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ONESOURCE JOINT COMMITTEE AGENDA

10.00 am	**Friday 30 April 2021**	**virtual**

COUNCILLORS:

LONDON BOROUGH OF HAVERING

Councillor Robert Benham
Councillor Roger Ramsey
Councillor Damian White

LONDON BOROUGH OF NEWHAM

Mayor Rokhsana Fiaz
Councillor Terence Paul (Chairman)
Councillor Zulfiqar Ali

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

oneSource Joint Committee, 30 April 2021

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

What matters are being discussed?

DPI

Does the business relate to or is it likely to affect a disclosable pecuniary interest. These will include the interests of a spouse or civil partner (and co-habitees):
• any employment, office, trade, profession or vocation that they carry on for profit or gain;
• any sponsorship that they receive including contributions to their expenses as a councillor; or the councillor's election expenses from a Trade Union;
• any land licence or tenancy they have in Havering
• any current contracts leases or tenancies between the Council and them;
• any current contracts leases or tenancies between the Council and any organisation with land in Havering in they are a partner, a paid Director, or have a relevant interest in its shares and securities;
• any organisation which has land or a place of business in Havering and in which they have a relevant interest in its shares or its securities.

YES → Declare Interest and Leave

NO ↓

PERSONAL INTEREST

Might a decision in relation to that business be reasonably be regarded as affecting (to a greater extent than the majority of other Council Tax payers, ratepayers or inhabitants of ward affected by the decision)
• Your well-being or financial position; or
• The well-being or financial position of:

o A member of your family or any person with whom you have a close association; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;

o Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your Authority; or

o Any body exercising functions of a public nature, directed to charitable purposes or whose principal includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management?

YES ↓

NO → You can participate in the meeting and vote (or remain in the room if not a member of the meeting)

You must disclose the existence and nature of your personal interests

PECUNIARY INTEREST

Would a member of the public, with knowledge of the relevant facts, reasonably regard your personal interest to be so significant that it is likely to prejudice your

NO → You can participate in the meeting and vote (or remain in the room if not a member of the meeting)

YES ↓

- Does the matter affect your financial position or the financial position of any person or body through whom you have a personal interest?
- Does the matter relate to an approval, consent, licence, permission or registration that affects you or any person or body with which you have a personal interest?
- Does the matter not fall within one of the exempt categories of decisions?

NO → You can participate in the meeting and vote (or remain in the room if not a member of the meeting)

YES ↓

Speak to Monitoring Officer in advance of the meeting to avoid allegations of corruption or bias

AGENDA ITEMS

1 APOLOGIES FOR ABSENCE

(if any) - receive

2 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 any interest in an item at any time prior to the consideration of the matter.

3 MINUTES (Pages 1 - 14)

To approve as a correct record the minutes of the meeting of the Joint Committee held on 7 February 2020, 5 March 2020, 29 May 2020, 26 June 2020 and 15 January 2021 and to authorise the Chairman to sign them.

4 ONESOURCE PERFORMANCE INDICATORS, Q4 2020-21 AND END-OF-YEAR REPORT (Pages 15 - 64)

5 ONESOURCE STRATEGY UPDATE 2020-21 (Pages 65 - 78)

6 ONESOURCE PERFORMANCE INDICATORS Q4 2020-21 AND END-OF-YEAR REPORT (Pages 79 - 90)

7 ONESOURCE JOINT COMMITTEE AND DELEGATION AGREEMENT (Pages 91 - 92)

8 ONESOURCE DRAFT 2020/2021 OUTTURN REPORT (Pages 93 - 98)

9 DATES OF FUTURE MEETINGS

Meeting dates proposed for the 2021/22 municipal year are:

30 July 2021
15 October 2021
21 January 2022
22 April 2022

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MINUTES OF A MEETING OF THE
ONESOURCE JOINT COMMITTEE
W4.06 Newham Dockside
7 February 2020 (Times Not Specified)

Present:

COUNCILLORS: Robert Benham, Rokhsana Fiaz, John Gray, David Leaf, Terry Paul, Roger Ramsey and Damian White.

All decisions were taken with no votes against.

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

43 **DISCLOSURE OF INTERESTS**

There were no disclosures of interest.

44 **MINUTES**

The minutes of the meeting of the committee held on 18 October 2019 were agreed as a correct record and signed by the Chairman.

45 **ONESOURCE COMMITTEE PERIOD 9 FORECAST**

It was reported that the overall oneSource shared outturn position shows an overspend of £0.793m. This was 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 were forecasting overspends of £1.871m for Newham and underspends of (£0.287m) for Havering and (£0.114m) for Bexley.

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

The Joint Committee noted the report.

46 **Q2 PERFORMANCE INDICATORS**

The report before Members provided the list of oneSource Performance Indicators for 19/20 included as part of the ‘Providing Quality Assurance and Performance Management of service delivery’ report that was agreed at Joint Committee in July 2019.

Members had requested 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 second quarter: July - September 2019.

The Joint Committee noted the report.

47 **ONESOURCE IMPROVEMENT PLAN - Q3**

At its previous meeting in July Members had agreed the oneSource Improvement Action Plan.

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.

The report presented Members with an update on progress with the Improvement Plan for the third quarter: October – December 2019.

The Joint Committee noted the oneSource Improvement Plan Action Plan Q3 progress update attached at Appendix 1 to the report.

48 **EXCLUSION OF THE PUBLIC**

It was RESOLVED that the public be excluded from the remainder of the meeting on the grounds that it was 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 1 of Schedule 12A to the Local Government Act 1972.

49 **VERBAL UPDATE FROM EXECUTIVE DIRECTOR**

The Executive Director provide his update as part of minute 50.

50 **DRAFT ONESOURCE STRATEGIC PLAN**

The Executive Director provided the Joint Committee with a verbal update on progress with the delivery of the oneSource Strategic Plan, the details of which are exempt from public disclosure.

Chairman

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MINUTES OF A MEETING OF THE ONESOURCE JOINT COMMITTEE
Committee Room 2 - Town Hall
5 March 2020 (9.00 am - 1.55 pm)

Present:

COUNCILLORS: Robert Benham, John Gray, Terry Paul and Roger Ramsey.

All decisions were taken with no votes against.

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

51 DISCLOSURES OF INTERESTS

There were no disclosures of interest.

52 EXCLUSION OF THE PUBLIC

It was RESOLVED that the public 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 1 of Schedule 12A to the Local Government Act 1972

53 APPOINTMENT TO THE POST OF DEPUTY DIRECTOR - LEGAL & GOVERNANCE

The Joint Committee interviewed three applicants for the position. It considered carefully the merits of the candidates and satisfied itself as to their competency by reference to their written profiles, oral presentations and the answers to questions concerning the role and by wider questioning.

The Joint Committee felt that one candidate in particular had the experience and skillset relevant to the role. The Joint Committee therefore concluded that one of the candidates was suitable for the post and indicated a provisional intention to make an offer to that candidate.

Chairman

MINUTES OF A ONESOURCE JOINT COMMITTEE MEETING

Friday, 29 May 2020
(Virtual Meeting)
10.00 am to 12.30 pm

Present:

Councillor Robert Benham	London Borough of Havering
Mayor Rokhsana Fiaz	London Borough of Newham
Councillor John Gray	London Borough of Newham
Councillor Terence Paul	London Borough of Newham
Councillor Roger Ramsey	London Borough of Havering (Chairman)
Councillor Damian White	London Borough of Havering

1 **APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

There were no apologies received.

2 **DISCLOSURE OF INTERESTS**

There were no disclosures of interest.

3 **EXCLUSION OF THE PUBLIC**

The Joint Committee resolved to exclude members of the public from the remainder of the meeting on the grounds that it was 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 1 of schedule 12A to the Local Government Act 1972.

4 **APPOINTMENT TO THE POST OF DIRECTOR OF PROCUREMENT**

The Joint Committee interviewed two applicants for appointment to this position. It carefully considered their respective merits and satisfied itself as

to their competency by reference to their written profiles, oral presentations, the answers to questions concerning the role and by wider questioning,

The Joint Committee agreed on a suitable candidate for the post and indicated a provisional intention to make an offer to Rose Younger.

Chairman

MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Virtual Meeting
Friday, 26 June 2020
(3.00 - 3.25 pm)

Present:

Councillor Roger Ramsey (Chairman), Robert Benham, Mayor Rokhsana Fiaz, John Gray and Terry Paul

Unless otherwise indicated all decisions were agreed unanimously.

Apologies were received for the absence of Councillors David Leaf and Damian White.

5 **DISCLOSURE OF INTERESTS**

There were no declarations of interest

6 **PROTOCOL ON THE OPERATION OF JOINT COMMITTEE MEETINGS DURING COVID-19 PANDEMIC RESTRICTIONS**

The protocol was noted.

7 **EXCLUSION OF THE PUBLIC**

It was RESOLVED to exclude the Press and public from the remainder of the meeting on the grounds that it was 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.

8 **EXECUTIVE DIRECTOR'S REPORT CONTAINING EXEMPT INFORMATION**

The report sought Joint Committee approval to agree to Newham and Bexley's request to make changes to the shared service arrangement.

OneSource partners had recently reviewed the services delegated to oneSource and in addition oneSource has conducted its own review. As a result of these reviews a number of changes had been proposed and agreed in principle by all parties. It was proposed that oneSource returns

the delivery of Newham finance functions (except the Transactional Team, the Oracle Systems Support Team plus the Treasury and Pensions Team) back to the Council under the s.151 officer and that all services in Bexley should also return to the sovereign borough.

LB Newham and LB Bexley requested the following changes to the shared arrangement:-

- Bexley wish to withdraw all delegated services from oneSource
- Newham wish to withdraw from all Finance Services except for the Finance services provided currently by the Transactional Team, Treasury and Pensions and the Oracle Systems Support Team (the latter initially for one year only).

If the requests are agreed, they will create additional costs for Havering which will lose some of the economies of scale that have been achieved by sharing services. Under the Partnership Agreement between the three boroughs, the two boroughs requesting the withdrawal of services must compensate Havering for the additional costs this change creates.

It was explained that the Joint Committee arrangement is backed by an agreement under section 101 of the Local Authority Act 1972 between the three authorities, the oneSource Joint Agreement. The agreement provides for the variation of the agreement, which may include the addition or withdrawal of services. The agreement provides for the agreement of compensatory payments arising from any variation of the agreement. If agreement cannot be reached, there is provision in the agreement for dispute resolution.

The report set out the potential financial impact on Havering and calculates the payments due to Havering from Newham and Bexley for the next 30 months to give Havering an opportunity to develop alternative sustainable arrangements.

The Joint Committee RESOLVED:

1. To agree Bexley's full withdrawal from oneSource from 31st July 2020, waiving the requirement to give 15 months' notice
2. To agree Newham's withdrawal from all Finance Services except for the Finance services provided currently by the Transactional Team, Treasury and Pensions and the Oracle Systems Support Team (the latter initially for one year only).
3. To agree the financial compensation payable by the exiting boroughs as detailed in Table 2 of the report.
4. To note that further work needs to undertaken to complete these changes to the partnership and to agree to officers continuing this work in the spirit of any agreement reached by the oneSource Joint committee
5. To note that the authorities may be required to delegate duties to each other under section 113 of the Local Government Act 1972 in order to effect a smooth transition beyond 31st July 2020

6. To vary the terms of the oneSource agreement to withdraw the Bexley's membership of the oneSource Joint committee with effect from 31st July 2020
7. To agree a joint press release at Appendix 2 of the report
8. To note that the decisions of the Joint Committee are subject to equivalent decisions being made by each and all of the authorities in respect of the delegation of powers to the Joint Committee and the other terms of the agreement set out in this report.

Chairman

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MINUTES OF A MEETING OF THE ONESOURCE JOINT COMMITTEE
Virtual meeting
15 January 2021 (9.00 - 11.40 am)

Present:

COUNCILLORS: Zulfiqar Ali, Robert Benham, Rokhsana Fiaz, Terry Paul (Chairman), Roger Ramsey and Damian White

All decisions were taken with no votes against.

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

9 **ELECTION OF CHAIR AND VICE-CHAIR FOR REMAINDER OF THE 2020/21 MUNICIPAL YEAR**

It was RESOLVED that Councillor Terry Paul be appointed as Chairman and Councillor Roger Ramsey be appointed as Vice Chairman of the Joint Committee for the remainder of the 2020/21 municipal year.

10 **MEMBERSHIP OF THE JOINT COMMITTEE**

The Joint Committee noted Councillor Ali had replaced Councillor Gray as a Newham representative.

11 **DISCLOSURES OF INTEREST**

There were no disclosures of interest

12 **EXCLUSION OF THE PUBLIC**

It was RESOLVED that the public be excluded from the remainder of the meeting on the grounds that it was 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 1 of Schedule 12A to the Local Government Act 1972.

13 **APPOINTMENT TO THE POST OF CHIEF INFORMATION OFFICER (ONESOURCE)**

The Joint Committee interviewed two applicants for the position. It considered carefully the merits of each candidate and satisfied itself as to their competency by reference to their written profiles and the answers to questions concerning the role and by wider questioning.

The Joint Committee considered that one candidate had more relevant experience and therefore concluded that the candidate was suitable for the post and indicated a provisional intention to make an offer to that candidate.

Chairman

ONE SOURCE JOINT COMMITTEE	30th April 2021
Subject heading:	one source Performance Indicators, Q4 2020-21 and end-of-year report
Report author and contact details:	Simon Pollock, Executive Director, oneSource
Financial summary:	Not applicable

SUMMARY

The list of one source Performance Indicators for 20/21 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 on a quarterly basis. This report presents to the Committee the Performance Indicators for the fourth quarter: January - March 2021 and the Outturn figures for 2020-21.

RECOMMENDATIONS

1. To note and agree the one source Performance Indicators, Q4 2020-21 and end-of-year report

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. This ensures that the 'golden thread' pulls through from the Corporate Priorities and the one source Strategy to the Service Plans.

1.2. The performance indicators for 2020-21 are those that were suggested by Directors and the respective Councils from the Service Plans 2019-20, and subsequently agreed by the Joint Committee in July 2019. These measures continued for 2020-21, as the service planning process and the planned refresh of the performance indicators were interrupted due to the pandemic.

2. Performance Indicators

2.1. There are currently 124 indicators and volumetrics for oneSource, comprising of 68 indicators for Havering and 56 indicators for Newham. Services that are nonShared services and provided only to one partner council are listed below:

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

2.2. Information on all indicators measured is provided within the summary sections of the report. A more in-depth analysis is provided within the detailed reports section, which reports on performance that has been rated either Amber or Red and contains:

- A Directorate commentary on level of performance achieved during the period; and
- An Outline of remedial actions taken or planned to mitigate areas of poorer performance.

2.3. As this is the final quarter and end-of-year report, the 2020-21 Outturn figures are given for each of the measures within the performance summary tables.

2.4. The report also contains one new section, which is additional to previous performance reports: the one source Corporate Scorecard. This provides a data set over a rolling 12 months for all measures and gives a broader overview of one source performance trends. As the measures, ambition and achievement differ between the two partner Councils, there are two 'scorecards' - one for Havering and one for Newham.

3. Context and overview of the performance report

3.1. As with all council services, one source has felt the impact of the measures put in place to deal with the national Covid-19 crisis. The challenging environment imposed by the pandemic has been felt across the whole of one source, both shared and non-shared services alike, throughout the year, as restrictions were imposed, relaxed and then tightened again. Lockdown restrictions have proved to be particularly deleterious for some services, such as Romford market and passenger transport and the overall level of impact is reflected in the Outturn figures for 2020-21.

3.2. Compared to the previous year's Outturn figures, the level of one source achievement across all indicators is up in 40 measures and down in 51 measures, an overall reduction in 11.1% of measures.

3.3. Services which have a seen a net fall in the level of achievement compared to last year are:

- Asset Management - up in 6 measures and down in 16 measures, an overall reduction in 38.5% of measures.
- Exchequer and Transactional - up in 8 measures and down in 12 measures, an overall reduction in 19.0% of measures.
- Technical and Transport - up in 0 (zero) measures and down in 4 measures, an overall reduction in 100% of measures.

3.4. Noticeably, these are all services which have an indicator portfolio containing a significant number of measures with elements that include income, programme spend and debt collection.

3.5. Also, for Asset Management, restricted access to buildings has impacted on the ability to complete priority repairs as expeditiously as would normally be expected.

3.6. Services which have a seen a net increase in the level of achievement compared to last year are:

- Human Resources and OD - up in 8 measures and down in 7 measures, an overall increase in 6.7% of measures.
- Technology and Innovation - up in 6 measures and down in 5 measures, an overall increase in 8.3% of measures.
- Legal and Governance - up in 12 measures and down in 8 measures, an overall increase in 18.2% of measures.

3.7. Continuing issues with data extraction from Oracle Fusion has meant that the debt collection information from Exchequer and Transactional is not available in time to be included in this report.

Legal implications and risks: Not applicable

Financial Implications and risks: Not applicable

HR Implications and risks: Not applicable

Appendices:

i. one source Performance Indicators, Q4 2020-21 and end-of-year report

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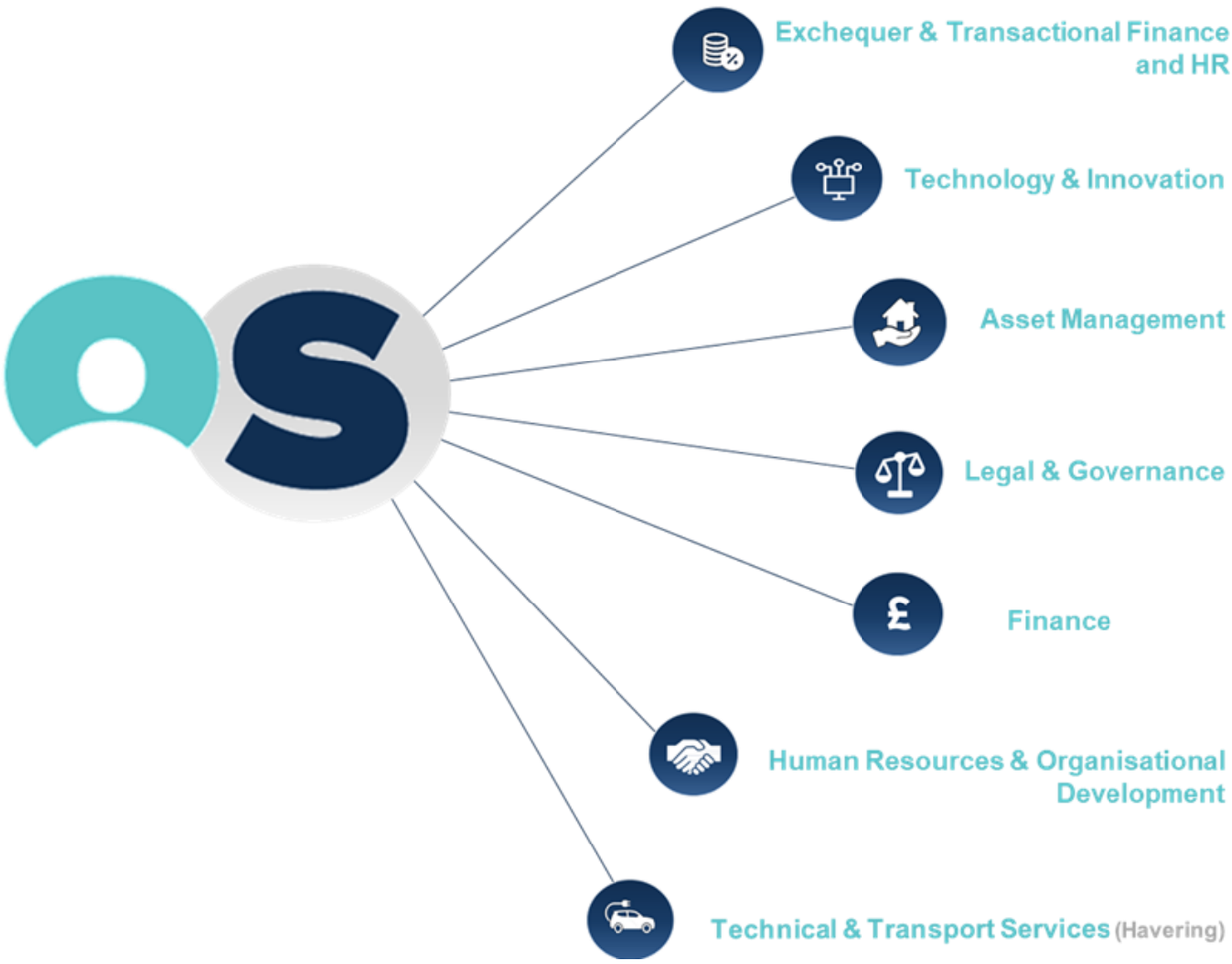
one source end-of-year performance report 2020/21



Report Contents

1. one source Overall RAG Rating & Direction of Travel
2. one source KPI & Volumetrics Direction of Travel
3. Havering Performance Summary
4. one source Havering Corporate Scorecard
5. Newham Performance Summary
6. one source Newham Corporate Scorecard

7. Detailed Reports
   I. Exchequer & Transactional Finance and HR
   II. Technology & Innovation
   III. Asset Management
   IV. Legal & Governance
   V. Finance (Havering)
   VI. Human Resources & Organisational development
   VII. Technical & Transport Services (Havering)

Quarter 4 2020-21

key performance indicators

Data Set

Report period: Quarter 4 2020-21

Key Performance Indicators: 107

Continuous: 90

Cumulative: 21

Volumetric Measures: 17

Prepared for: Joint Committee

This Report

This is the one source corporate KPI Performance for Quarter 4 of 2020-21 and covers the months of January, February and March 2021. As this is the final quarter of the financial year, it also incorporates the End-of-year Outturn figures for 2020-21.

The report summarises achievement against the ambition and provides: (1) a RAG rating score and (2) a Direction of Travel for the Management Information Reports and Volumetric Measures that drive the one source Key Performance Indicators.

In addition to the Continuous indicators Direction of Travel, this report also includes a Direction of Travel indication for the Cumulative indicators, comparing performance to quarter 4 of the 2019-20.

