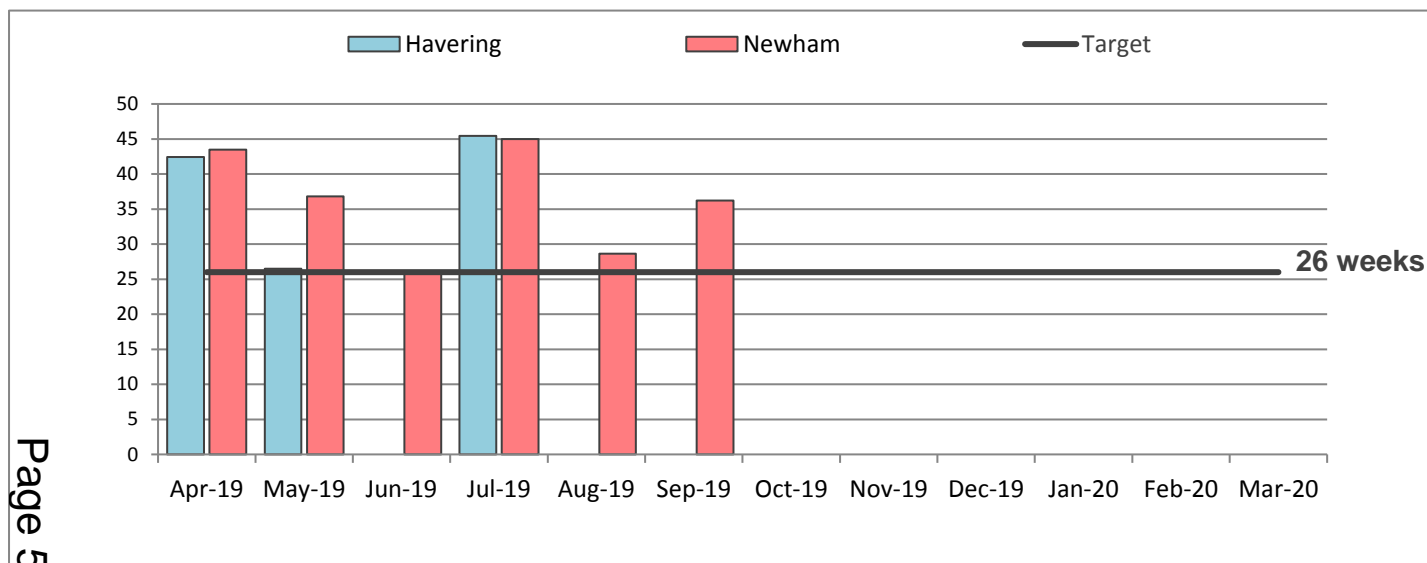
COMMENTARY

Havering - the costs appear to be increasing generally. As this a small data sample the cases are more complex than normal and therefore involve more hearings and are therefore more costly.

HHJ Atkinson has recognised that LBH have taken steps to avoid proceedings which she applauds but recognises that the cases left in the system last longer, and for this statistic are more expensive.

Newham - the costs on these cases appears to be high, although they represent the average of external costs and costs to the Council have not increased. This may be to do with the time recording process and how the information is captured of internally.

Average time to obtain care orders



LA	Level	QTR 1	QTR 2	RAG
LBH	<26 weeks	34.5	45.3	↓
LBN	<26 weeks	35.5	35.6	↓

DoT

Average time to obtain care orders

#	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	27	0	45	No Data	No Data						
Newham	44	37	26	45	29	36						
Threshold	<20 weeks			<20 weeks			<20 weeks			<20 weeks		