KPI RAG Rating - scoring matrix

- Green - performance was on target (<0.5% tolerance) or better
- Amber - performance was just below target (variance is no greater than 5%)
- Red - performance was below target (variance is greater than 5%)
- Not measured – the data was not available this period or no target had been set

KPI Direction of Travel - scoring matrix

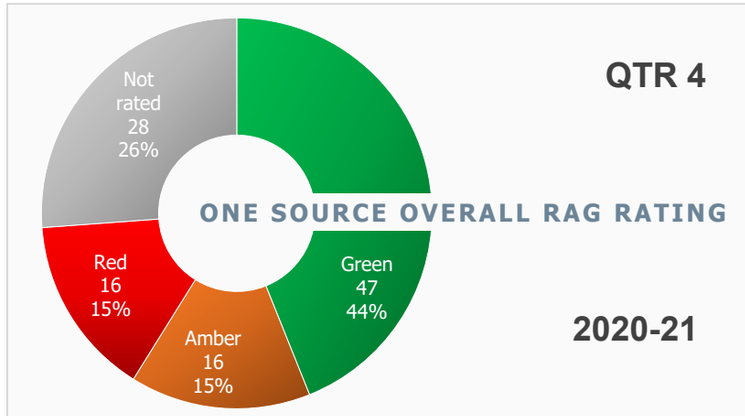
- Increasing - the measured value was rising compared to the previous reporting period
- Stable - the measured value was the same as the previous reporting period
- Reducing - the measured value was falling compared to the previous reporting period
- Cumulative - the value was measured against an end-of-year ambition
- Not measured - no DoT comparison data was available for this reporting period

Direction of Travel measures whether the metric is rising, constant or falling and does not necessarily reflect the level of achievement. An increasing value may indicate either declining or improving performance, depending on the quality of measure; similarly, a decreasing value may also indicate either declining or improving performance for the same reason.

one source Overall RAG Rating & Direction of Travel

Direction of Travel - RAG Rating
Compared to previous QTR

- **GREEN**
  Increase of 6 (+12%)
- **AMBER**
  Increase of 5 (+45.5%)
- **RED**
  Reduction of 2 (-11.1%)
- **Not Rated**
  Reduction of 9 (-32.1%)



Shared and nonShared Indicators

In total, 107 Shared and nonShared Performance Indicators and 17 Volumetrics were agreed by the service Directors and partner Councils.

Shared Service Indicators

Havering
- **45** performance indicators
- **8** volumetrics

Newham
- **44** performance indicators
- **9** volumetrics

nonShared Service Indicators

Havering only
- Technical & Transport - **6** performance indicators
- Council Tax & Benefits – **5** performance indicators
- Finance - **4** performance indicators

Newham only
- Projects and Programmes - **3** performance indicators

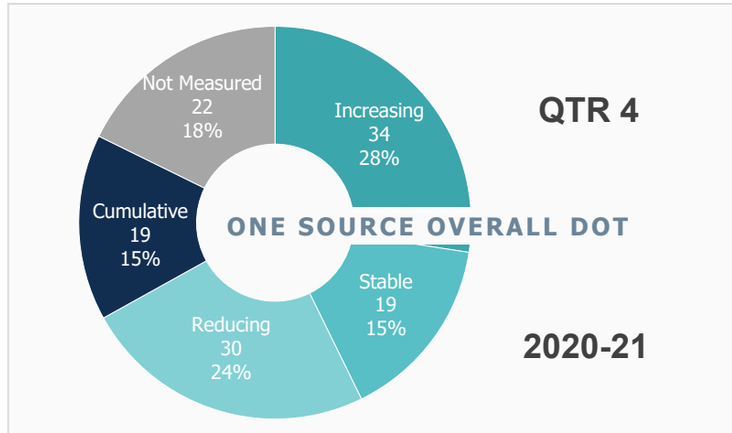
Borough Breakdown
A Borough breakdown of the RAG performance in Quarter 4 for all Performance Indicators is given in the Table below.

2020-21 QTR 4	oneSource		Havering		Newham	
DPI RAG DoT	No.	%	No.	%	No.	%
Green	49	45.8	29	48.3	20	42.6
Amber	16	15.0	8	13.3	8	17.0
Red	16	15.0	9	15.0	7	14.9
Not Rated	26	24.3	14	23.3	12	25.5
Total Values	107		60		47	

one source KPI & Volumetric Measures Direction of Travel

Direction of Travel – All Measures
Compared to previous QTR

- **INCREASING**
  Up 2 (+5.9%)
- **STABLE**
  Down (-21.1%)
- **REDUCING**
  Up 2 (+6.7%)
- **CUMULATIVE**
  No change (0.0%)
- **Not Measured**
  No change (0.0%)



Borough Breakdown

A Borough breakdown of the KPI and Volumetric Measures direction of travel for Quarter 4 (compared to 2020-21 Quarter 3 figure) is given in the Table below

200-21 QTR 4	oneSource		Havering		Newham	
KPI & Volumetrics DoT	No.	%	No.	%	No.	%
Increasing	**34**	27.4	**13**	19.1	**21**	37.5
Stable	**19**	15.3	**12**	17.6	**5**	8.9
Reducing	**30**	24.2	**16**	23.5	**14**	25.0
Cumulative	**19**	15.3	**13**	19.1	**6**	10.7
Not Measured	**22**	17.7	**14**	20.6	**10**	17.9
Total Values	**124**		**68**		**56**	

End-of-year Breakdown of Cumulative Indicators

A Borough breakdown of the Cumulative indicators for direction of travel (compared to 2019-20 Quarter 4 figure) is given in the Table below.

200-21 QTR 4	oneSource		Havering		Newham	
Cumulative Indicators	No.	%	No.	%	No.	%
Increasing	**3**	15.8	**2**	15.4	**1**	16.7
Stable	**0**	0.0	**0**	0.0	**0**	0.0
Reducing	**14**	73.7	**9**	69.2	**5**	83.3
Not Measured	**2**	10.5	**2**	15.4	**0**	0.0
Total Values	**19**		**13**		**6**	

Note on the Direction of Travel

Direction of Travel (DoT) measures whether the metric is rising, constant or falling and not does necessarily reflect the level of achievement, as an increasing value may indicate either declining or improving performance and vice versa.

Havering Performance Summary

The following Tables set out Havering's performance data for the quarter, together with the End-of-year Outturn figures for 2020-21.

RAG rating is shown against the target or threshold ambition

Key to RAG rating		
Green	Within 0.5% or better than the target / threshold
Amber	Below 0.5%, but within 5.0% of the target / threshold
Red	Below 5.0% of the target / threshold
Not measured	Performance against the target / threshold was not measured

Direction of Travel (DoT) is given in comparison to: (1) the previous quarter - for continuous indicators; or (2) quarter 4 of the previous year – for cumulative indicators.

Note: DoT measures whether the metric is rising, constant or falling and does not necessarily reflect the achievement, as an increasing value may indicate either declining or improving performance and vice versa.

Exchequer and Transactional Services

Continuous Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
Green	Housing Benefits	Average no. of days for Housing Benefit - new claims	20 days	13 days	13 days	→	12 days
Green	Housing Benefits	Average no. of days for Housing Benefit - change of circumstances	11 days	8 days	9 days	↑	7 days
Amber	Accounts Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	95%	92.9%	92.8%	↓	93.7%
Not measured	Accounts Receivable	% of debt collected in 90 days by Volume *	80%	DNA	DNA	-	DNA
Not measured	Accounts Receivable	% of debt collected in 90 days by Value *	80%	DNA	DNA	-	DNA
Green	Payroll	% accuracy of payroll payments	99.9%	100%	100%	→	100%
Green	Payroll	% of payroll payments made on time	100%	100%	100%	→	100%
Green	Payroll	% of BACS processing on time	100%	100%	100%	→	100%
Red	People Establishment	% of contracts issued to new starters within 10 working days of manager's notification	95%	79%	86%	↑	83%
Green	People Establishment	% of conditional letters being issued with 3 working days from point of notification from hiring manager	98%	98.7%	98%	↓	98.1%
Red	People Establishment	% of amendments completed to contracts (i.e. FTE, Hours etc.) within 30 working days of notification	95%	89%	80.3%	↓	87%

* *- due to continuing issues with Fusion, this this data is not currently available*

Cumulative Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2019-20 QTR 4	2020-21 QTR 4	DoT vs. QTR 4 2019-20	2020-21 OUTTURN
Amber	Council Tax	Percentage of Council Tax collected	97%	96.9%	96.2%	↓	96.2%
Green	Council Tax	Council Tax arrears reduction	19%	22.6%	18.8%	↓	18.8%
Green	Housing Benefits	Recovery of In Year overpayment collection rate	60%	81.0%	133.0%	↑	133%
Amber	NNDR	% of National Non-Domestic Rates collected ^	98.7%	98.5%	98.1%	↓	98.1%

^ *- due to continuing issues with Fusion, this is a provisional figure and remains subject to verification*

Technology & Innovation

Continuous Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
	ICT	Customer Satisfaction Rating	6.3	6.12	5.84	↓	5.96
	ICT	% of system availability	99.5%	99.6%	100%	↑	99.8%
	ICT	% of calls resolved within SLA by severity type (severity 1 and 2)	82.9%	33.3%	33.3%	→	62.5%

Volumetric Measures

					DoT	
ICT	Number of Incidents	Volumetrics do not have a Target	536	487	↓	621 *
ICT	Number of DPIAs		15	16	↑	15
ICT	Number of (Business) projects (Active + Closed in QTR)		13	13	→	13

* *Outturn figure = monthly average over the year*

Asset Management

Continuous Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
	FM	% Compliance forecast/actual	95%	90.0%	87.7%	↓	93%
	FM	Repairs dealt with on time: Priority 1 - response within 2 hours	97%	83%	96.0%	↑	91%
	FM	Repairs dealt with on time: Priority 2 - response within 1 working day	97%	98%	100%	↑	90.3%
	FM	Repairs dealt with on time: Priority 3 - response within 5 working days	97%	100%	100%	→	85.5%
	FM	Repairs dealt with on time: Priority 4 - response within 3 months	97%	100%	100%	→	90.3%
	FM	Service charge income forecast/actual	TBD	DNA	DNA	-	DNA
	FM	No. of hires/pop ups forecast/actual	Reactive	DNA	DNA	-	DNA
	H&S	Mandatory e-learning carried out by Havering and Newham staff.	100%	414 courses taken ^	192 courses taken	↓	1436 courses taken
	H&S	Increased reporting of accident/incidents and near misses	100%	63 incidents reported	128 incidents reported	↑	274 incidents reported
	H&S	Review of risk assessment undertaken across the organisation against the annual plan	100%	DNA	DNA	x	DNA
	H&S	Timely response to H&S Notices and Serious Incidents	100%	100%	100%	→	100%
	Property	All the commercial portfolio, legal agreements and data on Techforge	100%	100%	100%	→	100%

^ *- this figure represents an 'average' for the quarter, taking together the first three quarters of the year*

Cumulative Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2019-20 QTR 4	2020-21 QTR 4	DoT vs. QTR 4 2019-20	2020-21 OUTTURN
	Property	Capital receipt forecast v actual	£5m	£2.310m	£0.177k	↓	£177k
	Property	Annual commercial income target forecast v actual	£3.15m	£4.23m	£4.453m	↑	£4.453m
	Property	Romford market income target forecast v actual	£360k	£49.811k	£3.884k	↓	£176.75k

Legal and Governance

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 THRESHOLD	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
		Continuous Indicators					
	Legal	Customer Satisfaction Rating	91%	87%	90%	↑	92.3%
	Community Team	Average total cost to obtain care orders	<£20,000	£11,238	£10,083	↓	£14,342
	Community Team	Average time to obtain care orders	<26 weeks	53.9 weeks	30.6 weeks	↓	42.9 weeks
	Community Team	Average number of hearings per care proceedings case	<5	9	4	↓	7.25
	Housing and Litigation	Success in Routine Possession claims	>90%	0.0%	100%	↑	100%
	Property	Percentage of standard draft commercial leases within 15 working days of receipt of full instructions	>80%	100%	100%	→	100%
	Property	Average time to complete Right To Buy agreements	<175 days	106 days	113 days	↓	112.25 days
	Property	RTB leases/ freehold transfers issued within 10 days of full instruction	>90%	100%	100%	→	100%
	Planning	Average time to complete planning agreements	<6 months	7 months	6 months	↓	6.13 months
	Cross Service	External SPEND on external barristers through LBLA framework	*No Threshold*	£179,599	£32,741	-	£341,252
	Cross Service	External SAVINGS on external barristers through LBLA framework	As much as possible	£102,016	£12,970	↓	£174,563
	Cross Service	External SPEND on external solicitors through LBLA framework	*No Threshold*	£22,164	£7,057	-	£90,686
	Cross Service	External SAVINGS on external solicitors through LBLA framework	As much as possible	£12,900	£4,552	↓	£56,248

Finance

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
		Continuous Indicators					
	Business Partnering	Monthly Budget monitoring reports – within 2 weeks of month end LBN, within 4 weeks of month end	100%	DNA	100%	-	100%
	Business Partnering	All returns, statutory or otherwise, to be prepared and submitted within agreed deadlines	100%	DNA	100%	-	100%
	Business Partnering	Balance sheet items reconciled according to agreed schedule.	100%	DNA	DNA	-	DNA
	Business Partnering	Compliance with the Authority's treasury management strategy and reporting framework	Compliant	DNA	100%	-	100%
	Reconciliations	% of suspense items cleared within 10 days	99%	DNA	DNA	-	DNA
	Reconciliations	Reconciliations of account completed within timetable	100%	DNA	DNA	-	DNA

Human Resources and OD

Continuous Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
Green	HR&OD	Average time taken for Job Evaluations	5 days	5 days	2.6 days	↓	5.8 days
Red	HR&OD	% of Job Evaluations completed within 5 days	100%	60%	90.1%	↑	61.7%
White	HR&OD	User satisfaction with HROD services (in development)	>90%	DNA	DNA	-	DNA
White	HR&OD	% of corporate complaints against HROD	0%	DNA	DNA	-	DNA

Volumetric Measures

					DoT	
HR&OD	Disciplinary cases:	Volumetrics do not have a Target	5	4	↓	23
HR&OD	Grievance cases:		3	4	↑	14
HR&OD	Sickness cases:		23	6	↓	59
HR&OD	Capability/Probation reviews:		7	0	↓	12
HR&OD	Number of Job Evaluations undertaken		15	32	↑	126

Technical and Transport

Cumulative Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2019-20 QTR 4	2020-21 QTR 4	DoT vs. QTR 4 2019-20	2020-21 OUTTURN
Yellow	Tec Services	Number of projects completed on time	90%	95.3%	88.6%	↓	88.6%
Green	Tec Services	Number of projects completed to agreed budget	90%	95.3%	92.5%	↓	92.5%
Green	Tec Services	Customer Satisfaction Rating	90%	97.0%	95%	↓	95%
Red	Transport	PTS – gross external income	£1.0m	£0.775m	£0.203m	↓	£0.203m
White	Transport	PTS – customer satisfaction (children)	98.5%	98.6%	DNA	-	DNA
White	Transport	PTS – customer satisfaction (adults)	98.5%	99.2%	DNA	-	DNA

one source Havering Scorecard – p.1

one source Corporate Score Card - rolling 12 months				2020-21 QTR 1			2020-21 QTR 2			2020-21 QTR 3			2020-21 QTR 4			OUTTURN 2020-21 *
DIR	SERVICE	KEY INDICATOR	AMBITION	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Apr-21	May-21	Jun-21	
AM	FM	% Compliance forecast/actual	*95%*	95.0%	95.0%	99.0%	99.0%	99.0%	99.0%	93.0%	89.0%	88.0%	93.0%	85.0%	85.0%	93.0%
		Repairs dealt with on time: Priority 1 - response within 2 hours	*97%*	100.0%	100.0%	100.0%	84.0%	84.0%	84.0%	83.0%	83.0%	83.0%	96.0%	96.0%	96.0%	91.0%
		Repairs dealt with on time: Priority 2 - response within 1 working day	*97%*	97.0%	97.0%	97.0%	99.0%	99.0%	0.0%	98.0%	98.0%	98.0%	100.0%	100.0%	100.0%	90.3%
		Repairs dealt with on time: Priority 3 - response within 5 working days	*97%*	50.0%	50.0%	50.0%	92.0%	92.0%	92.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	85.5%
		Repairs dealt with on time: Priority 4 - response within 3 months	*97%*	50.0%	50.0%	50.0%	92.0%	92.0%	92.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	90.3%
		Service charge income forecast/actual	*TBD*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
		No of hires/pop ups forecast/actual	*Reactive*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
	H&S	Mandatory e-learning carried out by Havering and Newham staff - *No. of courses taken*	*100%*	DNA	DNA	DNA	DNA	DNA	DNA	414	414	416	94	108	50	1436
		Increased reporting of accident/incidents and near misses - *No. of reports*	*100%*	13	20	23	29	26	27	27	18	18	18	39	71	274
		Review of risk assessment undertaken across the organisation against the annual plan	*100%*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	N/A
		Timely response to H&S Notices and Serious Incidents	*100%*	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Property	Capital receipt forecast v actual	*£5M*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	£177K	DNA	DNA	£177K	£177k
		Annual commercial income target forecast v actual	*£3.15M*	£219K	£305K	£1.261M	£1.355M	£1.458M	£2.414M	£2.42M	£2.57M	£3.414M	£3.552M	£3.667M	£4.453M	£4.453M
		All the commercial portfolio, legal agreements and data on Techforge.	*100%*	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		Romford market income target forecast v actual	*£360K*	-	-	£0.426K	£11.356K	£25.886K	£41.572K	£41.273K	£20.415K	£31.938K	£0.472K	£1.077K	£2.335K	£176.750K
TRPT	Technical Services	Number of projects completed on time	*90%*	Quarter 4 reporting									88.6%	88.6%	88.6%	88.6%
		Number of projects completed to agreed budget	*90%*	Quarter 4 reporting									92.5%	92.5%	92.5%	92.5%
		Customer satisfaction rating	*90%*	Quarter 4 reporting									95.0%	95.0%	95.0%	95.0%
	Transport	PTS – gross external income	*£1.0m*	Quarter 4 reporting									£203K			£203K
		PTS – customer satisfaction (children)	*98.50%*	Quarter 4 reporting									N/A			N/A
		PTS – customer satisfaction (adults)	*98.50%*	Quarter 4 reporting									N/A			N/A
E&T	Acc Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	*95%*	100.0%	97.7%	94.9%	96.1%	96.1%	83.2%	94.1%	91.4%	93.4%	93.1%	81.0%	92.3%	93.7%
	Acc Receivable	% of debt collected in 90 days by Volume 80%	*80%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
		% of debt collected in 90 days by Value 80%	*80%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
	C Tax	Percentage of Council Tax collected	*97%*	12.0%	20.5%	29.2%	38.3%	47.2%	56.1%	65.2%	74.3%	83.3%	92.0%	94.0%	96.2%	96.2%
		Council Tax arrears reduction	*19%*	1.3%	2.3%	2.9%	4.6%	5.9%	6.9%	7.7%	9.7%	10.8%	15.5%	16.8%	18.8%	18.8%
	HB	Average no. of days for Housing Benefit - new claims	*20 days*	14	11	8	7	9	12	10	12	18	15	10	14	12
		Average no. of days for Housing Benefit - change of circumstances	*11 days*	2	8	10	6	3	4	5	7	11	10	16	1	7
		Recovery of In Year overpayment collection rate	*60%*	145.0%	130.0%	111.0%	112.0%	114.0%	117.0%	120.0%	123.0%	128.0%	134.0%	130.0%	133.0%	133%
	NNDR	% of National Non-Domestic Rates collected	*98.7%*	13.0%	21.6%	29.5%	42.9%	50.0%	59.1%	68.7%	75.7%	84.0%	90.1%	DNA	DNA	98.1%
	Payroll	% accuracy of payroll payments	*99.9%*	100.0%	100.0%	100.0%	100.0%	99.9%	100.0%	99.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100%
		% of payroll payments made on time	*100%*	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%
		% of BACS processing on time	*100%*	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%
	People Establishment	% of contracts issued to new starters within 10 working days	*95%*	83.0%	81.0%	89.0%	83.0%	86.0%	79.0%	68.0%	81.0%	88.0%	95.0%	82.0%	81.0%	83.0%
		% of conditional letters being issued with 3 working days	*98%*	100.0%	100.0%	97.0%	100.0%	92.0%	98.0%	100.0%	96.0%	100.0%	100.0%	100.0%	94.0%	98.1%
		Percentage of amendments completed to contracts within 30 working days	*95%*	89.0%	85.0%	100.0%	100.0%	92.0%	70.0%	100.0%	96.0%	71.0%	48.0%	93.0%	100.0%	87.0%

* - *Outturn figures, where given, are based on the quarterly average over the financial year*

one source Havering Scorecard – p.2

one source Corporate Score Card - rolling 12 months				2020-21 QTR 1			2020-21 QTR 2			2020-21 QTR 3			2020-21 QTR 4			OUTTURN 2020-21 *
DIR	SERVICE	KEY INDICATOR	AMBITION	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Apr-21	May-21	Jun-21	
HROD	HR&OD	Average time taken for Job Evaluations	*5 days*	5.7	11.6	8.8	7.2	5.1	13	4	6	5	2.7	2.2	3	5.8
		% of Job Evaluations completed within 5 days	*100%*	66.6%	25.0%	33.3%	53.6%	60.0%	33.3%	50.0%	66.6%	66.6%	83.3%	92.3%	100.0%	61.7%
		User satisfaction with HROD services (in development)	*>90%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	N/A
		% of corporate complaints against HROD	*0%*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
	Volumetric	Disciplinary cases:	*Volumetrics do not have a set Target*		7			7			5			4		23
		Grievance cases:			4			3			3			4		14
		Sickness cases:			8			22			23			6		59
		Capability/Probation reviews:			2			3			7			0		12
		Number of Job Evaluations undertaken			17			62			15			32		126
ICT	ICT	Customer Satisfaction Rating	*6.3*	6.12	6.11	6.06	5.9	5.66	5.75	6.02	6.06	6.27	5.77	5.87	5.89	5.96
		% of system availability	*100%*	100.0%	99.7%	99.7%	99.9%	99.9%	99.9%	99.3%	99.5%	100.0%	100.0%	100.0%	100.0%	99.8%
		% of calls resolved within SLA by severity type (severity 1 and 2)	*83%*	0.0%	50.0%	0.0%	0.0%	66.7%	0.0%	100.0%	0.0%	0.0%	0.0%	25.0%	0.0%	62.5%
	Volumetric	Number of Incidents	*Volumetrics do not have a set Target*		571			52			536			487		621
		Number of DPIAs			10			17			15			13		15
		Number of (Business) projects (=Active+Closed in QTR)			12			13			13			13		13
FIN	Business Partnering	Monthly Budget monitoring reports – within 2 weeks of month end LBN, within 4 weeks	*100%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	100%	100%	100%	100%
		All returns, statutory or otherwise, to be prepared and submitted within agreed deadline	*100%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	100%	100%	100%	100%
		Balance sheet items reconciled according to agreed schedule.	*100%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
		Compliance with the Authority's treasury management strategy and reporting framewo	*Compliant*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	100%	100%	100%	100%
	Reconciliations	% of suspense items cleared within 10 days	*99%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	N/A	N/A	N/A	DNA
		100% of reconciliations of account completed within timetable	*100%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	N/A	N/A	N/A	DNA
L&G	Legal	Customer Satisfaction Rating	*91%*	100.0%	86.0%	100.0%	96.0%	100.0%	94.0%	86.0%	86.0%	90.0%	91.0%	89.0%	DNA	92.3%
	Community	Average total cost to obtain care orders	*<£20,000*	N/A	N/A	£21,450	No data	£14,596	No data	£1,680	£20,796	No Data	£10,082	No data	No data	£14,342
		Average time to obtain care orders	*<26 weeks*	N/A	N/A	49.14	No data	37.86	No Data	No data	37.86	No Data	30.57	No Data	No Data	42.86
		Average number of hearings per care proceedings case	*<5*	N/A	N/A	9	No data	7	No Data	4	14	No Data	No Data	No Data	4	7.25
	Housing & Lit	Success in Routine Possession claims	*>90%*	0%	0%	0%	0%	0%	0%	0%	0%	0%	N/A	N/A	100%	100%
	Property	Percentage of standard draft commercial leases within 15 working days	*>80%*	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		Average time to complete Right To Buy agreements	*<175 days*	79	118	104	79	98	88	130	126	63	133	102	105	112.25
		RTB leases/ freehold transfers issued within 10 days of full instruction	*>90%*	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Planning	Average time to complete planning agreements	*<6 months*	5	2	N/A	8	n/a	N/a	7	6	7	6	6	6	613%
	Cross Service	External SPEND on external barristers through LBLA framework	*No Threshold*	£2,040	£16,750	£13,455	£13,825	£8,755	£74,087	£33,130	£31,751	£114,718	£9,596	£23,145	DNA	£341,252
		External SAVINGS on external barristers through LBLA framework	*As much as possible*	£526	£7,382	£6,464	£4,572	£3,482	£37,151	£14,127	£11,726	£58,401	£6,421	£9,549	DNA	£174,563
		External SPEND on external solicitors through LBLA framework	*No Threshold*	£8,396	£3,712	£12,276	£8,246	£4,178	£24,657	£2,884	£18,311	£969	£5,494	£1,566	DNA	£90,686
		External SAVINGS on external solicitors through LBLA framework	*As much as possible*	£3,609	£2,081	£6,210	£5,272	£2,449	£19,174	£1,553	£10,727	£620	£3,511	£1,041	DNA	£56,248

* - *Outturn figures, where given, are based on the quarterly average over the financial year*

Newham Performance Summary

The following Tables set out Newham's performance data for the quarter, together with the End-of-year Outturn figures for 2020-21.

RAG rating is shown against the target or threshold ambition

Key to RAG rating		
Green	Within 0.5% or better than the target / threshold
Amber	Below 0.5%, but within 5.0% of the target / threshold
Red	Below 5.0% of the target / threshold
Not measured	Performance against the target / threshold was not measured

Direction of Travel (DoT) is given in comparison to: (1) the previous quarter - for continuous indicators; or (2) quarter 4 of the previous year – for cumulative indicators.

Note: DoT measures whether the metric is rising, constant or falling and does not necessarily reflect the achievement, as an increasing value may indicate either declining or improving performance and vice versa..

Exchequer and Transactional Services

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
		Continuous Indicators					
Green	Accounts Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	95%	94.1%	94.9%	↑	95.0%
Not measured	Accounts Receivable	% of debt collected in 90 days by Volume *	80%	DNA	DNA	-	DNA
Not measured	Accounts Receivable	% of debt collected in 90 days by Value *	80%	DNA	DNA	-	DNA
Green	Payroll	% accuracy of payroll payments	99.9%	99.7%	99.8%	↑	99.8%
Green	Payroll	% of payroll payments made on time	100%	99.8%	100%	↑	99.9%
Green	Payroll	% of BACS processing on time	100%	100%	100%	→	100.0%
Green	People Establishment	% of contracts issued to new starters within 10 working days of manager's notification	95%	91.0%	95.1%	↑	91.5%
Red	People Establishment	% of conditional letters being issued with 3 working days from point of notification from hiring manager	98%	41.2%	37.5%	↓	53.0%
Green	People Establishment	Percentage of amendments completed to contracts (i.e. FTE, Hours etc.) within 30 working days of notification	95%	98.8%	100%	↑	98.0%

* *- due to continuing issues with Fusion, this this data is not currently available*

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2019-20 QTR 4	2020-21 QTR 4	DoT vs. QTR 4 2019-20	2020-21 OUTTURN
		Cumulative Indicators					
Amber	NNDR	% of National Non-Domestic Rates collected ^	98.7%	98.5%	95.5%	↓	95.5%

^ *- due to continuing issues with Fusion, this is a provisional figure and remains subject to verification*

Technology & Innovation

Continuous Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
Amber	ICT	Customer Satisfaction Rating	6.3	6.12	5.89	↓	5.97
Green	ICT	% of system availability	99.5%	99.6%	99.8%	↑	99.8%
Red	ICT	% of calls resolved within SLA by severity type (severity 1 and 2)	82.9%	33.3%	20.2%	↓	52.7%

Volumetric Measures

					DoT	
ICT	Number of Incidents	Volumetrics do not have a Target	2821	2696	↓	106 *
ICT	Number of DPIAs		21	24	↑	23
ICT	Number of (Business) projects (Active + Closed in QTR)		18	20	↑	19

* Outturn figure = monthly average over the year

Asset Management

Continuous Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
Green	FM	% Compliance forecast/actual	95%	91%	97%	↓	94.8%
Amber	FM	Repairs dealt with on time: Priority 1 - response within 2 hours	97%	89%	93%	↑	89.3%
Green	FM	Repairs dealt with on time: Priority 2 - response within 1 working day	97%	93%	99%	↑	96.5%
Amber	FM	Repairs dealt with on time: Priority 3 - response within 5 working days	97%	98%	96%	↓	90.5%
Green	FM	Repairs dealt with on time: Priority 4 - response within 3 months	97%	99%	99%	→	96.5%
White	FM	Service charge income forecast/actual	TBD	DNA	DNA	-	DNA
White	FM	No of hires/pop ups forecast/actual	Reactive	DNA	DNA	-	DNA
White	H&S	Mandatory e-learning carried out by Havering and Newham staff.	100%	241 ^	239	↓	963
White	H&S	Increased reporting of accident/incidents and near misses	100%	59	51	↓	216
White	H&S	Review of risk assessment undertaken across the organisation against the annual plan	N/A	N/A	N/A	-	N/A
Green	H&S	Timely response to H&S Notices and Serious Incidents	100%	100%	100%	→	100%
Amber	Property	All the commercial portfolio, legal agreements and data on Techforge.	100%	95%	95%	→	95%

^ *- this figure represents an 'average' for the quarter, taking together the first three quarters of the year*

Cumulative Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2019-20 QTR 4	2020-21 QTR 4	DoT vs. QTR 4 2019-20	2020-21 OUTTURN
Amber	P&P Newham	Secondary school programme actual/forecast annual spend	£12.678k	£7.603m	£12.468k	↓	£12.84k
Red	P&P Newham	Primary school programme actual/forecast annual spend	£4.512k	£1.671m	£1.752k	↓	£2.04k
Red	P&P Newham	Other capital programme forecast/actual spend annual	£4.994k	£0.378m	£2.043k	↓	£2.043.k
White	Property	Capital receipt forecast v actual	No Target Set	£3.700m	£0.00	↓	£0.00
Green	Property	Annual commercial income t forecast/actual	£6.8m	£7.035m	£7.879m	↓	£7.879m

Human Resources & OD

Continuous Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
●	HR&OD	Ave. time taken for Job Evaluations (GLPC)	5 days	3.1	4.6	↑	3.9 days
○	HR&OD	Ave. time taken for Job Evaluations (HAY)	*Not a target*	3.9	5.7	↑	5.2 days
●	HR&OD	% of Job Evaluations completed within 5 days (GLPC)	100%	74.6%	78.6%	↑	74.9%
○	HR&OD	% of Job Evaluations completed within 5 days (HAY)	*Not a target*	78.6%	35%	↓	63%
○	HR&OD	User satisfaction with HROD services (in development)	>90%	DNA	DNA	-	DNA
○	HR&OD	% of corporate complaints against HROD	0.0%	DNA	DNA	-	DNA

Volumetric Measures

					DoT	
HR&OD	Disciplinary cases:	Volumetrics do not have a Target	16	8	↓	37
HR&OD	Grievance cases:		8	4	↓	30
HR&OD	Sickness cases:		16	10	↓	54
HR&OD	Capability/Probation reviews:		2	2	→	7
HR&OD	No. of Job Evaluations undertaken (GLPC)		63	140	↑	338
HR&OD	o. of Job Evaluations undertaken (HAY)		28	20	↓	89

Legal and Governance

Continuous Indicators

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 THRESHOLD	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
●	Legal	Customer Satisfaction Rating	91%	87%	90.0%	↑	92.3%
●	Community	Average total cost to obtain care orders	<£20,000	£10,555	£18,245	↑	£15.492
●	Community	Average time to obtain care orders	<26 weeks	30.14 weeks	74.71 weeks	↑	49.42 weeks
●	Community	Average number of hearings per care proceedings case	<5	7.5	10	↑	8.25
●	Housing and Litigation	Success in Routine Possession claims	>90%	0.0%	100%	↑	100%
●	Property	Percentage of standard draft commercial leases within 15 working days	>80%	100%	86%	↓	96.5%
●	Property	Average time to complete Right To Buy agreements	<175 days	196 days	123 days	↓	153.5 days
●	Property	RTB leases/ freehold transfers issued within 10 days of full instruction	>90%	100%	98.0%	↓	99.5%
●	Planning	Average time to complete planning agreements	<6 months	9 months	8 months	↓	9.25 months
○	Cross Service	External SPEND on external barristers through LBLA framework	*No Threshold*	£144,087	£165,813	-	£675,136
●	Cross Service	External SAVINGS on external barristers through LBLA framework	As much as possible	£49,074	£76,233	↑	£267,064
○	Cross Service	External SPEND on external solicitors through LBLA framework	*No Threshold*	£35,452	£115,642	-	£207,404
●	Cross Service	External SAVINGS on external solicitors through LBLA framework	As much as possible	£21,037	£63,973	↑	£111,731

Finance

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT	2020-21 OUTTURN
		Continuous Indicators					
○	Reconciliations	% of suspense items cleared within 10 days	DNA	DNA	DNA	-	DNA
○	Reconciliations	Reconciliations of account completed within timetable	DNA	DNA	DNA	-	DNA

Human Resources & OD

RAG	SERVICE	DECRIPTION OF INDICATOR	2020-21 TARGET	2020-21 QTR 3	2020-21 QTR 4	DoT vs. QTR 3 2020-21	2020-21 OUTTURN
		Continuous Indicators					
●	HR&OD	Ave. time taken for Job Evaluations (GLPC)	5 days	3.1	4.6	↑	3.9 days
○	HR&OD	Ave. time taken for Job Evaluations (HAY)	*Not a target*	3.9	5.7	↑	5.2 days
●	HR&OD	% of Job Evaluations completed within 5 days (GLPC)	100%	74.6%	78.6%	↑	74.9%
○	HR&OD	% of Job Evaluations completed within 5 days (HAY)	*Not a target*	78.6%	35%	↓	63%
○	HR&OD	User satisfaction with HROD services (in development)	>90%	DNA	DNA	-	DNA
○	HR&OD	% of corporate complaints against HROD	0.0%	DNA	DNA	-	DNA
		Volumetric Measures				DoT	
	HR&OD	Disciplinary cases:	Volumetrics do not have a Target	16	8	↓	37
	HR&OD	Grievance cases:		8	4	↓	30
	HR&OD	Sickness cases:		16	10	↓	54
	HR&OD	Capability/Probation reviews:		2	2	→	7
	HR&OD	No. of Job Evaluations undertaken (GLPC)		63	140	↑	338
	HR&OD	No. of Job Evaluations undertaken (HAY)		28	20	↓	89

one source Newham Scorecard – p.1

one source Corporate Score Card - rolling 12 months				2020-21 QTR 1			2020-21 QTR 2			2020-21 QTR 3			2020-21 QTR 4			OUTTURN 2020-21 *
DIR	SERVICE	KEY INDICATOR	AMBITION	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Apr-21	May-21	Jun-21	
AM	FM	% Compliance forecast/actual	*95%*	90.0%	91.0%	97.0%	98.0%	92.0%	99.0%	98.0%	90.0%	92.0%	97.0%	97.0%	97.0%	94.8%
		Repairs dealt with on time: Priority 1 - response within 2 hours	*97%*	96.0%	96.0%	96.0%	79.0%	79.0%	79.0%	89.0%	89.0%	89.0%	93.0%	93.0%	93.0%	89.3%
		Repairs dealt with on time: Priority 2 - response within 1 working day	*97%*	98.0%	98.0%	98.0%	95.0%	95.0%	95.0%	93.0%	93.0%	93.0%	99.0%	99.0%	99.0%	96.3%
		Repairs dealt with on time: Priority 3 - response within 5 working days	*97%*	70.0%	70.0%	70.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	99.0%	99.0%	99.0%	90.5%
		Repairs dealt with on time: Priority 4 - response within 3 months	*97%*	98.0%	98.0%	98.0%	95.0%	95.0%	95.0%	93.0%	93.0%	93.0%	99.0%	99.0%	99.0%	96.3%
		Service charge income forecast/actual	*TBD*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
		No of hires/pop ups forecast/actual	*Reactive*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
	H&S	Mandatory e-learning carried out by Havering and Newham staff - *No. of courses taken*	*100%*	DNA	DNA	DNA	DNA	DNA	DNA	241	241	242	51	107	81	963
		Increased reporting of accident/incidents and near misses - *No. of reports*	*100%*	5	7	24	21	27	22	19	24	16	14	21	16	216
		Review of risk assessment undertaken across the organisation against the annual plan	*N/A*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	N/A
		Timely response to H&S Notices and Serious Incidents	*100%*	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100.0%
	P&P Newham	Secondary school programme actual/forecast annual spend	*£12.678K*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	£12.468k	£12.468k
		Primary school programme actual/forecast annual spend	*£4.512K*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	£1.752K	£1.752K
		Other capital programme forecast/actual spend annual	*£4.994K*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	£2.043K	£2.043K
	Property	Capital receipt forecast v actual	*No Target Set*	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
		Annual commercial income target forecast v actual	*£6.8M*	£9.9K	139.5K	£1.898M	£1.926M	£2.303M	£4.217M	£4.224M	£4.331M	£6.041M	6.045M	£6.14M	£7.879M	£7.879M
		All the commercial portfolio, legal agreements and data on Techforge.	*100%*	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
E&T	NNDR	% of National Non-Domestic Rates collected	*98.7%*	3.5%	10.5%	23.8%	34.4%	43.0%	52.3%	59.8%	72.0%	80.6%	91.7%	DNA	DNA	95.5%
	Acc Payable	% of suppliers paid within 30 days of receipt (of documentation by Transactional Team)	*95.0%*	100.0%	98.7%	96.5%	95.0%	95.0%	87.9%	92.5%	93.9%	95.8%	93.0%	94.9%	95.9%	95.0%
	Acc Receivable	% of debt collected in 90 days by Volume 80%	*80.0%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
		% of debt collected in 90 days by Value 80%	*80.0%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
	Payroll	% accuracy of payroll payments	*99.9%*	100.0%	100.0%	100.0%	100.0%	99.9%	99.8%	99.7%	99.6%	99.7%	99.8%	99.9%	99.7%	99.8%
		% of payroll payments made on time	*100.0%*	100.0%	100.0%	100.0%	100.0%	100.0%	99.9%	99.8%	99.7%	99.8%	100.0%	100.0%	99.9%	99.9%
		% of BACS processing on time	*100.0%*	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	People Establishment	% of contracts issued to new starters within 10 working days	*95.0%*	100.0%	90.0%	100.0%	92.6%	95.0%	72.0%	83.6%	89.4%	100.0%	85.2%	100.0%	100.0%	91.5%
		% of conditional letters being issued with 3 working days	*98.0%*	50.0%	90.0%	64.3%	89.3%	80.5%	46.8%	37.1%	51.0%	42.3%	32.5%	34.8%	45.2%	53.0%
		Percentage of amendments completed to contracts within 30 working days	*95.0%*	100.0%	89.7%	100.0%	98.7%	96.7%	93.1%	98.6%	100.0%	98.3%	100.0%	100.0%	100.0%	98.0%

* - *Outturn figures, where given, are based on the quarterly average over the financial year*

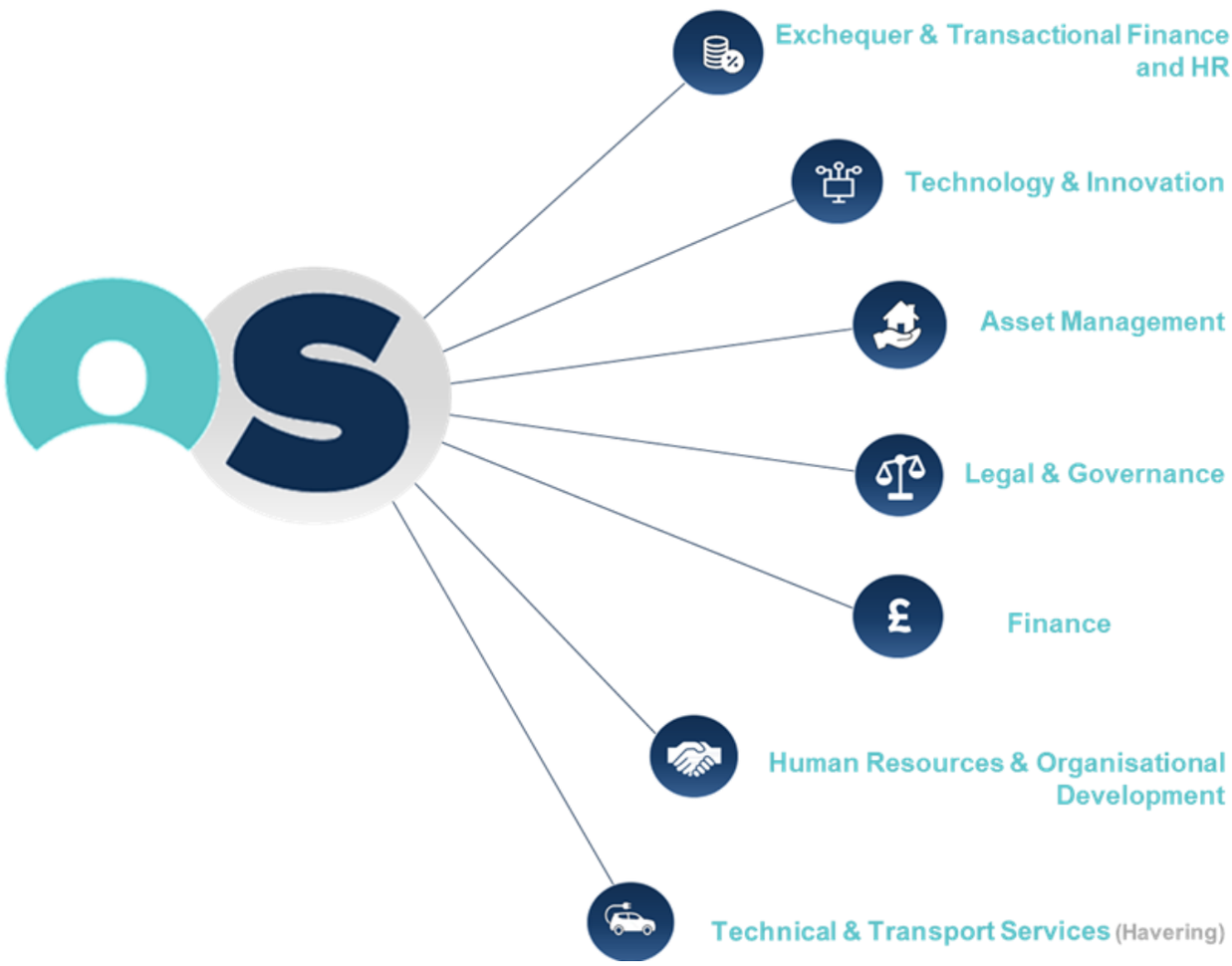
one source Newham Scorecard – p.2

one source Corporate Score Card - rolling 12 months				2020-21 QTR 1			2020-21 QTR 2			2020-21 QTR 3			2020-21 QTR 4			OUTTURN 2020-21 *
DIR	SERVICE	KEY INDICATOR	AMBITION	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Apr-21	May-21	Jun-21	
HROD	HR&OD	Average time taken for Job Evaluations (GLPC)	*5 days*	2.8	3.7	4.3	4.1	1	3.3	2.3	3.7	3.2	3.9	4.4	5.3	3.9
		Average time taken for Job Evaluations (HAY)	*No Target set*	3.9	2.5	14.3	5.2	7.5	11.5	4.3	2.8	6	5.7	8.7	4.9	5.2
		% of Job Evaluations completed within 5 days (GLPC)	*100%*	78.9%	94.4%	64.4%	71.4%	100.0%	80.0%	80.9%	68.0%	76.5%	88.9%	82.8%	65.1%	74.9%
		% of Job Evaluations completed within 5 days (HAY)	*No Target set*	85.7%	100.0%	33.3%	63.6%	41.6%	50.0%	81.8%	84.6%	50.0%	28.6%	33.3%	40.0%	63.0%
		User satisfaction with HROD services (in development)	*>90%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	N/A
		% of corporate complaints against HROD	*0%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	N/A
	Volumetric	Disciplinary cases:	*Volumetrics do not have a set Target*	5			8			16			8			37
		Grievance cases:		12			6			8			4			30
		Sickness cases:		11			17			16			10			54
		Capability/Probation reviews:		2			1			2			2			7
		Number of Job Evaluations undertaken (GLPC)		82			53			63			140			338
		Number of Job Evaluations undertaken (HAY)		14			27			28			20			89
IT	ICT	Customer Satisfaction Rating	*6.3*	6.12	6.11	6.06	5.9	5.66	5.75	6.02	6.06	6.27	5.77	5.87	6.02	5.97
		% of system availability	*100%*	100.0%	99.7%	99.7%	99.9%	99.9%	99.9%	99.3%	99.5%	100.0%	100.0%	100.0%	99.6%	99.8%
		% of calls resolved within SLA by severity type (severity 1 and 2)	*83%*	0.0%	25.0%	50.0%	50.0%	33.3%	33.3%	0.0%	50.0%	28.6%	25.0%	22.2%	13.3%	52.7%
	Volumetric	Number of Incidents	*Volumetrics do not have a set Target*	3772			3489			2821			2696			1065
		Number of DPIAs		16			31			21			24			23
		Number of (Business) projects (=Active+Closed in QTR)		19			19			18			20			19
FIN	Reconciliations	% of suspense items cleared within 10 days	*99%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
		100% of reconciliations of account completed within timetable	*100%*	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
L&G	Legal	Customer Satisfaction Rating	*91%*	100.0%	86.0%	100.0%	96.0%	100.0%	94.0%	86.0%	86.0%	90.0%	91.0%	89.0%	DNA	92.3%
	Community	Average total cost to obtain care orders	*<£20,000*	£7,673	£7,108	£18,035	No data	No data	£18,533	£8,681	£440,901	No Data	£17,219	No Data	£19,270	£15,492
		Average time to obtain care orders	*<26 weeks*	43.43	27.86	34.62	No data	No data	57.79	24	36.29	No Data	89.86	No Data	59.57	49.42
		Average number of hearings per care proceedings case	*<5*	6	7	5.66	No data	No data	9.5	5.5	9.5	No Data	8	No Data	12	8.25
	Housing & Lit	Success in Routine Possession claims	*>90%*	0%	0%	0%		0%	0%	0%	0%	0%	N/A	N/A	sted/ 1 out	100%
	Property	Percentage of standard draft commercial leases within 15 working days	*>80%*	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	75% (3/4)	100%	97%
		Average time to complete Right To Buy agreements	*<175 days*	101	192	125	168	155	144	129	117	343	135	97	138	153.5
		RTB leases/ freehold transfers issued within 10 days of full instruction	*>90%*	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%	94%	100%
	Planning	Average time to complete planning agreements	*<6 months*	5	10	9	9	11	18	10	10	10	8	8	7	9.25
	Cross Service	External SPEND on external barristers through LBLA framework	*No Threshold*	£50,174	£76,994	£62,557	£58,151	£42,778	£74,584	£46,254	£55,085	£40,298	£51,528	£114,285	DNA	£675,136
		External SAVINGS on external barristers through LBLA framework	*As much as possible*	£20,524	£32,890	£26,079	£19,364	£19,716	£23,585	£14,799	£18,176	£15,388	£18,040	£58,193	DNA	£267,064
		External SPEND on external solicitors through LBLA framework	*No Threshold*	£8,271	£3,457	£4,215	£7,837	£23,141	£8,895	£18,141	£12,452	£4,859	£15,759	£8,121	DNA	£207,404
		External SAVINGS on external solicitors through LBLA framework	*As much as possible*	£3,951	£1,258	£2,019	£7,969	£14,398	£4,354	£12,711	£6,930	£1,396	£9,000	£481	DNA	£111,731