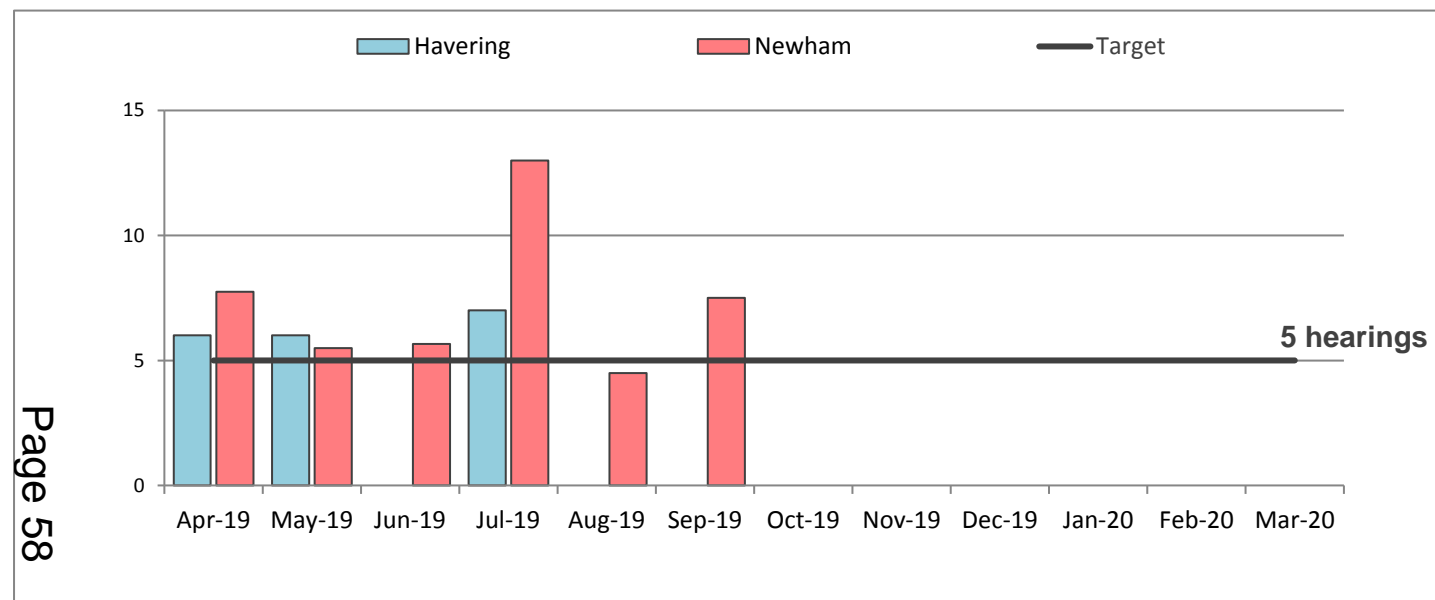
COMMENTARY

Havering – as with costs, the average time to obtain care orders also appears to be increasing generally. Similarly, the small data sample focuses on the more complex cases which requires more hearings and, therefore, take longer to conclude.

HHJ Atkinson comments concerning LBH cases are also relevant to time, as well as to costs, in that we have taken steps to avoid proceedings, which she supports, but has recognised that the cases remaining in the system last longer and are more expensive.

Newham – although the figure is above the threshold, the QTR 2 figure is below, and compares favourably to, the average time to obtain care orders for the East London Region, which was 39 weeks.