* - *Outturn figures, where given, are based on the quarterly average over the financial year*

one source Detailed Performance Reports

one source Directorates



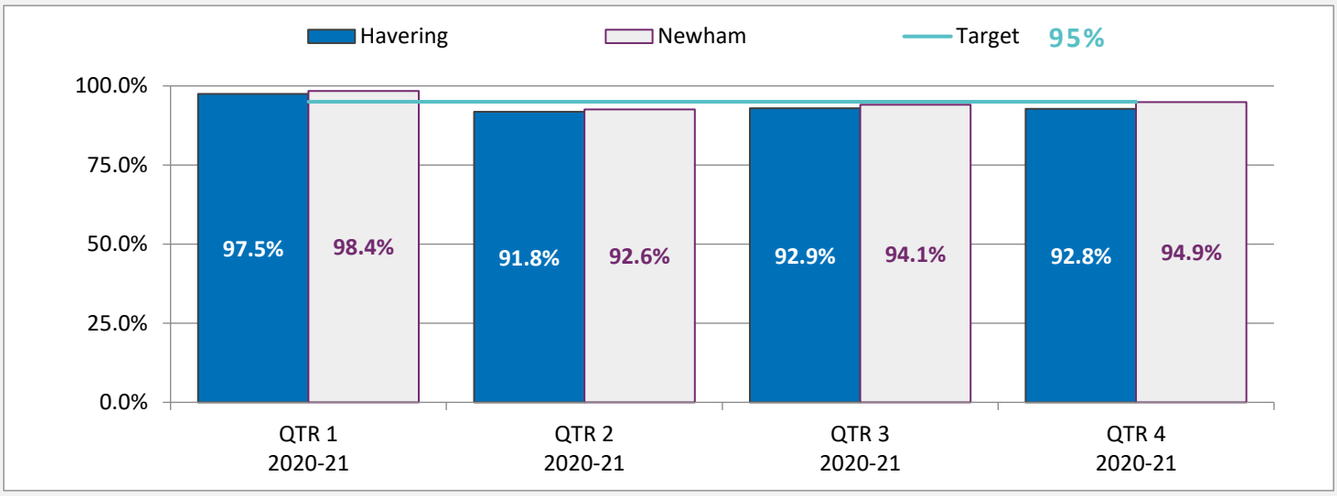
Detailed Reports

This following section provides the detailed Directorate performance reports for:

I. Exchequer & Transactional Finance and HR
II. Technology & Innovation
III. Asset Management
IV. Legal & Governance
V. Finance (Havering)
VI. Human Resources & Organisational Development
VII. Technical & Transport Services (Havering) - *Quarter Four only*

Exchequer & Transactional Finance and HR

Percentage of suppliers paid within 30 days of receipt



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	95%	100.0%	97.7%	94.9%	96.1%	96.1%	83.2%	94.1%	91.4%	93.4%	93.1%	81.0%	92.3%
Newham	95%	100.0%	98.7%	96.5%	95.0%	95.0%	87.9%	92.5%	93.9%	95.8%	93.0%	94.9%	95.9%

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LA	Level	QTR 3	QTR 4	RAG
LBH	95%	92.9%	92.8%	↓

DoT

Havering Commentary

The Accounts Payable performance has been impacted by users transitioning to FUSION, with delays with PO's being raised and Goods & Services being receipted.

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LA	Level	QTR 3	QTR 4	RAG
LBN	95%	94.1%	94.9%	↑

DoT

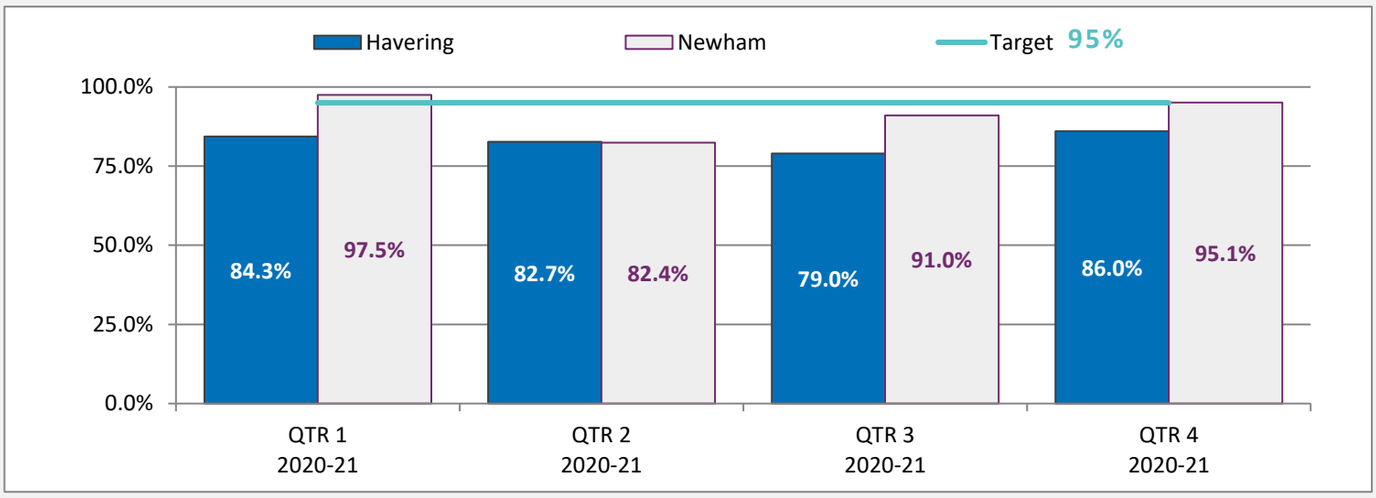
Newham Commentary

Performance was within 0.1% of the target ambition.

Although the Accounts Payable performance has been impacted by users transitioning to FUSION, performance improved during the final quarter of 2020-21 and was within 0.1% of the target ambition.

I. Exchequer & Transactional Finance and HR

Percentage of contracts issued to new starters within 10 working days



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	95%	83.0%	81.0%	89.0%	83.0%	86.0%	79.0%	68.0%	81.0%	88.0%	95.0%	82.0%	81.0%
Newham	95%	100.0%	90.0%	100.0%	92.6%	95.0%	72.0%	83.6%	89.4%	100.0%	85.2%	100.0%	100.0%

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LA	Level	QTR 3	QTR 4	RAG
LBH	95%	79.0%	86.0%	↑

DoT

Havering Commentary

The team are still imbedding Fusion and the new processes, which in addition to a number of absences has restricted any improvements made from quarter 3. The issuing of subject to contracts at the time of offer will mean the reporting around the two KPIs will change from 2021-22, moving to a combined KPI of 7 working days.

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LA	Level	QTR 3	QTR 4	RAG
LBN	95%	91.0%	95.1%	↑

DoT

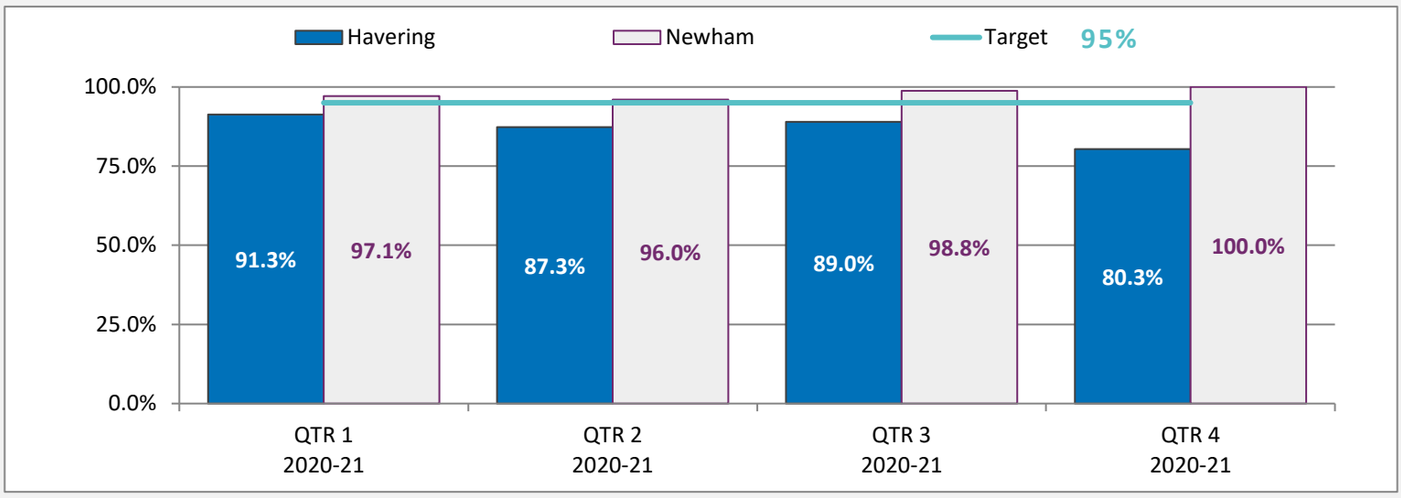
Newham Commentary

Performance against the target ambition was achieved this period.

The introduction at the end of quarter 2 to issue Subject To Contracts at the point of offer, has meant a move to 100% of contracts coming within 10 days of a manager agreeing a start date, however this has had a direct negative on offer letter KPI. Which will be the move for 2021-22 to amalgamate the two KPIs.

I. Exchequer & Transactional Finance and HR

Percentage of amendments to contracts completed within 30 working days



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	95%	89.0%	85.0%	100.0%	100.0%	92.0%	70.0%	100.0%	96.0%	71.0%	48.0%	93.0%	100.0%
Newham	95%	100.0%	89.7%	100.0%	98.7%	96.7%	93.1%	98.6%	100.0%	98.3%	100.0%	100.0%	100.0%

.

LA	Level	QTR 3	QTR 4	RAG
LBH	95%	89%	80.3%	↓

DoT

Havering Commentary

210 contractual amendments were sent through to the team during the last quarter of 2020-21.

Although performance did not reach the target ambition, it represented an improvement over the previous quarter and more than 80% were returned within in 10 days of the notification being received.

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LA	Level	QTR 3	QTR 4	RAG
LBN	95%	98.8%	100%	↑

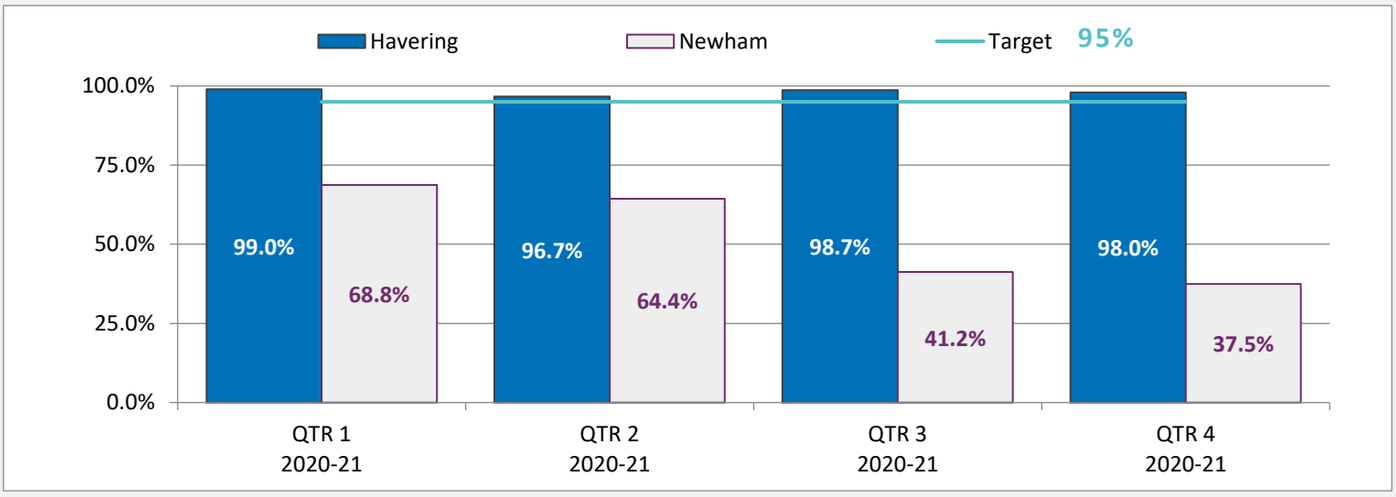
DoT

Newham Commentary

Performance against the target ambition was achieved this period.

I. Exchequer & Transactional Finance and HR

Percentage of conditional letters issued with 3 working days



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	95%	100.0%	100.0%	97.0%	100.0%	92.0%	98.0%	100.0%	96.0%	100.0%	100.0%	100.0%	94.0%
Newham	95%	50.0%	90.0%	64.3%	89.3%	80.5%	46.8%	37.1%	51.0%	42.3%	32.5%	34.8%	45.2%

.

LA	Level	QTR 3	QTR 4	RAG
LBH	95%	98.7%	98.0%	↓

DoT

Havering Commentary

Performance against the target ambition was achieved this period

However, the team are still imbedding Fusion and the new processes, which in addition to a number of absences has restricted any improvements made from quarter 3.

The issuing of subject to contracts at the time of offer will mean the reporting around the two KPIs will change from 2021-22, moving to a combined KPI of 7 working days.

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LA	Level	QTR 3	QTR 4	RAG
LBN	95%	41.2%	37.5%	↓

DoT

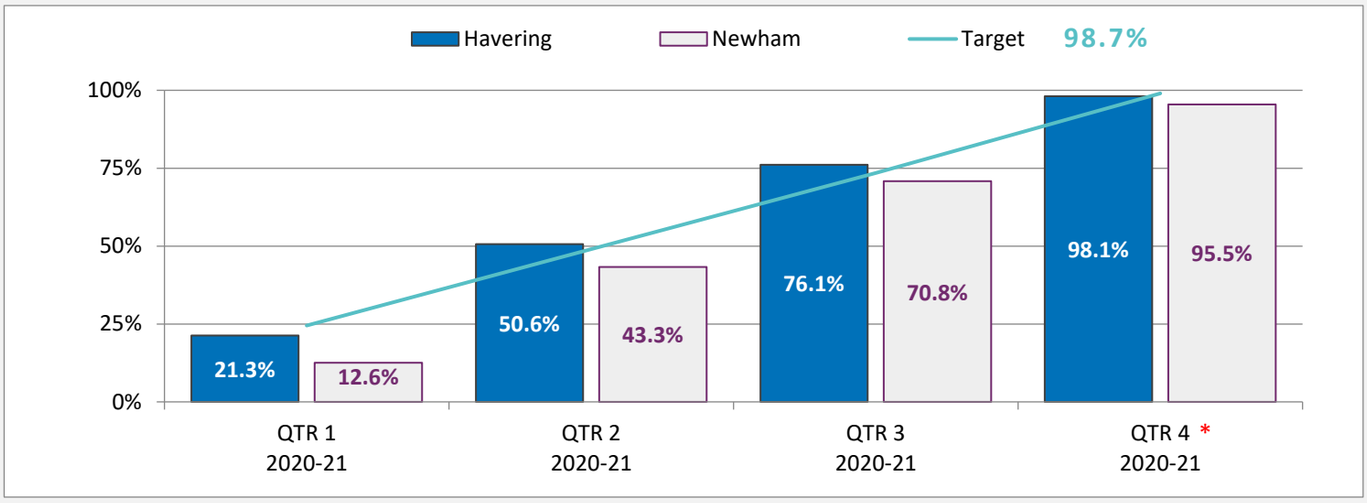
Newham Commentary

The offer letter KPI, reports significantly below the 98% target, this is as a result of issuing a Subject to Offer Contract at the offer stage, as an employee will receive a contract earlier in the process to improve the overall time for a contract to be issued.

The plan is to move to a combined KPI for Contracts and Offers, with a target for the offer and Subject to Contract to be sent within 7 working days. On this basis, 94.6% of contracts would have met the revised measure.

I. Exchequer & Transactional Finance and HR

Percentage of National Non-Domestic Rates (NDDR) collected



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	98.7%	13.0%	21.6%	29.5%	42.9%	50.0%	59.1%	68.7%	75.7%	84.0%	90.1%	data not verified	data not verified
Newham	98.7%	3.5%	10.5%	23.8%	34.4%	43.0%	52.3%	59.8%	72.0%	80.6%	91.7%	data not verified	data not verified

.

LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBH	98.7%	98.5%	98.1%	↓

This is a Cumulative indicator and measured against the same period of the previous year.

DoT

Havering Commentary

* Due to continuing issues with Fusion, the quarter 4 figures remain subject to verification.

Performance against the target ambition was nearly achieved this period, despite the fact that NNDR collection has been heavily affected throughout the year by COVID – with no recovery action or Liability Order hearings sitting for the whole of 20/21 and no new court hearings yet scheduled for 21/22.

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LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBN	98.7%	98.5%	95.5%	↓

This is a Cumulative indicator and measured against the same period of the previous year.

DoT

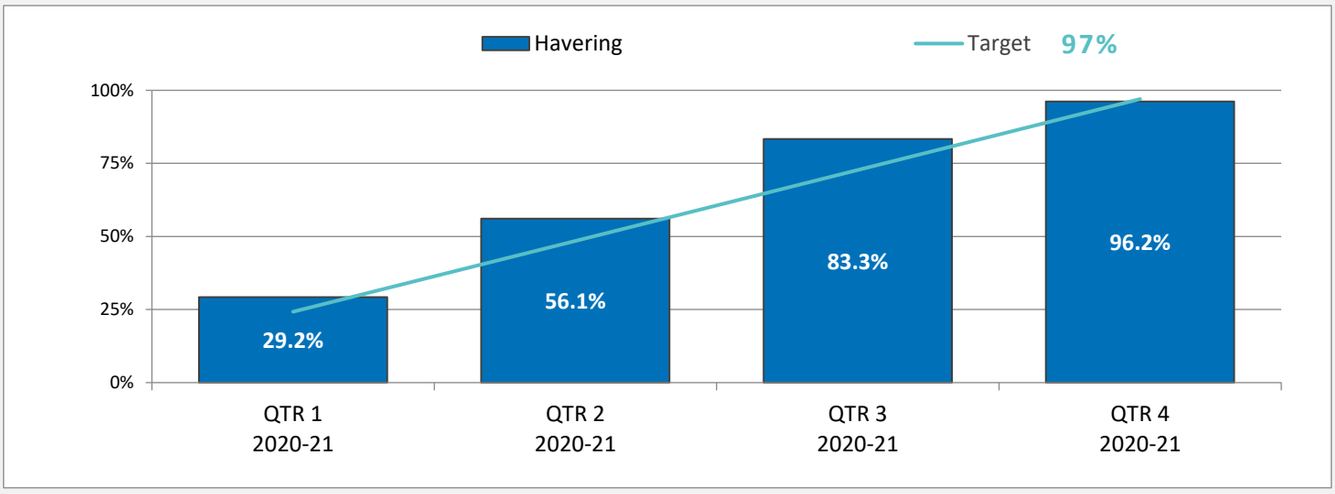
Newham Commentary

* Due to continuing issues with Fusion, the quarter 4 figures remain subject to verification.

Performance against the target ambition throughout the year has been heavily affected by COVID – with no recovery action or Liability Order hearings sitting for the whole of 20/21 and no new court hearings yet scheduled for 21/22.

I. Exchequer & Transactional Finance and HR

Percentage of Council Tax collected



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	97.0%	12.0%	20.5%	29.2%	38.3%	47.2%	56.1%	65.2%	74.3%	83.3%	92.0%	94.0%	96.2%

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LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBH	97%	96.9%	96.2%	↓

This is a Cumulative indicator and measured against the same period of the previous year.

DoT

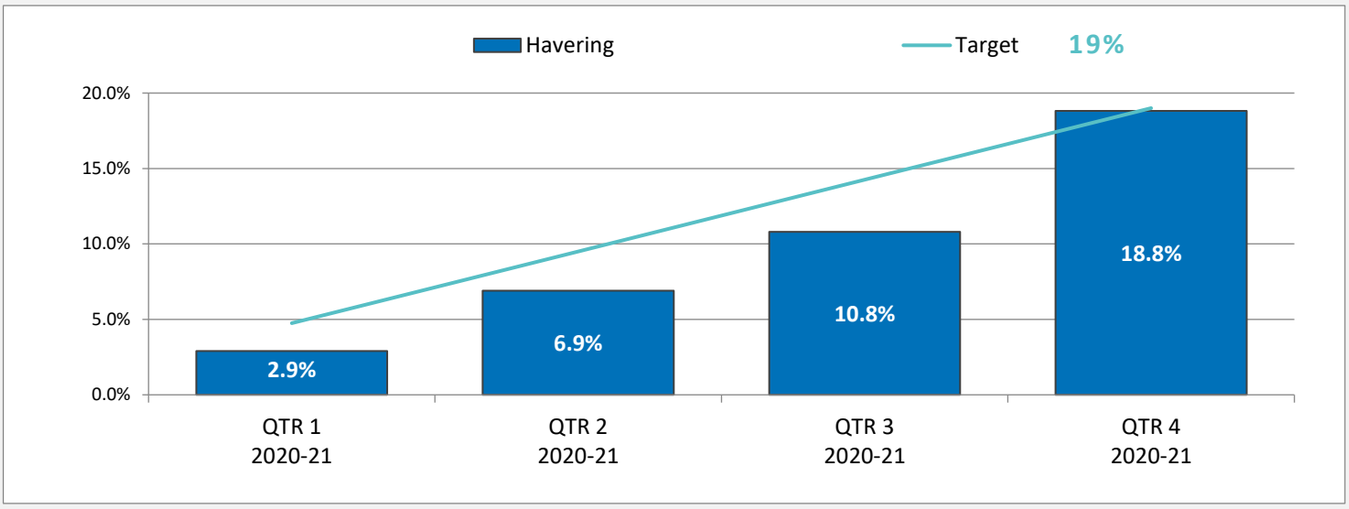
Havering Commentary

The Council Tax collection rate has been impacted by the pandemic as it has reduced some tax payers' ability to pay. The collection and recovery process will recommence in earnest and without interruption in 2021/22 to maximise income and as usual, sensitive actions will be agreed with those struggling to pay their Council Tax.

Council Tax is a nonShared service

I. Exchequer & Transactional Finance and HR

Percentage of Council Tax arrears reduction



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	19.0%	1.3%	2.3%	2.9%	4.6%	5.9%	6.9%	7.7%	9.7%	10.8%	15.5%	16.8%	18.8%

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LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBH	19%	22.6%	18.8%	↓

This is a Cumulative indicator and measured against the same period of the previous year.

DoT

Havering Commentary

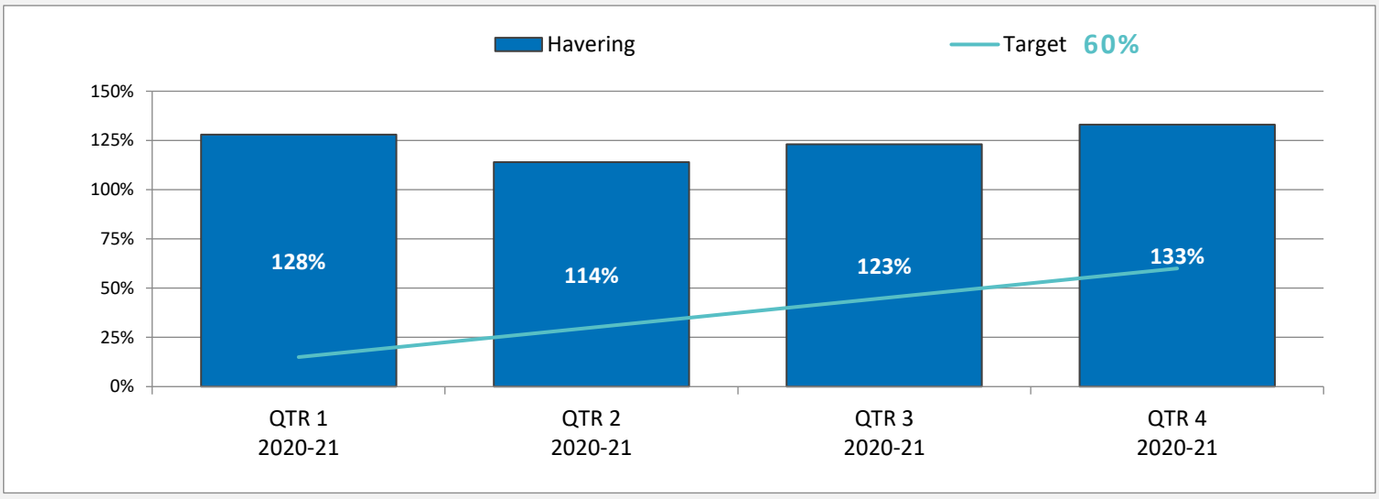
Performance was within 0.2% of the target ambition.

Council Tax arrears collection has been impacted by the pandemic as it has reduced debtors' ability to pay. The recovery process will recommence in earnest and without interruption in 2021/22 to maximise income and as usual, sensitive actions will be agreed with those struggling to pay their Council Tax.

Council Tax is a nonShared service

I. Exchequer & Transactional Finance and HR

Recovery of In Year overpayment collection rate



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	60%	145%	130%	111%	112%	114%	117%	120%	123%	128%	134%	130%	133%

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LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBH	60%	81%	133%	↑

This is a Cumulative indicator and measured against the same period of the previous year.

DoT

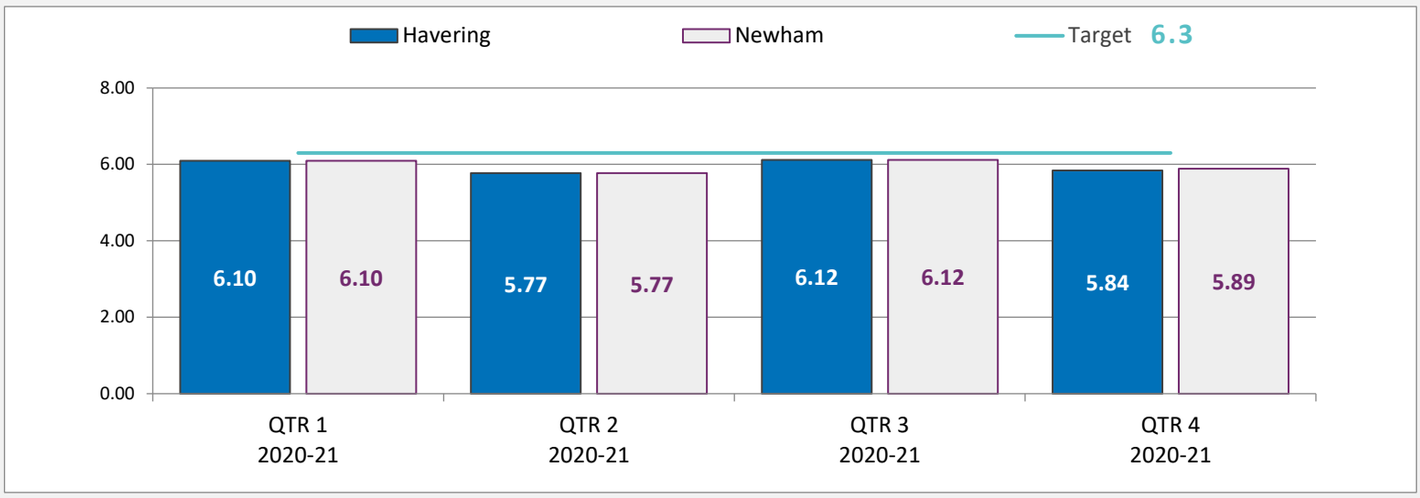
Havering Commentary

Performance significantly over-achieved the target ambition.

Housing Benefit is a nonShared service

II. Technology & Innovation

Customer Satisfaction Rating



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	6.30	6.12	6.11	6.06	5.90	5.66	5.75	6.02	6.06	6.27	5.77	5.87	5.89
Newham	6.30	6.12	6.11	6.06	5.90	5.66	5.75	6.02	6.06	6.27	5.77	5.87	6.02

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LA	Level	QTR 3	QTR 4	RAG
LBH	6.3	6.12	5.84	↓

DoT

Havering Commentary

The Service Desk has been closing fewer tickets than being raised for the seven month since August 2020 leading to backlog which has negatively impacted user satisfaction.

The Service Improvement Plan was initiated in March to clear backlog and improve overall service.

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LA	Level	QTR 3	QTR 4	RAG
LBN	6.3	6.12	5.89	↓

DoT

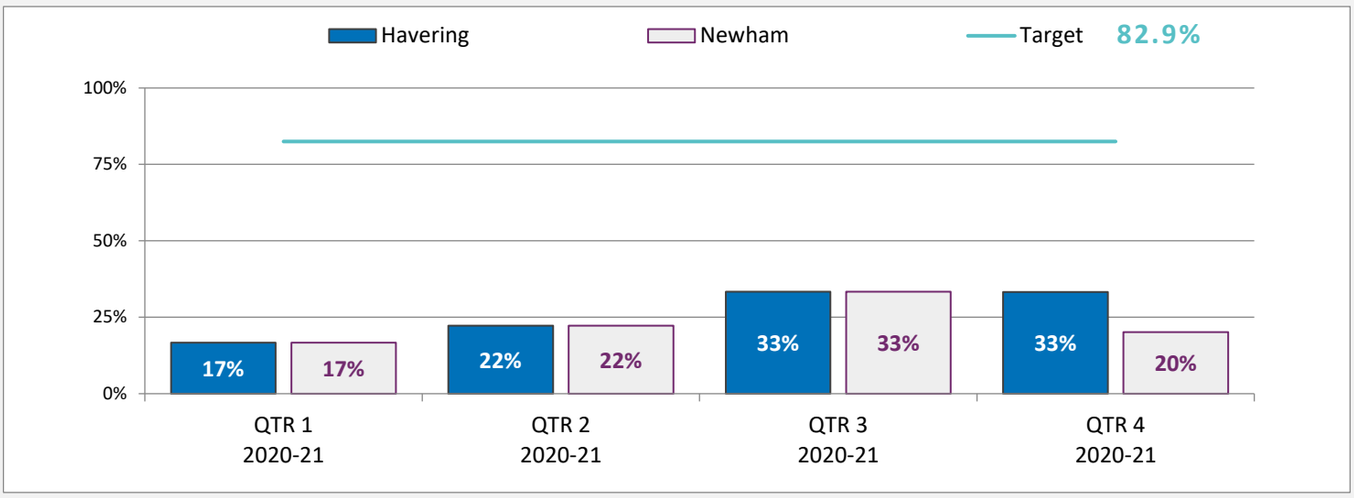
Newham Commentary

The Service Desk has been closing fewer tickets than being raised for the seven month since August 2020 leading to backlog which has negatively impacted user satisfaction.

The Service Improvement Plan was initiated in March to clear backlog and improve overall service.

II. Technology & Innovation

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



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	82.9%	0.0%	50.0%	0.0%	0.0%	66.7%	0.0%	100.0%	0.0%	0.0%	0.0%	25.0%	15.4%*
Newham	82.9%	0.0%	25.0%	50.0%	50.0%	33.3%	33.3%	0.0%	50.0%	28.6%	25.0%	22.2%	13.3%

** - estimated figure*

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LA	Level	QTR 3	QTR 4	RAG
LBH	82.9%	33.3%	33.3%	→

DoT

Havering Commentary

The Service Desk has been closing fewer tickets than being raised for the seven month since August 2020 leading to backlog which has negatively impacted calls resolved percentage.

The Service Improvement Plan was initiated in March to clear backlog and improve overall service.

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LA	Level	QTR 3	QTR 4	RAG
LBN	82.9%	33.3%	20.2%	↓

DoT

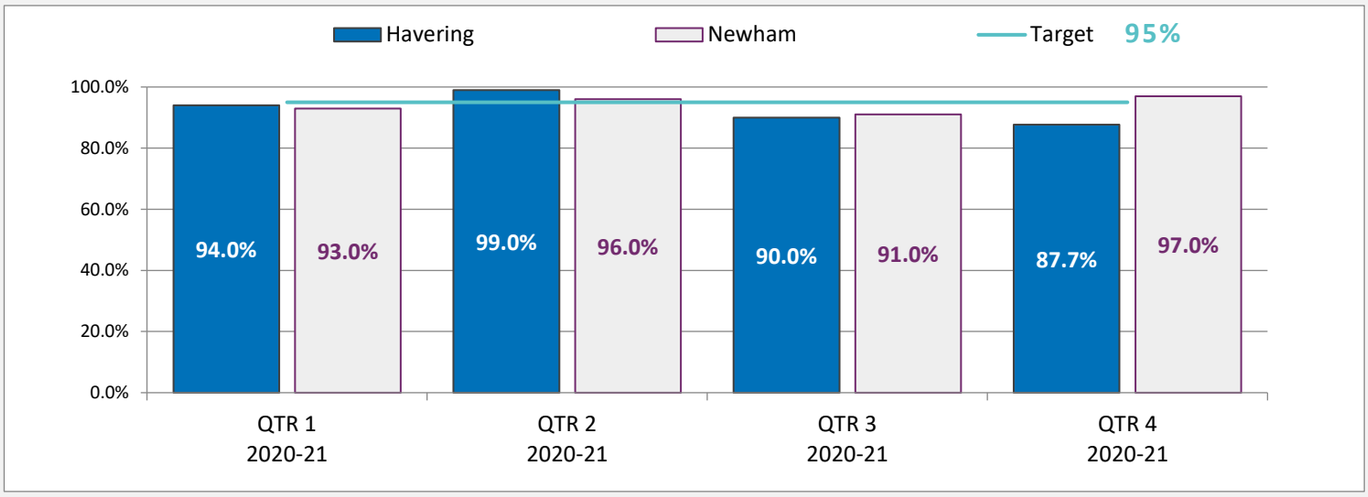
Newham Commentary

The Service Desk has been closing fewer tickets than being raised for the seven month since August 2020 leading to backlog which has negatively impacted calls resolved percentage.

The Service Improvement Plan was initiated in March to clear backlog and improve overall service.

III. Asset Management

Percentage compliance - *forecast -v- actual*



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	95.0%	95.0%	95.0%	99.0%	99.0%	99.0%	99.0%	93.0%	89.0%	88.0%	93.0%	85.0%	85.0%
Newham	95.0%	90.0%	91.0%	97.0%	98.0%	92.0%	99.0%	98.0%	90.0%	92.0%	97.0%	97.0%	97.0%

.

LA	Level	QTR 3	QTR 4	RAG
LBH	95.%	90%	87.7%	↓

DoT

Havering Commentary

Although performance this period has not matched the target ambition, achievement is likely to be improved retrospectively, due to a number of contractors not supplying the required formal certification by the end of the quarter. This was due to inspections that took place in March 2021.

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LA	Level	QTR 3	QTR 4	RAG
LBN	95.%	91%	97%	↑

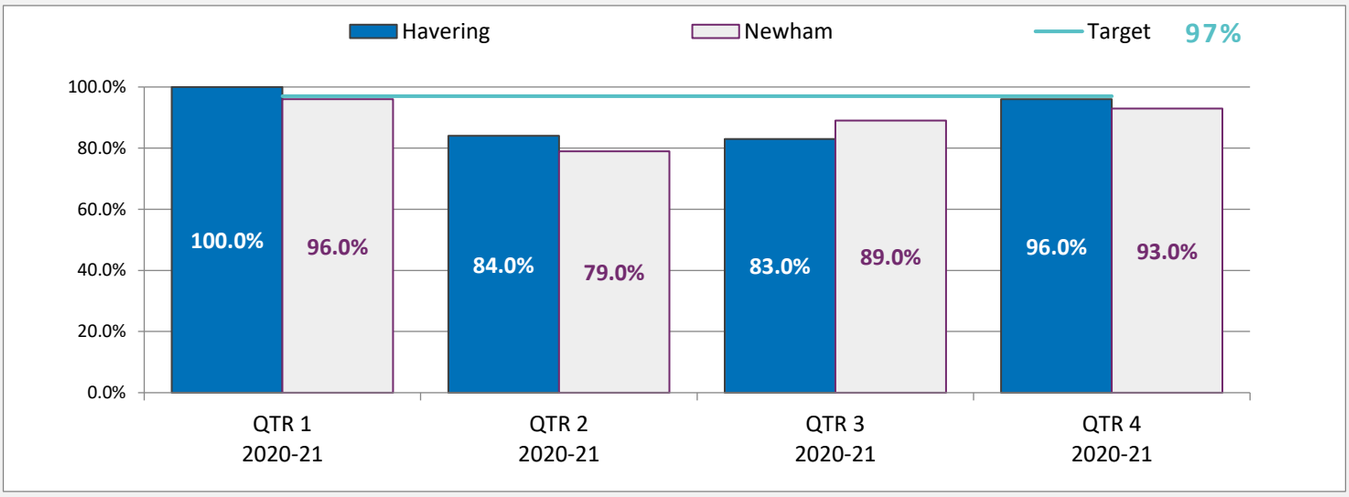
DoT

Newham Commentary

Performance against the target ambition was achieved this period

III. Asset Management

Percentage of repairs dealt with on time: Priority 1 - *response within 2 hours*



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	97%	100.0%	100.0%	100.0%	84.0%	84.0%	84.0%	83.0%	83.0%	83.0%	96.0%	96.0%	96.0%
Newham	97%	96.0%	96.0%	96.0%	79.0%	79.0%	79.0%	89.0%	89.0%	89.0%	93.0%	93.0%	93.0%

.

LA	Level	QTR 3	QTR 4	RAG
LBH	97%	83%	96%	↑

DoT

Havering Commentary

The 2 hour response by contractors has been impaired in some cases by needing to achieve access to closed buildings

.

LA	Level	QTR 3	QTR 4	RAG
LBN	97%	91%	97%	↑

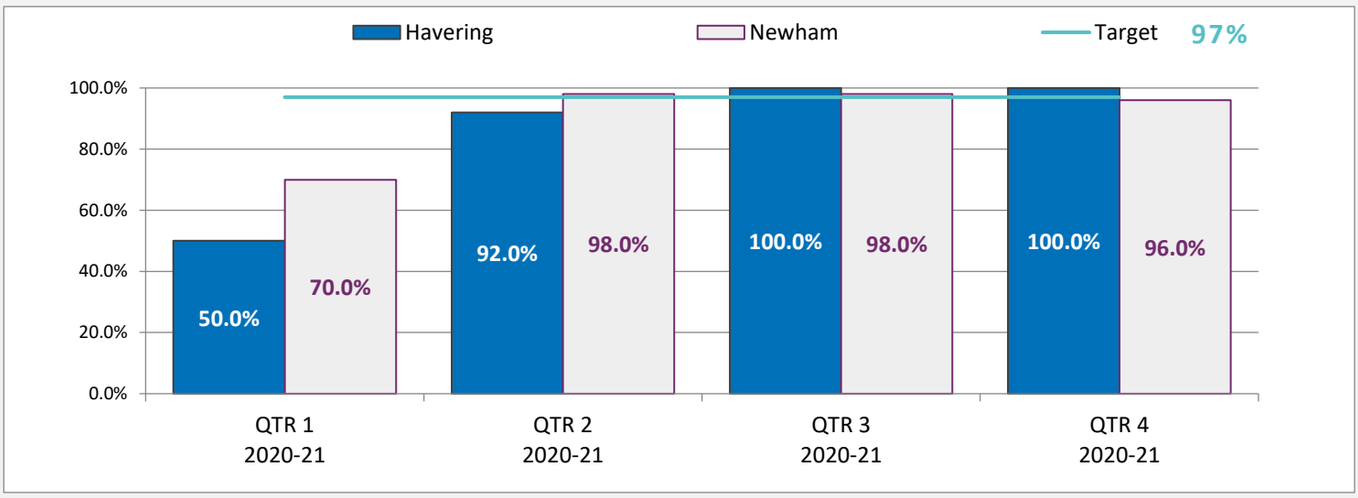
DoT

Newham Commentary

The 2 hour response by contractors has been impaired in some cases by needing to achieve access to closed buildings

III. Asset Management

Percentage of repairs dealt with on time: Priority 3 - *response within 5 working days*



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	97%	50.0%	50.0%	50.0%	92.0%	92.0%	92.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Newham	97%	70.0%	70.0%	70.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	96.0%	96.0%	96.0%

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LA	Level	QTR 3	QTR 4	RAG
LBH	97%	100%	100%	↑

DoT

Havering Commentary

Performance against the target ambition was achieved this period

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LA	Level	QTR 3	QTR 4	RAG
LBN	97%	91%	96%	↑

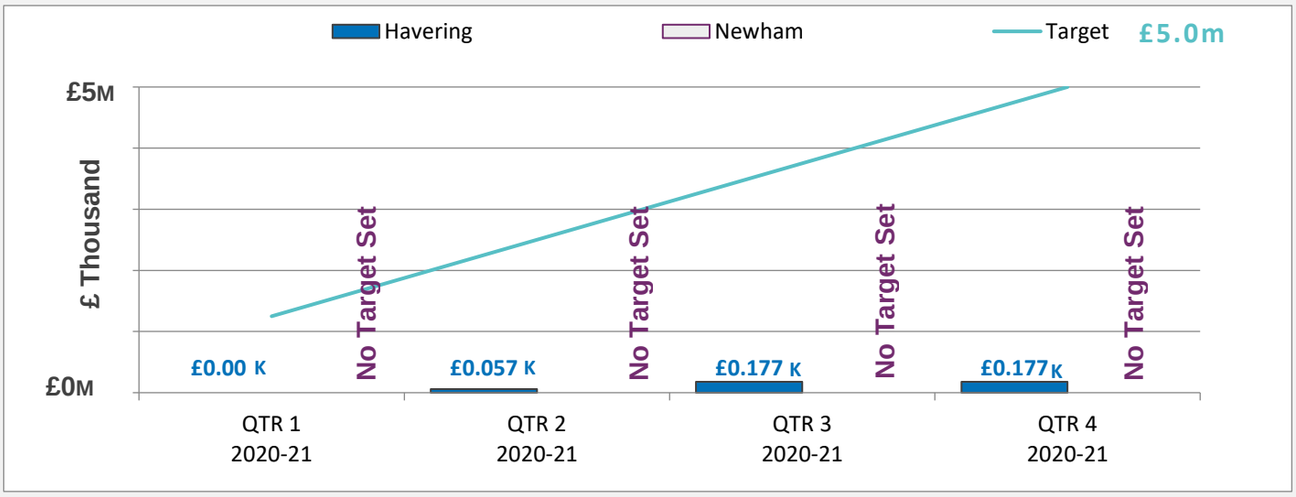
DoT

Newham Commentary

Performance narrowly missed the target by 1.0% and has improved from the previous quarter's figure. Expectation is that improving access to buildings will enable performance to reach the target moving forward.

III. Asset Management

Capital receipt - *forecast -v- actual*



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	£5M	0	0	0	0	0	£57K	£177K	£177K	£177K	£177K	£177K	£177K
Newham	No Target	-	-	-	-	-	-	-	-	-	-	-	-

.

LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBH	£5M	£2.31M	£0.177M	↓

DoT

This is a Cumulative indicator and measured against the same period of the previous year.

Havering Commentary

Receipts profile has been impacted due to deferral of some disposals and planning considerations on specific sites, but the principal disposal for the Hall Lane Pitch & Putt is due to complete by end of June 2021 generating a net receipt of £13.5m

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LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBN	No Target	£3.7M		

DoT

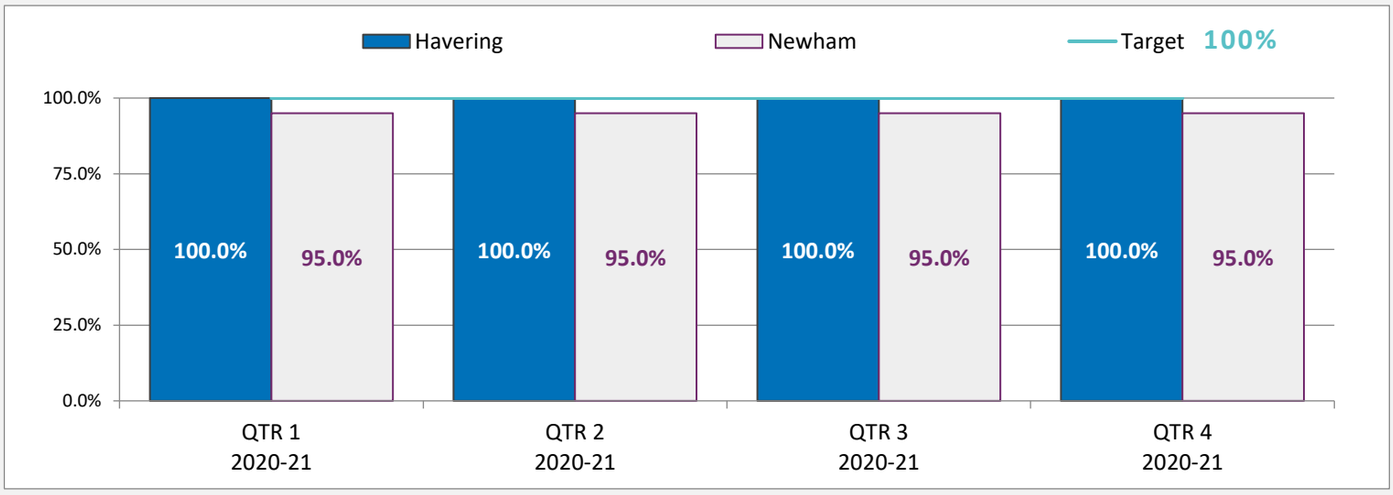
This is a Cumulative indicator and measured against the same period of the previous year.

Newham Commentary

No target was set for disposals in 2020/21

III. Asset Management

All the commercial portfolio, legal agreements and data on Techforge



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Newham	100%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%

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LA	Level	QTR 3	QTR 4	RAG
LBH	100%	100%	100%	→

DoT

Havering Commentary

Performance against the target ambition was achieved this period

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LA	Level	QTR 3	QTR 4	RAG
LBN	100%	95%	95%	→

DoT

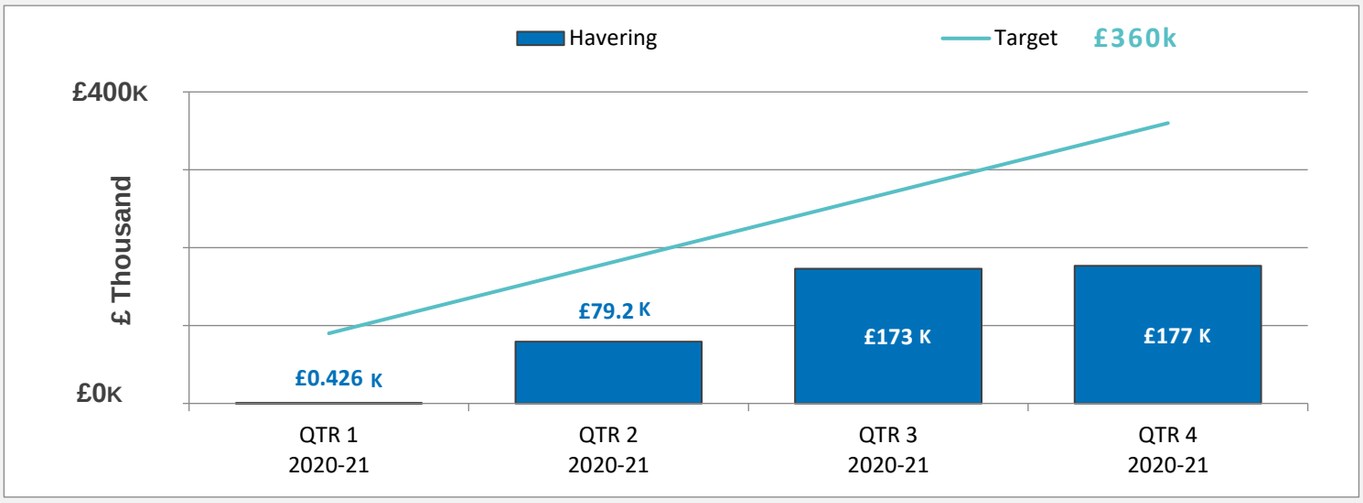
Newham Commentary

All 'commercial' lettings are now on Techforge.

The outstanding 5% relates to 'community ' lettings and a dedicated resource has now been appointed within the structure to manage LBN property data within.

III. Asset Management

Romford Market - *forecast -v- actual*



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	£360k	0	0	0	0	0	£57K	£177K	£177K	£177K	£177K	£177K	£177K

.

LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBH	£360K	£2.31M	£0.177M	↓

DoT

This is a Cumulative indicator and measured against the same period of the previous year.

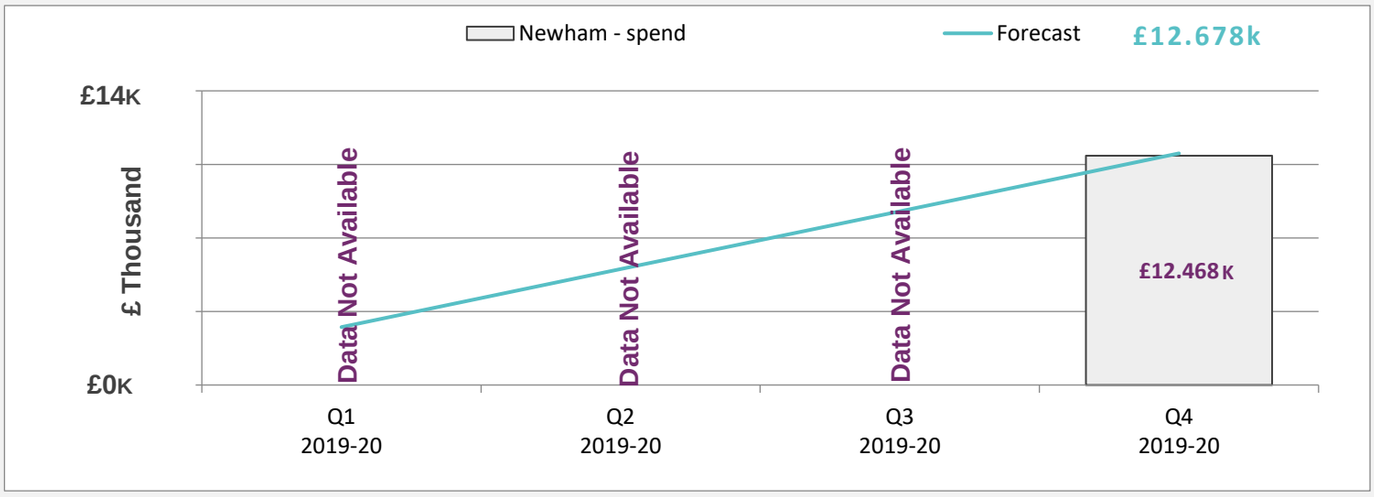
Havering Commentary

Receipts profile has been impacted due to deferral of some disposals and planning considerations on specific sites, but the principal disposal for the Hall Lane Pitch & Putt is due to complete by end of June 2021 generating a net receipt of £13.5m

Havering Asset

III. Asset Management

Secondary school programme annual spend - *forecast -v- actual*



2020-21	Forecast	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Newham	£12.678k	DNA			DNA			DNA			£12.468k		

Projects and Programmes is a nonShared service

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LA	Forecast	19/20 QTR 4	20/21 QTR 4	RAG
LBN	£12.7K	£7.6M	£12.47K	↓

DoT

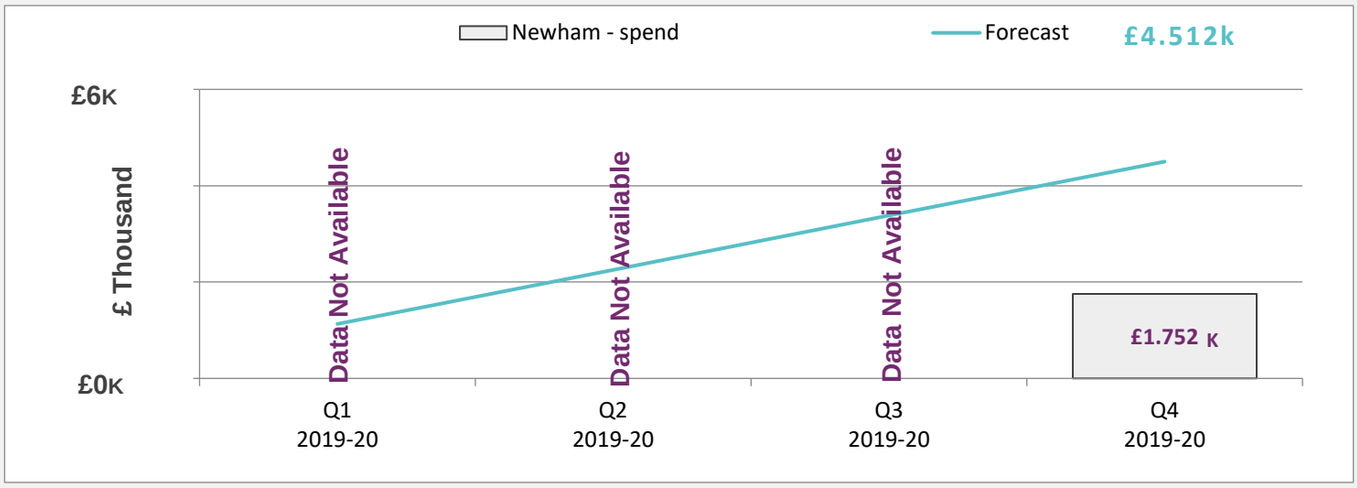
Newham Commentary

Actual spend achieved 98.3% against the forecast spend.

Some enhancement of spend for those projects reaching conclusion (Brampton Manor & Forest Gate), balanced out to an extent by slippage in newer projects (Lister & Little Ilford) due to changes in project scope / design

III. Asset Management

Primary school programme annual spend - *forecast -v- actual*



2020-21	Forecast	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Newham	£4.512k	DNA			DNA			DNA			£1.752k		

Projects and Programmes is a nonShared service

LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBN	£4.5K	£78.8M	£1.75K	↓

DoT

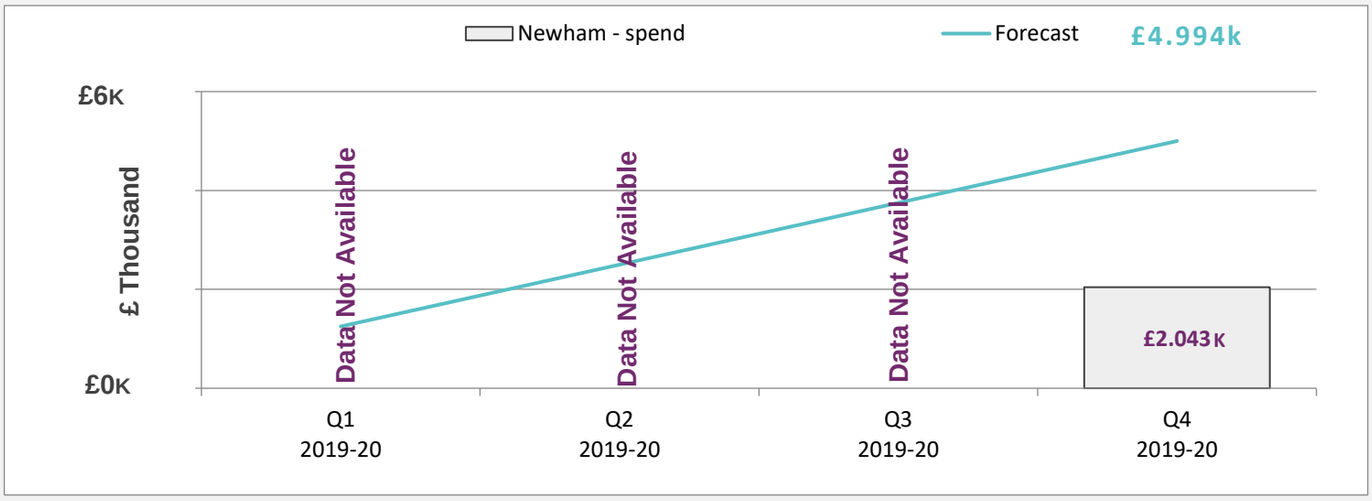
Newham Commentary

Actual spend achieved 38.8% against the forecast spend.

The bulk of the slippage from that anticipated at April20 was in respect of the expansion project at Cole grave Primary being deferred by Cabinet (£1.65m). Also the SEND project at Sandringham Primary is under review, and therefore spend has also slipped. This accounts for approx. £0.4m)

III. Asset Management

Other capital programme annual spend - *forecast -v- actual*



2020-21	Forecast	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Newham	£4.994k	DNA			DNA			DNA			£ 2,043k		

Projects and Programmes is a nonShared service

.

LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBN	£5k	£3.78K	£2.04K	↓

DoT

Newham Commentary

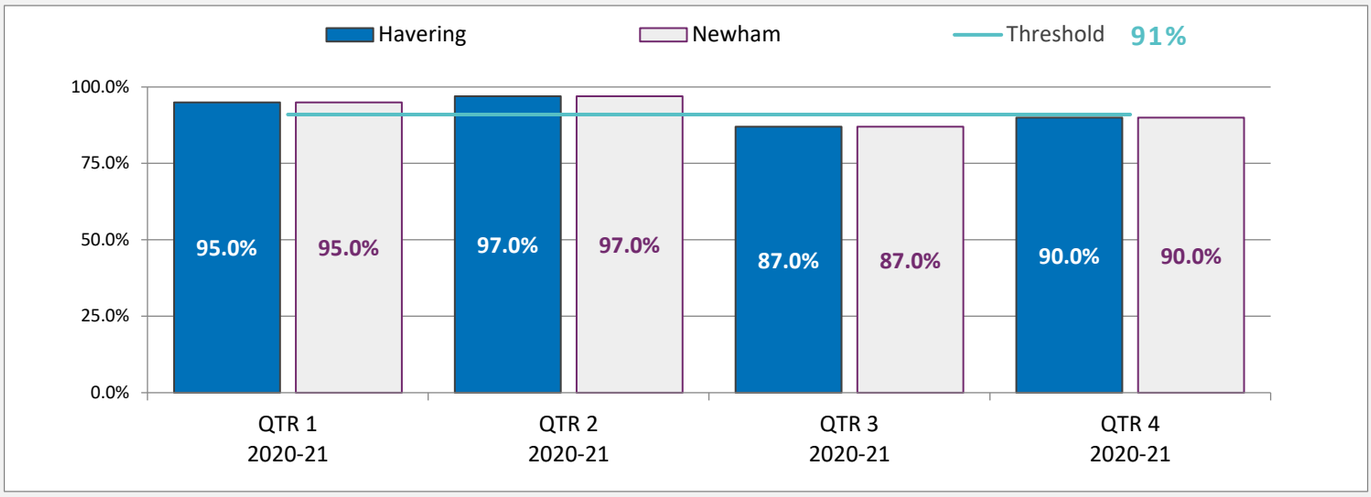
Actual spend achieved 40.9% against the forecast spend.

One Project was not started and second project was postponed until after May 21 elections.

Another project was adversely affected by the Covid-19 Help Newham Hub operating from the Town Hall from most of 2020 and, more recently, due to a contractor's staff falling ill with Covid-19.

IV. Legal & Governance

Customer Satisfaction Rating



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	91.0%	100.0%	86.0%	100.0%	96.0%	100.0%	94.0%	86.0%	86.0%	90.0%	91.0%	89.0%	DNA
Newham	91.0%	100.0%	86.0%	100.0%	96.0%	100.0%	94.0%	86.0%	86.0%	90.0%	91.0%	89.0%	DNA

.

LA	Level	QTR 3	QTR 4	RAG
LBH	91%	87%	90%	↑

DoT

Havering Commentary

The drop in the overall rating for the third quarter was due to a couple of 'satisfactory ' ratings.

In quarter 4, the number of clients rating our service as either 'very good' or 'excellent' picked up.

There were no clients who rated the service as 'poor' and no complaints were received throughout the year.

.

LA	Level	QTR 3	QTR 4	RAG
LBN	91%	87%	90%	↑

DoT

Newham Commentary

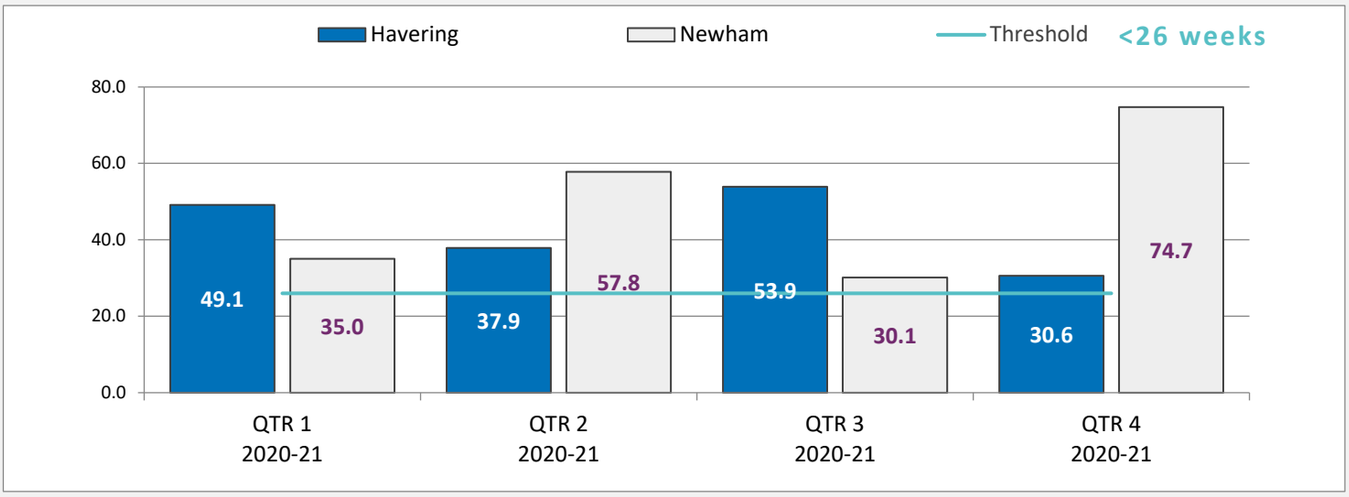
The drop in the overall rating for the third quarter was due to a couple of 'satisfactory ' ratings.

In quarter 4, the number of clients rating our service as either 'very good' or 'excellent' picked up.

There were no clients who rated the service as 'poor' and no complaints were received throughout the year.

IV. Legal & Governance

Average time to obtain care orders



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	<26 wks	-	-	49.1	DNA	37.9	DNA	DNA	37.9	DNA	30.6	DNA	DNA
Newham	<26 wks	43.4	27.9	34.6	DNA	DNA	57.8	24	36.3	DNA	89.9	DNA	59.6

.

LA	Level	QTR 3	QTR 4	RAG
LBH	<26 wks	53.9	30.6	↓

DoT

Havering Commentary

Above the threshold, but a relatively small sample for the period.

It had been anticipated that the average length of cases would increase due to the pandemic and the availability of court listing to conclude proceedings.

Note: the 26 weeks ambition is a court target and set for the whole of the Capital.

.

LA	Level	QTR 3	QTR 4	RAG
LBN	<26 wks	30.1	74.7	↑

DoT

Newham Commentary

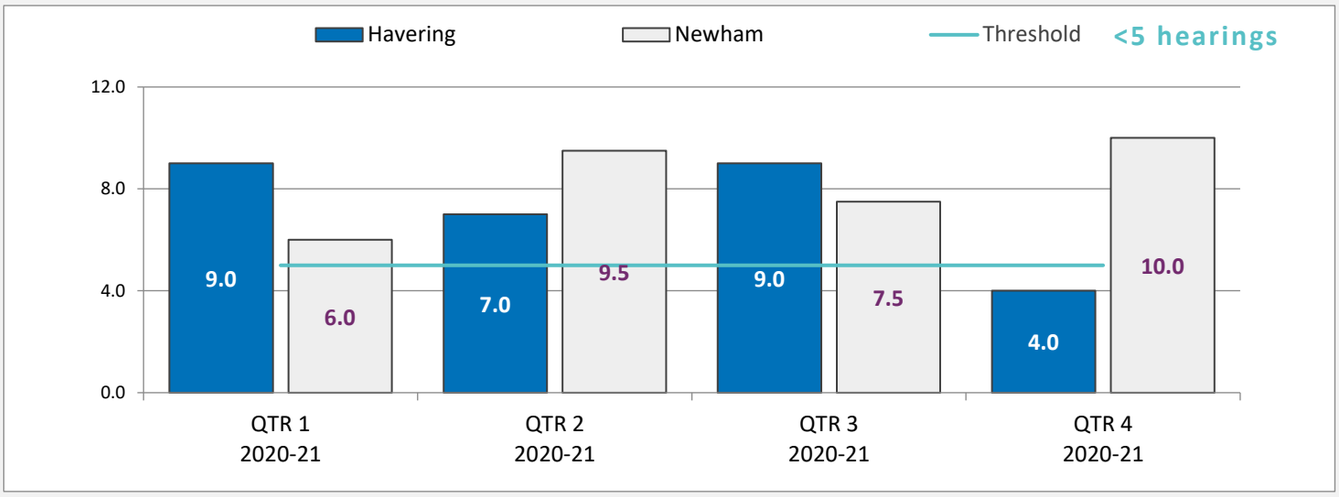
Significantly above the threshold, but a relatively small sample for the period.