Average number of hearings per care proceedings case



LA	Level	QTR 1	QTR 2	RAG
LBH	<5	6.0	7.0	↓
LBN	<5	6.3	8.3	↓

DoT

Average number of hearings per care proceedings case

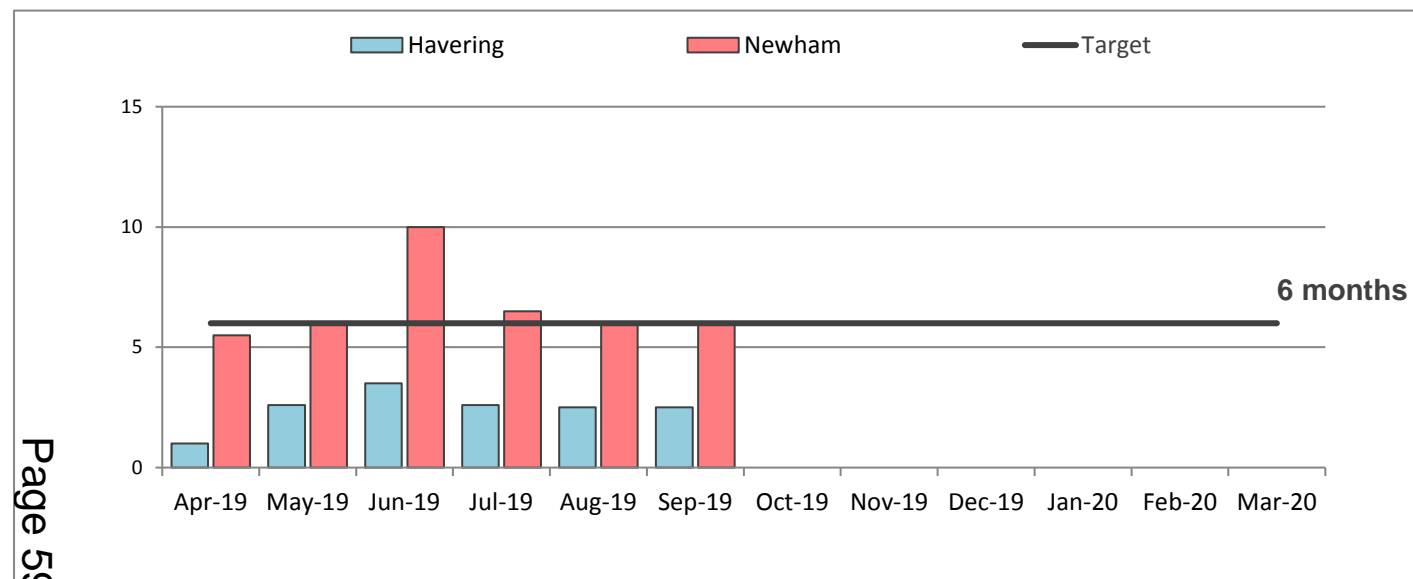
#	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Havering	6.0	6.0	0.0	7.0	No Data	No Data						
Newham	7.8	5.5	5.7	13.0	4.5	7.5						
Threshold	<5 hearings			<5 hearings			<5 hearings			<5 hearings		

COMMENTARY

Havering - performance in respect of the number of hearings required to conclude a case is linked inexorable to the costs and time taken to finalisation. As those indicators are increasing, so is the indicator for the average number of hearings per care proceedings case.

Newham - performance in respect of the number of hearings required to conclude a case is linked inexorable to the costs and time taken to finalisation. As those indicators are increasing, so is the indicator for the average number of hearings per care proceedings case.

Average time to complete planning agreements



LA	Level	QTR 1	QTR 2	RAG
LBH	<6 months	2.4	2.5	↓
LBN	<6 months	7.0	6.2	↑

DoT

Average time to complete planning agreements

#	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	1.0	2.6	3.5	2.6	2.5	2.5						
Newham	5.5	6.0	10.0	6.5	6.0	6.0						
Threshold	<6 months			<6 months			<6 months			<6 months		

COMMENTARY

Newham – This quarter's figure has been adversely affected by a back log of s.106 agreements for Newham arising over a 2 month period. We are now dealing with s.106 agreement more quickly and steps have been taken to deal with the impact of the backlog. Consequently, by December 2019 we anticipate that this KPI will be on track to meet the target.





ONESOURCE JOINT COMMITTEE

7 February 2020

Subject heading:

oneSource Improvement Action Plan
Q3 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 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 third quarter: October – December 2019.