It had been anticipated that the average length of cases would increase due to the pandemic and the availability of court listing to conclude proceedings.

Note: the 26 weeks ambition is a court target and set for the whole of the Capital.

IV. Legal & Governance

Average number of hearings per care proceedings case



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	<5	-	-	9	DNA	7	DNA	4	14	DNA	DNA	DNA	4
Newham	<5	6	7	5.66	DNA	DNA	9.5	5.5	9.5	DNA	8	DNA	12

.

LA	Level	QTR 3	QTR 4	RAG
LBH	<5	9	4	↓

DoT

Havering Commentary

Performance against the target ambition was achieved this period

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LA	Level	QTR 3	QTR 4	RAG
LBN	<5	7.5	10	↑

DoT

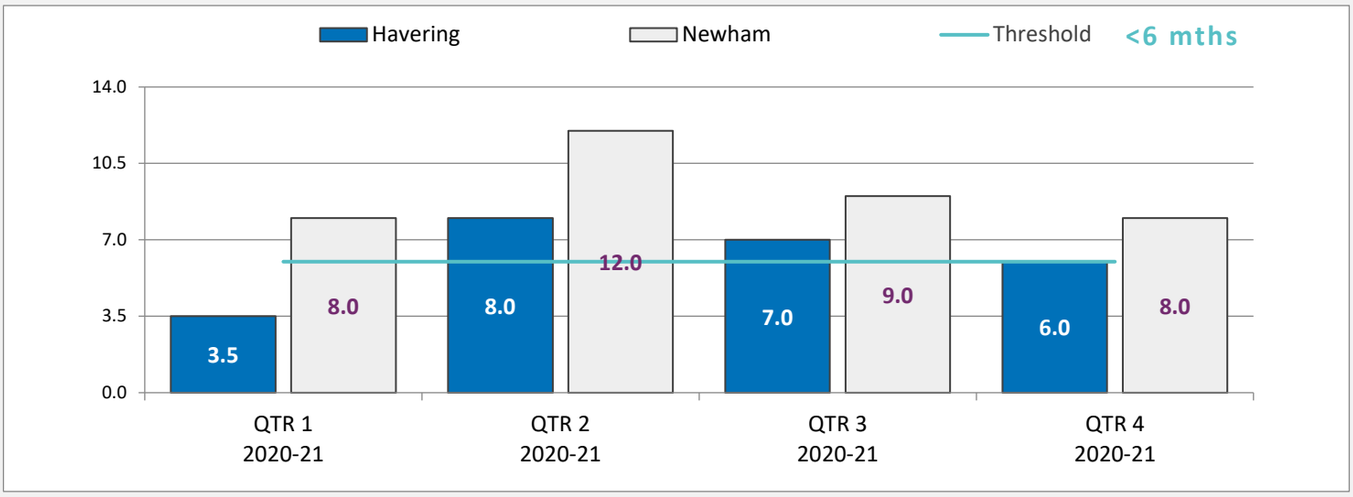
Newham Commentary

Above the threshold, but a relatively small sample for the period.

As with the average time to obtain care orders, it had been anticipated that the average length of cases would increase due to the pandemic and the availability of court listing to conclude proceedings.

IV. Legal & Governance

Average time to complete planning agreements



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	<6 mths	5	2	N/A	8	N/A	N/A	7	6	7	6	6	6
Newham	<6 mths	5	10	9	9	11	18	10	10	10	8	8	7

.

LA	Level	QTR 3	QTR 4	RAG
LBH	<6 months	7	6	↓

DoT

Havering Commentary

This work is currently behind expectation in terms of completing agreements. This is because of Covid and staff sickness.

An extra resource has been allocated to s106 work and performance is expected to improve.

.

LA	Level	QTR 3	QTR 4	RAG
LBN	<6 months	9	8	↓

DoT

Newham Commentary

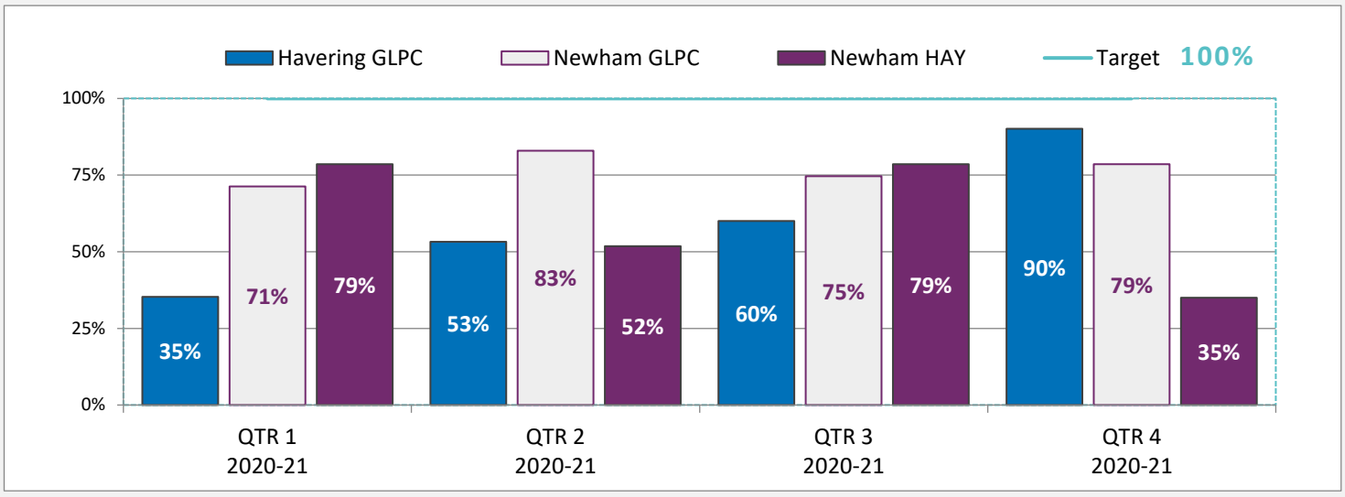
Straightforward s106 work is on target to complete within 6 months or less.

Large redevelopment schemes (the Methodist Church, Royal Wharf, Royal Victoria Dock, Thamesside West and Lyle Park) took much longer due to the complexity of the requirements.

An extra resource has been allocated to s106 work and performance is expected to improve.

V. Human Resources & OD

Percentage of Job Evaluations completed within 5 days



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering GLPC	100%	66.6%	25.0%	33.3%	53.6%	60.0%	33.3%	50.0%	66.6%	66.6%	83.3%	92.3%	100%
Newham GLPC	100%	78.9%	94.4%	64.4%	71.4%	100%	80.0%	80.9%	68.0%	76.5%	88.9%	82.8%	65.1%
Newham HAY	N/A	85.7%	100.%	33.3%	63.6%	41.6%	50.0%	81.8%	84.6%	50.0%	28.6%	33.3%	40.0%

.

LA	Level	QTR 3	QTR 4	RAG
LBH GLPC	100%	60%	90%	↑

DoT

Havering Commentary

Resources have been reprioritised during the pandemic, but did improve overall by 54.8% by the end of the period, compared to quarter 1, taking our average time taken to 90.1%.

.

LA	Level	QTR 3	QTR 4	RAG
LBN GLPC	100%	75%	79%	↑
LBN HAY	No Target	79%	35%	↓

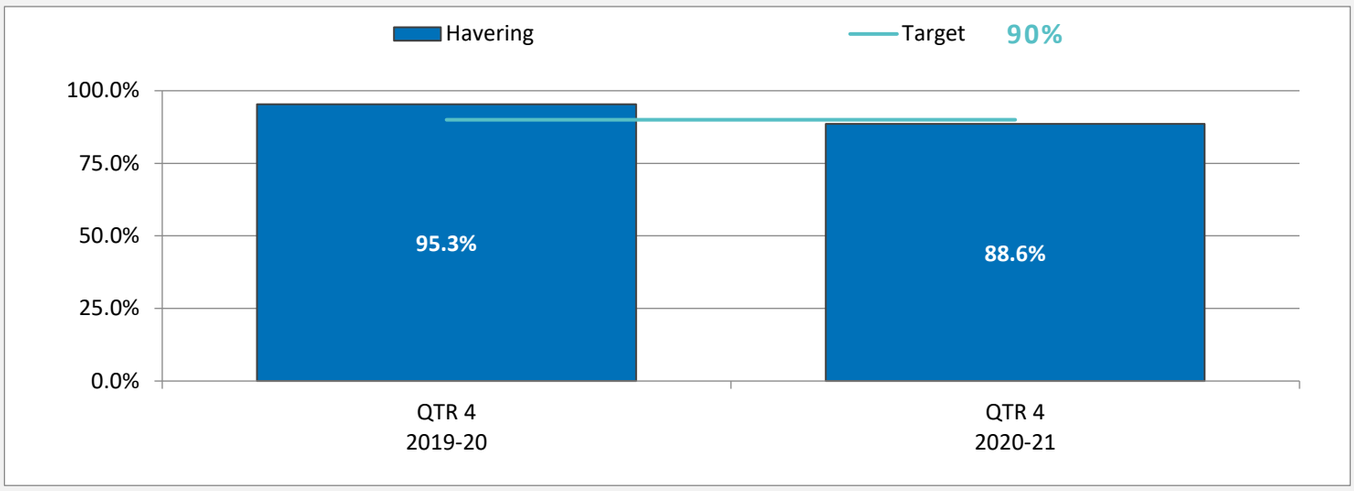
DoT

Newham Commentary

Resources have been reprioritised during the pandemic, but percentage completed within 5 days has improved overall in comparison with the 2019-20 outturn figure of 65.9%.

VI. Transport & Technical Services

Number of projects completed on time



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	90%	*Transport & Technical Services report in QTR 4 only*									88.6%	88.6%	88.6%

.

LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBH	90%	95.3%	88.6%	↓

DoT

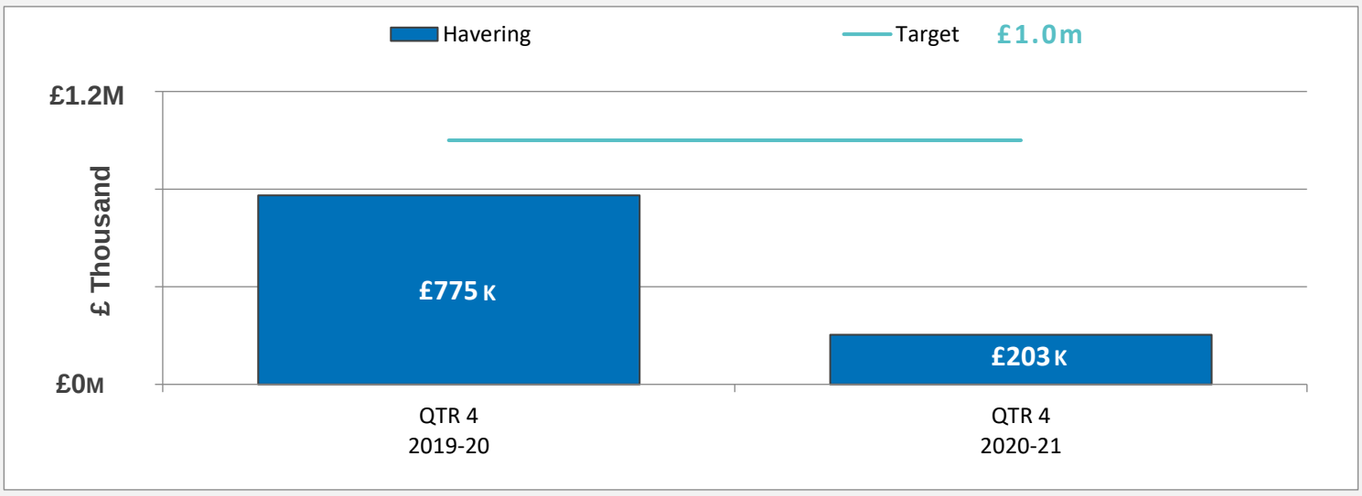
Havering Commentary

Whilst Covid impact was largely mitigated on many projects the shortage of labour, materials and access to single traders during the first lockdown did result in some schemes having to be re-programmed.

Transport & Technical Services is a nonShared service

VI. Transport & Technical Services

Gross external income – *Passenger Transport service (PTS)*



2020-21	Ambition	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Havering	£1M	*Transport & Technical Services report in QTR 4 only*											

.

LA	Level	19/20 QTR 4	20/21 QTR 4	RAG
LBN	£1.0M	£775K	£203K	↓

DoT

Havering Commentary

External income reduced by £572k for 2020/21.

This was due to loss of income received from the Thurrock routes as a result of booking cancelations caused by Covid -19 pandemic.

Transport & Technical Services is a nonShared service

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ONESOURCE JOINT COMMITTEE	**30 April 2021**
Subject heading:	One Source Strategy Update 2020-21
Report author and contact details:	Simon Pollock, Executive Director, One Source
Financial summary:	Not applicable

SUMMARY

The One Source Strategy 2020-2023, published in February 2020, set out the priorities for one source over the next three years. The global pandemic put on hold the full progression of this plan, as one source focussed on supporting Newham and Havering to manage the pandemic and to provide critical support to the local communities. This report provides an update on the achievements and challenges over the last year, and the focus for 2021/22.

RECOMMENDATIONS

1. To note the one source progress and next steps in Appendix 1.

REPORT DETAIL

1. Background

1.1 Our one source strategy 2020-2023, which was presented to the Joint Committee on 7th February 2020 and publically launched to staff later that month, built on the achievements and lessons learnt as a partnership. It set out our vision and priorities for the future, and how we would achieve them. It also outlined the strategic framework that will guide the way we work; the changes we will make to realise our potential as a business, and as individuals; and how we will be held to account.

1.2 The global pandemic put on hold the full progression of this plan, as one source focussed on supporting Newham and Havering to manage the pandemic and to provide critical support to the local communities.

2. one source 2020-21 overview and focus for 2021-22

2.1 One source made significant contributions to the management of the pandemic in both boroughs, whilst also continuing to deliver on non-covid work, despite the challenges experienced during this unprecedented time.

2.2 In reviewing the strategy a year after its launch, we are confident that the basics of the one source Strategy remain solid. However, inevitably in some areas delivery has stalled or slowed, as we prioritised support for Covid related projects and redeployed staff into Covid related roles. This leaves us behind on projects that support customer satisfaction and business improvement. Looking forward to 2021-22, we need to focus on getting back on track and prioritise the activities and projects that support this.

2.3 The presentation attached as Appendix 1 (oneSource 2020-2021 overview, and focus for 2021-2022**)** outlines progress, achievements and contributions made over 2020/21, along with the challenges during that year. It also outlines the focus and priorities for the next year, including a three-stage priorities plan for 2021.

Legal implications and risks: Not applicable

Financial Implications and risks: Not applicable

HR Implications and risks: Not applicable

Background Papers

None

Appendices:

1. **oneSource 2020-2021 overview, and focus for 2021-2022**

20-21 Overview and Next Steps

APRIL 2021

one source

at the heart of public services

ontents

Strategic priorities for one source	3 - 4
Our Progress	5
Achievements	6 - 7
Challenges	8
Next steps	9 - 12

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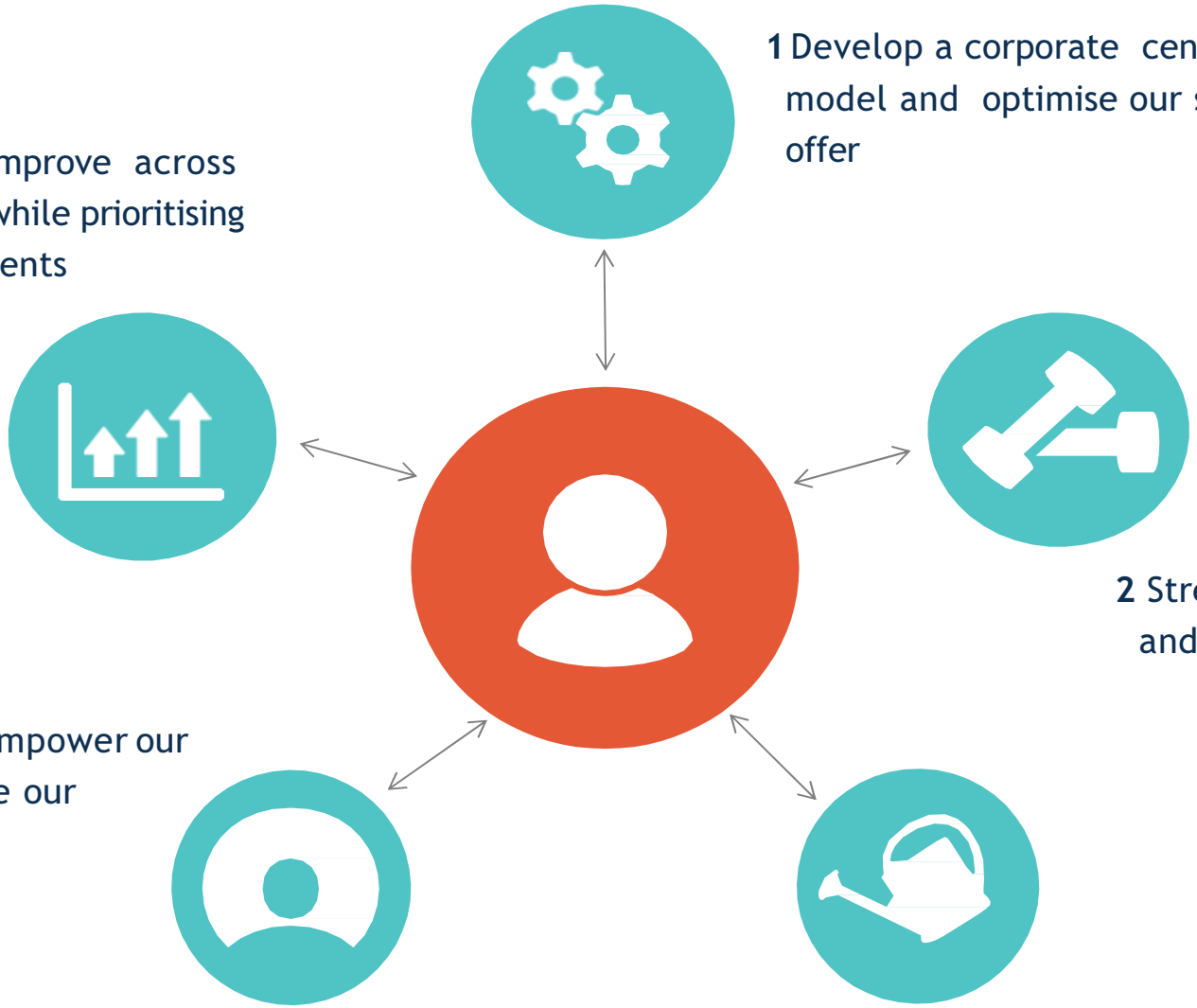
Strategic Priorities for one source

– still following the same plan, but delivery has been delayed



1 Develop a corporate centre model and optimise our service offer

2 Strengthen our performance and governance framework

3 Nurture relationships so we're more customer-focussed and effective

4 Develop and empower our people to shape our services

5 Continuously improve across the business while prioritising key improvements

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Our new offer

Monitoring and Governance

Empower and Develop our people

Nurture excellent relationships

Optimise our offer as driver of council wide improvements

Continuous Improvement

Noticeable Outcomes

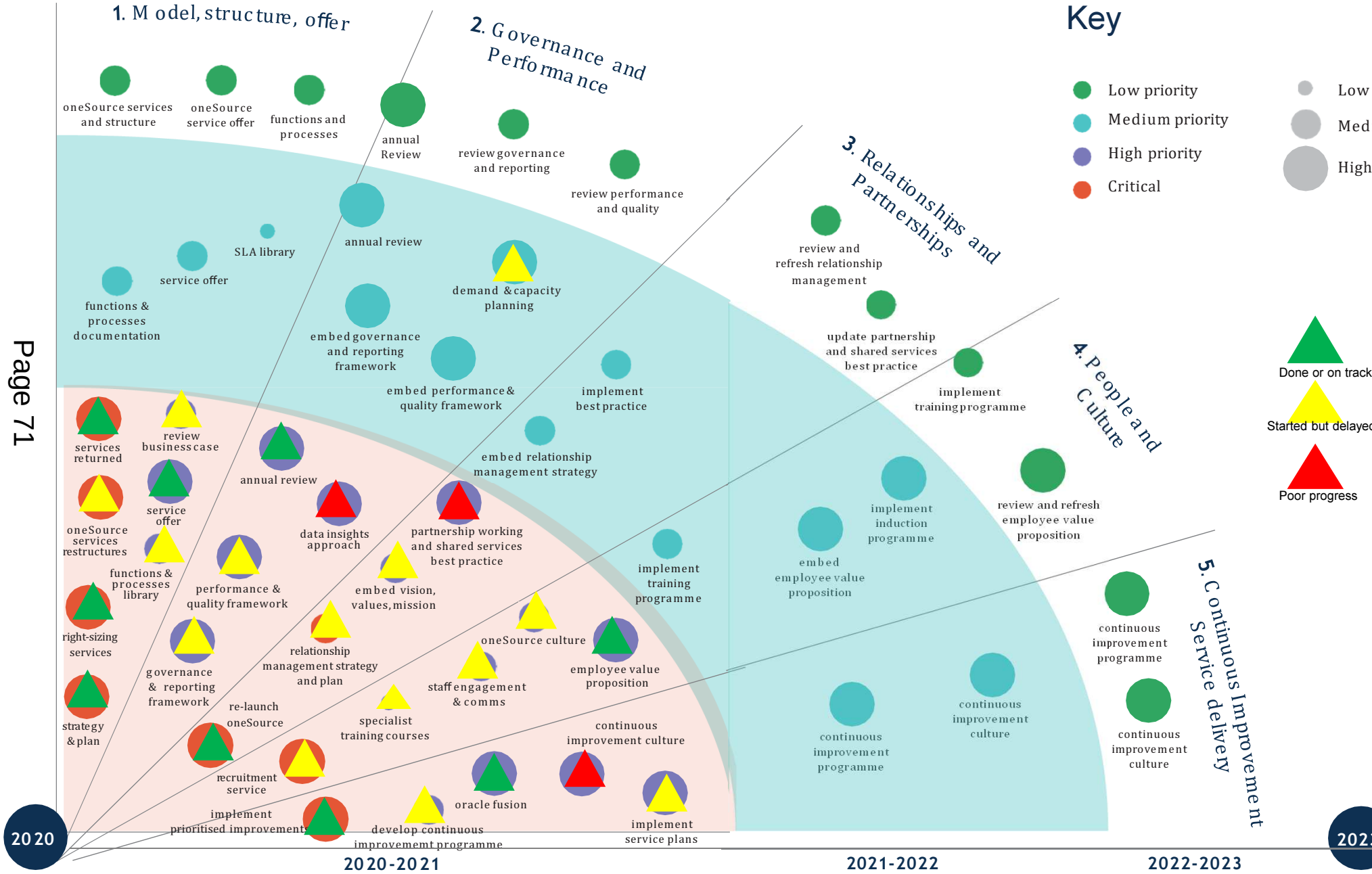
Success measures

Attracting and retaining talent

Attracting others to work with us

Upper quartile performance, lower quartile costs

Our Progress



One source achievements and contributions 2020/

ovid related work

Silver/Bronze	•Supporting coordination of LA pandemic response through Gold, Silver and Bronze
eployment	•Redeployed 100s of staff to support both councils Covid-19 response
PPE	•PPE support including procurement and distribution (5.6m items by Dec 2020)
tems and olications	•Developing systems and apps e.g. booking system for the LFT sites, wifi connections for testing and vacs sites
e and Home Working	•Support for Remote Working (connections, devices, mobile phones, licenses etc.) •HR policies and procedures to support home-working
cil buildings	•Revision of council building strategies and FM support
bution hubs	•Operational management of distribution hubs and logistics arrangements in both boroughs supplying PPE, food and non-food essentials to residents, staff and care providers