RECOMMENDATIONS

1. To note the oneSource Improvement Plan Action Plan Q3 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

- 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 October– December 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 (October – December 2019)

Background Papers

None

oneSource Improvement Plan Monitoring
Quarter 3: October - December 2019

Progress is behind schedule	1	2%	R
Progress is within acceptable variance	12	27%	A
Progress is on track	32	71%	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%	G
A comprehensive review of the shared service is currently in progress which outlines the new operating model and reflects the priorities to delivery this. The actions already progressed to further develop the PPM and continuous improvement approach, achieving value for money, and customer satisfaction will now be subsumed into the delivery plan for the strategic plan.	4	31%	A
N/A	0	0%	R
	13		

3. Finance and Procurement

Lead: Director of Finance and Procurement

Actions are progressing well, and are on track to be delivered	3	38%	G
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%	A
N/A	0	0%	R
	8		

5. ICT

Lead: Director of ICT

Actions are progressing well, and are on track to be delivered	8	89%	G
Working with LBH and LBN colleagues to finalise the To Be systems roadmap.	1	11%	A
N/A	0	0%	R
	9		

Services Actions Status

2. Asset Management

Lead: Director of Aset Management

Actions are progressing well, and are on track to be delivered	5	71%	G
LBH Asset Management Strategy and Plan to be to be considered and agreed at the following: Places Theme Board -17th Feb Leader's Briefing-24th Feb Cabinet-11th March.	1	14%	A
New recruitment campaign to be launched Feb 2020, anticipated appointments Spring 2020, subject to notice periods.	1	14%	R
	7		

4 Human Resources & Organisational Development

Lead:Director of Human Resources & Organisational Development

Actions are progressing well, and are on track to be delivered	7	88%	G
Approach to review of policy and procedures being developed.	1	13%	A
N/A	0	0%	R
	8		

ALL SERVICES IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 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 and the second quarter progress was presented to the JC on 18th October. 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 01 April)	G	1. Service plans for 2019/20 completed. 2. Performance measures are identified for all service plans, and reported on a quarterly basis. Q2 Performance is presented to the JC on 7th February, to the S151 officers and to other forums within each Partner Council. 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 has commenced with high level service plans as part of the draft oneSource Strategic Plan. Detailed service planning will continue through Q4.
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	Completion of this action by the original target date was delayed as it was wrapped into the comprehensive review of the Shared Service which was 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 includes: - 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, ensuring that the right service is being provided. In addition to progress on the Strategic Plan, the savings targets for oneSource have now been integrated into the budget process.	1. The draft oneSource Strategic Plan is presented to the JC at 7th February committee 2. The Strategic Plan includes details of how it will be delivered, including priorities and implementation plans.
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 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 key boards and project teams with ongoing work to monitor and review membership of all bodies across partner Councils which require oneSource representation.	1. Continued review and monitoring of membership of bodies and boards across partner Councils which require oneSource representation in line with the new strategic direction (draft oneSource Strategic Plan). 2. Monitor the Forward Planning schedules of the Partner Councils and ensure that oneSource resources are aligned to these.

ALL SERVICES IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 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. Draft oneSource Strategic Plan is presented to JC on 7th February. 2. Development of detailed implementation plans and timetable for new direction of travel to follow agreement of Strategic Plan. 3. Monitor and review as needed membership 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 key boards and project teams 3. Programmes and Projects monitoring to be developed, incorporating programmes and projects identified from corporate planning and service planning processes (see also IP09)	1) Continue to develop programmes and projects monitoring, with understanding of key milestones, key dates, and resource requirements 2) Ongoing review of arrangements to ensure they are still fit for purpose and align with Strategic Plan.
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 (the draft oneSource Strategic Plan) 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 outlines a new direction of travel 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. The draft oneSource Strategic Plan is presented to JC on 7th February for discussion. 2. Review to be further shared and discussed with partner councils and staff. 3. Once the new Strategic Plan is finalised a new CI approach and timetable for oneSource will be developed to support the new direction of travel.
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. Regular meetings with key stakeholders to discuss and obtain programme and project management approaches, methods and systems. 2. Ongoing work to develop a transitional and longer term programme and project management framework and function to coordinate reporting and governance of programmes and projects and service plans. 3. Central team to be strengthened to support a more robust PPM function.	Continue to develop framework and function, recognising the requirement to incorporate the shared service review outcomes.

ALL SERVICES IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 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. The timetable for the customer survey has been delayed to accommodate and wrap into the Shared Service Review work and to enable a baseline to be established to support monitoring of the impact of the new Strategic Plan.	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 winter/early spring.
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. Focus in Q4 on staff briefings for new oneSource Strategic Plan

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 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	The previous unsuccessful recruitment campaign held in Summer 2019 has been reviewed and a number of factors identified which it is felt impaired the ability to attract suitable applicants. Where required, posts and grades have been refreshed and TMP have now been appointed to deliver a new campaign, with appropriate and targeted professional exposure, oneSource concept agreed, and a programme in place to commence recruitment to the 15 remaining vacant posts from February 2020. Agency workers continue to cover posts in the interim	Launch of new recruitment campaign in February 2020 including social media. Subsequently shortlisting and interviews leading to permanent appointment in Spring 2020 (subject to notice periods of appointees etc.)
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	An update on the Asset Management Strategy was considered by Places Steering Group in November 2019. The Policy and Strategy documents were due to be submitted to the December Cabinet meeting which was disrupted by the General Election. The comprehensive Asset Management Plan i.e. also including the Action Plan is now due to be considered at March Cabinet	Asset Management Strategy and Plan to be considered and agreed at the following: Places Theme Board -17th Feb Leader's Briefing-24th Feb Cabinet-11th March.
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 Policy and Strategy were agreed Cabinet on 5th November 2019. It was agreed that the Action Plan would be submitted to 18th February Cabinet. The draft report was considered by CMT on 21st Jan and goes to Cabinet Briefing on 30th Jan. BAU activity continues in the meantime to support corporate programmes including housing delivery, Smarter Newham and other priorities.	Asset Management Action Plan to be agreed by Cabinet on 18th February
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	Compliance updates are submitted to the Corporate H&S Board in respective boroughs and demonstrate the ongoing closure of any remaining gaps and risk mitigation. Remedial works identified from inspections have been prioritised for action and closed out where urgent. 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 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 approved repocurement of the Retreat catering contract in November 2019 and the new operator commences in February 2020. Market testing has been completed for the Havering building cleaning service to inform an options appraisal due to be presented to SLT by March 2020. Building condition surveys have been procured for both Councils and the survey programme is due for completion in March 2020	New catering operator for Newham Dockside commences February 2020. Building cleaning options paper to LBH SLT by March 2020. Analysis of building condition surveys for both boroughs from March onwards to determine priorities and any investment needs - to be reported to CMT/SLT by July 2020 (allowing time for cost estimates)

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE

3rd Quarter October - December 2019

Lead: Director, Asset Management

Page 68	IP27	LBH	<p>Delivery of key projects and transactions to support corporate programmes in LBH:</p> <ol style="list-style-type: none"> 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. 	<p>Delivery of LBH corporate priorities through delivery of programmes and projects on time and to professional standard.</p> <p>Improved use of assets and vfm from assets.</p> <p>High satisfaction with AM services and contribution to projects.</p>	<ol style="list-style-type: none"> 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	<p>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 in early 2020. Procurement of technical advisers has been re-initiated in January 2020 but award will not be confirmed until Masterplan has been adopted to provide a design 'framework'.</p> <p>Schools expansion programme is on track and future phase was agreed at September Cabinet.</p> <p>Smart Working proposals were also agreed at September Cabinet.</p>	<p>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 Spring 2020.</p>
	IP28	LBN	<p>Delivery of key projects and transaction to support corporate programmes in LBN:</p> <ol style="list-style-type: none"> 1 Housing Delivery Plan. 2 Communities portfolio review. 3 Smart working. 4 Capital and schools New build, Refurb and Improvement. <p>Monitored through project boards, and corporate delivery board.</p>	<p>Delivery of Mayor's priorities through delivery of programmes and projects on time and professional standard.</p> <p>Contribution to increase of social housing in the borough through the HDP.</p> <p>Improved use of assets and vfm from assets.</p> <p>High satisfaction with AM services and contribution to projects.</p>	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Housing Delivery Plan - site transfers are on programme for 2020 2. Community Portfolio review - targets are to be ascertained depending on working groups with members. 3. Smart Working: Tranches are being delivered on programme. Letting agent appointed for Dockside East Wing. 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. Existing £9m underspend on schools programme is due to re-profiling of programme and is due to be re-allocated 	<p>Progress the delivery of projects and programmes. Monitor through project working groups/boards, and corporate delivery board.</p>

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 2019

Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery	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 new operating model has been signed off and the consultation process has concluded for the new reporting structure with staff having gone through a selection process. The new operating model is clearer on both accountabilities & responsibilities. Much work is need to establish this model and the remainder of this financial year is a transition period to move to the new ways of operating, to settle staff into new roles with new expectation and to recruit to the vacancies. We have been unsuccessful in recruiting a permanent person to head the team and have now re-evaluated our criteria and upgraded the role to be a Director post reporting to the Ex.Director of OneSource	The next steps are to conclude the recruitment of the Director post and all the staff vacancies currently covered by interim resource, to source a delivery partner to deliver the much needed training and support program, to progress the implementation of Fusion which will give much more joined up user experience.
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.

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 2019

Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
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	Interim Chief Accountant and Senior Systems Accountant have been appointed to address significant weaknesses in current operations; develop stability and move towards ensuring the prompt production of a draft statement of accounts for audit. Additional resource has been made available to the closing team through the redeployment of an officer from Business Partnering. Further resources are to be provided through the alignment of training posts to enhance the capability and capacity of the Systems and Reconciliation teams as we progress to year-end. Contribution to the MTFS to ensure accurate Treasury budgets are included in the 2020/21 estimates have been made. There has been some difficulty in recruiting to interim lower graded posts that is causing some capacity issues for the BP teams.	Contribute to the informal working group set up to examine the current operating model arrangements for financial services (accountancy and transactional finance). Development of a Finance Recruitment microsite for permanent recruitment to all vacant posts; Recruitment to vacant senior posts; Prepare for the closing of accounts by addressing all areas of concern raised by external audit in the audit of the 2018/19 accounts; Opportunities to review the use of systems to support the finance function in advance of the introduction of a corporate reporting tool.
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	Development of a Finance Academy to move the organisation to a model of continuing professional development for all staff. This comprises a number of different elements including external training programme for aspiring Finance Leaders to be targeted at senior officers who are recently qualified; speciality courses to support areas such as Commercial Investment and Regeneration; technical skills; training courses for service managers and members. 7-8 staff have been offered development opportunities that are reducing the cost of agency in specific areas. Training resources will be aligned to the priorities of the service with a number of trainees being assigned posts in the systems, reconciliations and closing teams to prepare and support the auditing of the statement of accounts for 2019/20. 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.	Separate targeted microsites for recruitment of finance staff to be established for each authority. A number of training opportunities will be provided by commercial organisations and will include sites of Best Practice, including Microsoft. Co-sponsored pan-London training programme to be launched in an association between oneSource and Grant Thornton Performance indicators to be developed that adequately monitor the Finance Service and hold it to account.

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE							
3rd Quarter October - December 2019							
Lead: Director of Finance and Procurement							
IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
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. Various follow up activities have been done and a session with the S151 is now needed to agree next steps.	Dependent upon Bexley Council's decision and therefore awaiting decision.
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	The project is well underway and we have now cleared design, 2 rounds of data migrations, the first stage of system integration testing. Monthly reporting and all governance complied with, change activity underway to start to socialise this program across the authority. We are on track to achieve our June and September go-live as was modelled in the business case	The next quarters work is : Start key user training , the rehearsal data migrations cycle, prepare for user acceptance testing and continue to ramp up the change management across the organisation ensuring we are integrating this with the other change programs.
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	The project is well underway and we have now cleared design, 2 rounds of data migrations, the first stage of system integration testing. Monthly reporting and all governance complied with, change activity underway to start to socialise this program across the authority. We are on track to achieve our June and September go-live as was modelled in the business case	The next quarters work is : Start key user training , the rehearsal data migrations cycle, prepare for user acceptance testing and continue to ramp up the change management across the organisation ensuring we are integrating this with the other change programs.

HROD IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 2019

Lead: Director of HROD

IP Ref	Partner	Delivery	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 underway.	Finalise operating model and organisational structure. Consult with staff.
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.	G	New values and behaviours co-designed and launched with staff. Strategic people priorities captured through development of <i>Changing Together</i> culture change programme: (1) Inclusive workplace; (2) Leadership and management; (3) A stable, permanent workforce. Proposals approved at CMT in January 2019.	Detailed programme planning; delivery; ongoing staff engagement.
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 approved by Cabinet in November 2019.	Detailed programme planning; delivery; ongoing staff engagement.
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	<i>Changing Together</i> culture change programme designed and approved by CMT.	Detailed programme planning; delivery; ongoing staff engagement.
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	Incorporated into people strategy delivery programme.	Ongoing delivery as part of people strategy programme.
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. The organisational development strategy for Newham is incorporated into the <i>Changing Together</i> culture change programme.	Ongoing delivery as part of LBH people strategy programme and LBN <i>Changing Together</i> culture change programme.

HROD IMPROVEMENT PLAN UPDATE							
3rd Quarter October - December 2019							
Lead: Director of HROD							
IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
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 approved and recruitment to the Talent Hub Manager underway. The Talent Hub will be responsible for the design and delivery of all talent programmes at both councils, drawing on the apprenticeship levy wherever possible as a means of resourcing programme delivery.	Appoint Talent Hub Manager; set out service offer; commence delivery.
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
3rd Quarter October - December 2019

Lead: Director of ICT

IP Ref	Partner	Delivery	Outcome	Target Date	Status	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.	Indicative date of August, tbc with Executive Director.	G	Restructure has commenced. Pre-meetings with Union and Staff affected have taken place.	Formal launch of the restructure on 5 February 2020.
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.	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.	G	Strategy signed off by Leader (May 2019) and by SLT, (Jan 2019) and ICT Board Infrastructure Project plan shared with SLT. Laptop rollout in progress due to complete end of January.	ICT Strategy to be signed by SLT member as officer decision.
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	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.	G	ICT Strategy signed off by Cabinet in December 2019	SWOW in progress.
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.	Havering April 2020 Newham December 2020	G	Technical resource has been appointed. - see Oracle Fusion progress in Finance section.	Work with the programme manager and Evosys to support systems integration.
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.	31st December 2020	G	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.

ICT IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 2019

Lead: Director of ICT

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
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.	31st December 2020	G	LBH have appointed a PM who is taking the business case forward. The business case has been signed off by SLT in principle.	Cabinet approval for the business case.
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.	01/03/2020	G	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.	Take the proposal out to market
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.	31/03/2020	G	Currently, the borough is v. well connected with our own dark fibre. Recent LGA connectivity shows connectivity in the borough being above national average. Conversations held with Royal Docks team who are specifically focused on connectivity proposals in the Royal Docks area.	Further discussion with Regeneration, Mayor and members before agreeing Royal Docks Strategy for connectivity
IP45	LBH/LBN	Implement Business Systems Strategy and Roadmap for LBH and LBN: <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. 	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.	31/03/2020	A	Supporting business strategy agreed as part of ICT strategy. As Is business systems roadmap drafted. Comprehensive business systems register, and ICT contracts register created. Meetings with management teams across LBH and LBN in progress to develop To Be road maps. Further engagement with new senior managers within Newham Council to engage SMT in finalising To Be roadmaps	Continue to work with the business to define To Be roadmap

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