Health & Wellbeing	•Comprehensive health and wellbeing off mental health support for both councils •Launch of Thrive, the only NHS-approve health app
HR advice and guidance	•Extensive HR advice and guidance in res to Covid-19
Personal Risk assessments	•Health & Safety and HR – Developed an supported Personal Risk Assessments fo staff
Resident support	•Support for befriending services and the support offers across both Councils •Support for vulnerable residents shieldin
Contact Tracing	•Staff redeployed to support the delivery o contact tracing across both councils
Procurement of food and supplies	•Procured food for food banks and shieldi boxes •Procured supplies for vulnerable families nappies, toothpaste etc.)
Test and Vaccination Centers	•Supported the set-up of Test and Vaccin centers- procurement of equipment and s
Legal	•Responded to the demands from Covid19 urgent decisions, advice, contract modifications/terminations and grants for lo businesses

One source achievements and contributions 2020/

on Covid work

urce strategy 020-23	•Delivery of one source strategy 2020-23 in February 2020
cle Fusion	•Delivery of Oracle Fusion
ys of Working	•Contribution to new ways of working projects in both Councils
inance	•Re-sizing of one source (Bexley and Newham Finance)
ff awards	•Set up and delivery of Staff awards schemes
Vork Standard iving Wage	•Led on Newham's accreditation of the Mayor of London's Good Work Standard •Supported Newham's accreditation with the Living Wage Foundation
ial Reviews	•100% successfully avoided judicial review claims in 47 cases where threats had been issued

Employee networks	•Development of employee networks in b Councils
Agencies and Interims	• Huge reduction of agency workers and i in one source (approx £1m savings), and both Councils (30% reduction)
Lexcel	•Successfully ran remote external audit a retained Lexcel (Law Society accreditatio legal excellence
Care proceedings	•Dealt with record numbers of cases in ca proceedings caused by the pandemic de the conclusion of proceedings
ICT Infrastructure	•Delivery on ICT infrastructure work
Upgrades	•Upgrade of internet, intranets and teleph well as key business systems into Cloud
RPA	•Continuing work on the RPA
School expansions	•Delivery of expansions to schools in both boroughs

Challenges

egacy from 20-21

e basics of the one source Strategy remain solid, but in many areas delivery has stalled or slowed, as prioritised support for Covid related projects and redeployed staff into Covid related roles.

s leaves us behind on projects that support customer satisfaction and business improvement.

e OMT management team was split to offer intensive support to each of the Councils. Pros and cons his approach.

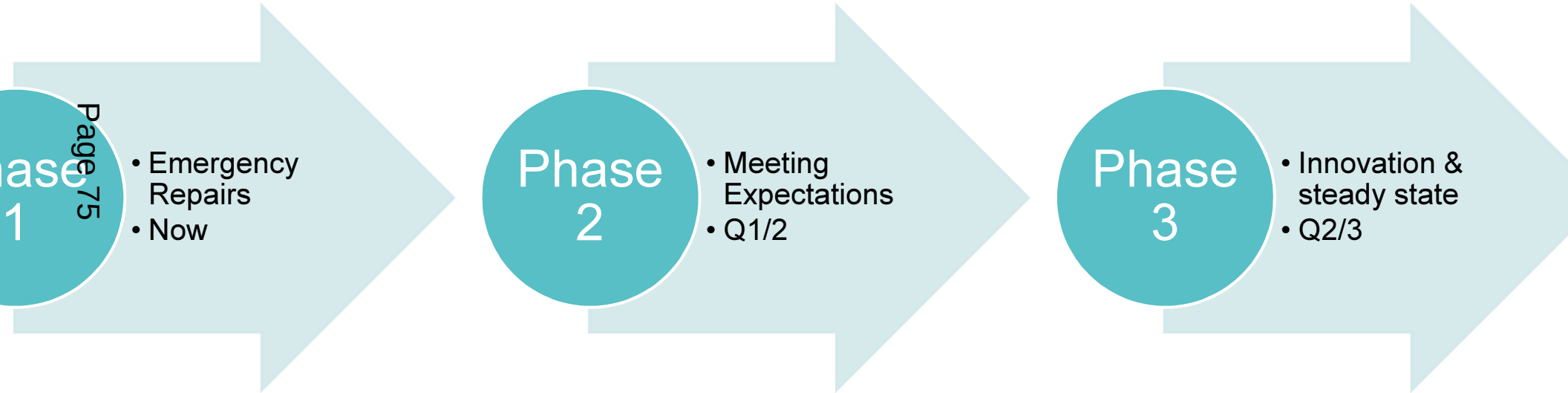
e changes as a result of the last year have also offered us new opportunities and new markets, but w currently lacking the resources to be able to develop these.

dgets – significant overspend in 20/21, some directly covid related (spend and loss of income) and er elements are covid adjacent (unable to achieve savings and delivery on projects that would mately contribute to savings, efficiencies and income).

ed to get back on track and prioritise the activities and projects that support this.

5. Next Steps

Take stock of any areas where quality may have slipped because of the focus on the pandemic across the two boroughs.



ase 1 – emergency repairs

What	Why	Key Milestone	Status
structure	To improve the quality of service	June 21	G
rement Review	To improve the quality of service	May 21	G
es Management restructure	To improve the quality of service	June 21	G
artment transformation	To improve the quality of service	June 21	G
astructure	To stabilise and future proof IT infrastructure	ongoing	G
tionalisation	To provide clearer direction and oversight	May 21	G
single point of contact	To coordinate Fusion issue resolution. To clarify / update on Fusion reporting and support requirements.	End April 21	G
desk re-build	To improve the service offered to LBH and LBN staff	May 21	G
win process changes	To improve key processes	July 21	G
ource transformation mme	To implement and monitor the one source transformation programme	May 21	G

se 2 – meeting expectations

What	Why	Key Milestone	Status
model - single point of access	To provide better access to help over corporate issues	July 21	G
model - unified help desk	To provide one point of contact, and enables demand recording, tracking and analysis	Summer 21	G
rocess re-design	To provide better compliance to best practice	Summer 21	G
arding process re-design	To speed up the process of joining LBH and LBN	Autumn 21	G
ost tracking	To ensure viability of external contracts, and to measure continuous improvement	Summer 21	G
ct register launch	To reduce extensions, waivers, and provide better deals on contracts	Summer 21	G
rationalisation started	To prepare the corporate buildings in LBH and LBN for hybrid working	Autumn 21	G
eam launch	To establish a team that can quickly deploy automation	Summer 21	G
shed performance and quality work	To provide clear and transparent accountability and governance. To track, measure and assess our delivery.	Summer 21	G

s

se 3 – innovation & steady state

What	Why	Key Milestone	Progress
model - data collation & s	To collate data of process failure, training gaps, failure of information and channel usage, and take action	Autumn 21	G
tment team	To improve the quality and quantity of candidates, and reduce costs	Autumn 21	G
office delivery	To allow LBH and LBN staff to flourish in the 'new normal'	Autumn 21	G
	To automate menial tasks, and improve customer experience	Autumn 21	G
shed corporate procurement	To provide improved value, better outcomes, and more local engagement	Autumn 21	A

ONE SOURCE JOINT COMMITTEE	30 April 2021
Subject heading:	one source Performance Indicators, Q4 2020-21 and end-of-year report
Report author and contact details:	Simon Pollock, Executive Director, oneSource
Financial summary:	Not applicable

SUMMARY

The list of one source Performance Indicators for 20/21 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 on a quarterly basis. This report presents to the Committee the Performance Indicators for the fourth quarter: January - March 2021 and the Outturn figures for 2020-21.

RECOMMENDATIONS

1. To note and agree the one source Performance Indicators, Q4 2020-21 and end-of-year report

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. This ensures that the 'golden thread' pulls through from the Corporate Priorities and the one source Strategy to the Service Plans.

1.2. The performance indicators for 2020-21 are those that were suggested by Directors and the respective Councils from the Service Plans 2019-20, and subsequently agreed by the Joint Committee in July 2019. These measures continued for 2020-21, as the service planning process and the planned refresh of the performance indicators were interrupted due to the pandemic.

2. Performance Indicators

2.1. There are currently 124 indicators and volumetrics for oneSource, comprising of 68 indicators for Havering and 56 indicators for Newham. Services that are nonShared services and provided only to one partner council are listed below:

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

2.2. Information on all indicators measured is provided within the summary sections of the report. A more in-depth analysis is provided within the detailed reports section, which reports on performance that has been rated either Amber or Red and contains:

- A Directorate commentary on level of performance achieved during the period; and
- An Outline of remedial actions taken or planned to mitigate areas of poorer performance.

2.3. As this is the final quarter and end-of-year report, the 2020-21 Outturn figures are given for each of the measures within the performance summary tables.

2.4. The report also contains one new section, which is additional to previous performance reports: the one source Corporate Scorecard. This provides a data set over a rolling 12 months for all measures and gives a broader overview of one source performance trends. As the measures, ambition and achievement differ between the two partner Councils, there are two 'scorecards' - one for Havering and one for Newham.

3. Context and overview of the performance report

3.1. As with all council services, one source has felt the impact of the measures put in place to deal with the national Covid-19 crisis. The challenging environment imposed by the pandemic has been felt across the whole of one source, both shared and non-shared services alike, throughout the year, as restrictions were imposed, relaxed and then tightened again. Lockdown restrictions have proved to be particularly deleterious for some services, such as Romford market and passenger transport and the overall level of impact is reflected in the Outturn figures for 2020-21.

3.2. Compared to the previous year's Outturn figures, the level of one source achievement across all indicators is up in 40 measures and down in 51 measures, an overall reduction in 11.1% of measures.

3.3. Services which have a seen a net fall in the level of achievement compared to last year are:

- Asset Management - up in 6 measures and down in 16 measures, an overall reduction in 38.5% of measures.
- Exchequer and Transactional - up in 8 measures and down in 12 measures, an overall reduction in 19.0% of measures.
- Technical and Transport - up in 0 (zero) measures and down in 4 measures, an overall reduction in 100% of measures.

3.4. Noticeably, these are all services which have an indicator portfolio containing a significant number of measures with elements that include income, programme spend and debt collection.

3.5. Also, for Asset Management, restricted access to buildings has impacted on the ability to complete priority repairs as expeditiously as would normally be expected.

3.6. Services which have a seen a net increase in the level of achievement compared to last year are:

- Human Resources and OD - up in 8 measures and down in 7 measures, an overall increase in 6.7% of measures.
- Technology and Innovation - up in 6 measures and down in 5 measures, an overall increase in 8.3% of measures.
- Legal and Governance - up in 12 measures and down in 8 measures, an overall increase in 18.2% of measures.

3.7. Continuing issues with data extraction from Oracle Fusion has meant that the debt collection information from Exchequer and Transactional is not available in time to be included in this report.

Legal implications and risks: Not applicable

Financial Implications and risks: Not applicable

HR Implications and risks: Not applicable

Background Papers
None

Appendices:

i. one source Performance Indicators, Q4 2020-21 and end-of-year report

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Key Performan
Indicators 202

APRIL 2021

one source
at the heart of public services

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roduction	2
l Framework 2021-22	3
l catalogue 2021-22	4-5
e KPI eport format	6-7

Introduction

- A KPI Framework has been created to group one source me in a way that enables clear oversight and assessment of one source performance and direction of travel.
- The new framework focuses on 4 key areas:

Quality	Financial	Speed	Volume

- The one source KPIs have been reviewed and refreshed, en that the performance measures are aligned to priorities for p boroughs and for one source.
- The performance measures and management information p here have been identified by one source directors as key to monitoring and reporting on to Joint Committee. These will b statutorily or locally required.
- The measures will be supplemented by team performance measures to monitor operational delivery.
- The performance and quality framework is currently being u and this will include a governance chart that clearly identifie performance measures owners, forums reported to, and freq
- A performance and management information register will en that the measures are current and accurate.
- A new dashboard reporting format is currently being develop that will be available at next Joint Committee.

2. one source KPI Framework and Directorate Measures

QUALITY	FINANCIAL (and commercial)	SPEED	VOLU

one source corporate KPIs

Customer	Workforce	System/service availability	Budget / Savings	Income & Debt collection	Contracts / Procurement	Speed of service	Service v dem

Directorate measures contributing to the KPI Framework

Directorate Measures

Quality	Financial	Speed	Volume
• one source Customer satisfaction level • Customer satisfaction rating (Legal) • Customer satisfaction rating (ICT) • Customer satisfaction rating (PTS) LBH • Level of RIDDOR reporting • Percentage of accurate payroll payments • Percentage of Council employees that are Agency workers • Percentage of Council employees that are Apprentices • Procurement Strategy Approved • Quality of legal decision making • Recruitment metrics *TBD* • ICT System availability	• one source financial performance - budget -v- spend • one source financial performance - savings achieved • Annual commercial income – rent receivable (x £M) AM • Annual commercial income – rent received (x £M) AM • Average cost of obtaining care orders • Cost of external legal services - LBLA framework external spend • Savings on external legal services - LBLA framework external spend • External income generated - HROD • External income generated (gross) - £million (LBH) PTS • Other capital programme expenditure v budget (x £M) • Percentage of Council Tax collected (LBH) • Percentage of debt collected (by value) - in 90 days • Percentage of NNDR collected • Percentage of projects completed within budget – IT • Romford market income forecast -v- actual (x £K) LBH • Savings - % against Procurement value • Schools programme - expenditure v budget (x £M) LBN • School maintenance programme - expenditure v budget (x £M) LBN • Finance Measures (LBH) & (LBN) *TBD*	• Ave time to complete a job evaluation • Ave time to complete planning agreements • Ave time to conclude all HR cases • Ave time to conclude a disciplinary case • Ave time to conclude a grievance/resolution case • Ave time to obtain care orders • Ave time to send offer letter and subject to contract issued • Percentage of debt collected (by volume) - in 90 days • FM compliance inspections completed on time • Procurement projects on track • IT Projects completed on time • FM responsive repairs attended by contractor on time • Ave time taken to process Housing Benefit (change of circumstances) • Ave time taken to process Housing Benefit (new claims) • Timely provision of legal advice & conduct of litigation • Timely response to H&S Notices & Serious Incidents • Timely review and drafting of documents	• Average number of hearing care proceedings • Number of Contracts awar • Number of cases (disciplina grievance, capability) conc (HROD) • Number of cyber security in reported to the ICO (ICT) • ICT Fault Tickets raised (N employee) • Number of job evaluations (HROD) • Number of major impact inc • Number of Procurement pr completed • Number of Procurement pr progress • Restructures completed (H • ICT Service Requests raise ratio per employee) • Sickness absence cases c • Technology adoption ratio employee • Property vacancy rate - per vacant assets within portfo whole

atalogue of Performance Measures and Management Information by Directorate

agement

- hercial income – contracted rent receivable (x £million)
- hercial income – contracted rent received (x £million)
- isfaction rating (PTS) - percentage
- me generated (gross) - £million
- OR reporting
- programme expenditure v budget (x £million)
- f FM compliance inspections completed on time - % of total inspections scheduled
- f responsive repairs attended by contractor on time - %
- f responsive repairs dealt with on time - %
- rket income forecast -v- actual (x £thousand)
- sion programme expenditure v budget (x £million)
- enance programme expenditure v budget (x £million)
- nse to H&S Notices & Serious Incidents - % of responses made within time
- - percentage of vacant assets within portfolio as a % of whole

& Transactional

- ayroll payments
- d (by value) - in 90 days
- d (by volume) - in 90 days
- efit (change of circumstances) - average no. of days
- efit (new claims) - average no. of days
- nd subject to contract issued - within 7 days
- f Council Tax collected
- f NNDR collected
- d - within 30 days
- metrics (to be agreed)

- isfaction rating - percentage
- e availability
- yber security incidents reported to the ICO
- ault Tickets raised (+ FT ratio - per employee)
- ajor impact incidents
- ervice Requests raised (+ SR ratio - per employee)
- f projects completed on time
- f projects completed within budget
- doption ratio - per employee

HROD

- Average time to complete a job evaluation - no. of days
- Average time to conclude a case (all cases) - no. of days
- Average time to conclude a disciplinary case - no. of days
- Average time to conclude a grievance/resolution case - no. of days
- Customer satisfaction rating - percentage
- External income
- Number of cases (disciplinary, grievance, capability) concluded
- Number of job evaluations completed
- Number of restructures completed
- Number of sickness absence cases concluded
- Percentage of Council employees that are Agency workers - % of total workforce
- Percentage of Council employees that are Apprentices - % of total workforce

Legal Services

- Average cost of obtaining care orders
- Average number of hearings per case - care proceedings
- Average time to complete planning agreements
- Average time to obtain care orders - (<26 weeks)
- Cost of external legal services - LBLA framework external spend
- Customer satisfaction rating - percentage
- Quality of legal decision making
- Savings on external legal services - LBLA framework external spend
- Timely provision of legal advice & conduct of litigation
- Timely review and drafting of documents

Procurement

- Number of Contracts awarded on time
- Number of Procurement projects completed
- Number of Procurement projects in progress
- Percentage of Procurement projects on track - % of total in-progress
- Procurement Strategy Approved
- Savings % against Procurement value
- Number of Contracts awarded on time

Finance

- To be agreed

KPIs 2021-22

Key word descriptors				
Breakdown of KPI Measures and Management Information Categories				
	Satisfaction (customer)	On track	Cost (unit)	Number of…
	Performance / implementation	On time (due)	Cost (production)	Level / rate of…
	Complaints	Within (a specified time)	Payments / expenses	Percentage *of* …
	Accurate (accuracy)	Within (an SLA)	Budgets / salary	All *of* …
	Successful (outcomes)	Within (a timetable)	Spend	Increase *of* …
	Compliance / discrepancy	Within (a deadline)	Income / revenue	Average number *of* …
	Availability	On schedule / retrospective	Savings	+ any other countable not included
	Quality / complexity	Average time (to produce)	Receipts / rent	in : *Quality, Value* or *Speed*

KEY PERFORMANCE INDICATORS

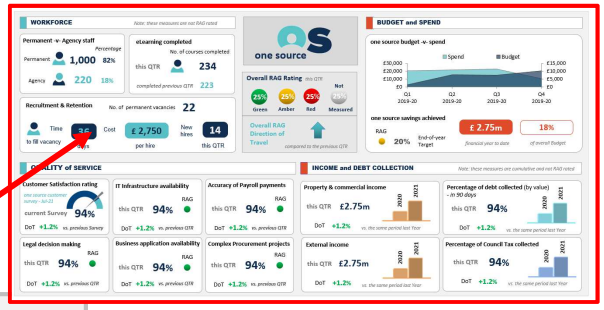
Measure	Quality (incl. Workforce)		Speed		Financials		Volume (Demand)		TOTAL		% total me
	Havering	Newham	Havering	Newham	Havering	Newham	Havering	Newham			
	Number of Directorate KPI Measures falling into each category										
OSC	1	1	0	0	3	3	0	0	**8**	OSC	6.6%
AM	1	0	3	3	8	6	1	1	**23**	AM	19.0%
E&T	1	1	5	3	3	2	0	0	**15**	E&T	12.4%
FIN	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	**0**	FIN	0.0%
HROD	3	3	4	4	1	1	4	4	**24**	HROD	19.8%
ICT	2	2	1	1	1	1	4	4	**16**	ICT	13.2%
L&G	2	2	4	4	3	3	1	1	**20**	L&G	16.5%
PROC	1	1	1	1	1	1	3	3	**12**	PROC	9.9%
TRPT	1	-	1	-	1	-	0	-	**3**	TRPT	2.5%
Recruitment	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	**0**	Recruitment	0.0%
TOTAL	**12**	**10**	**19**	**16**	**21**	**17**	**13**	**13**			

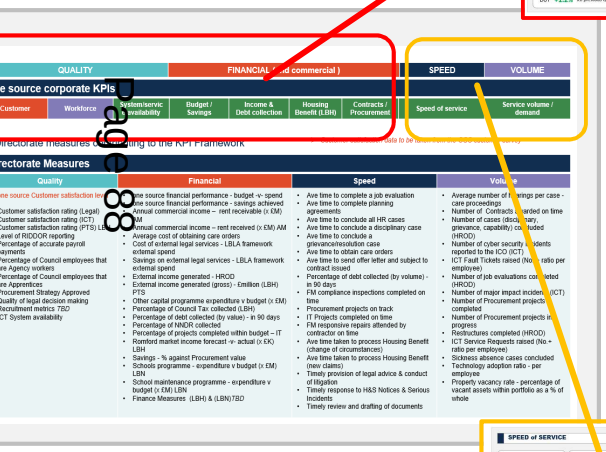
	Quality (incl. Workforce)	**Speed**	**Value**	**Volume** (Demand)		
Sub-Ttl	22	35	38	26	**121**	**Total no. of Measures**

Havering Ttl	65	53.7%
Newham Ttl	56	46.3%
	121	

The KPI Report - Overall Performance & Direction of Travel

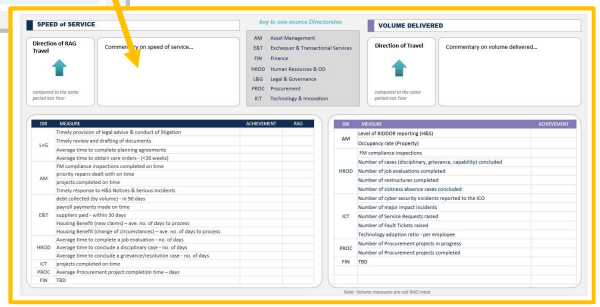
one source Service Summary Dashboard





Example

one source Service Delivery Summary Dashboard



Example

The new one source Summary Dashboards

Workforce, Quality and Financial Performance

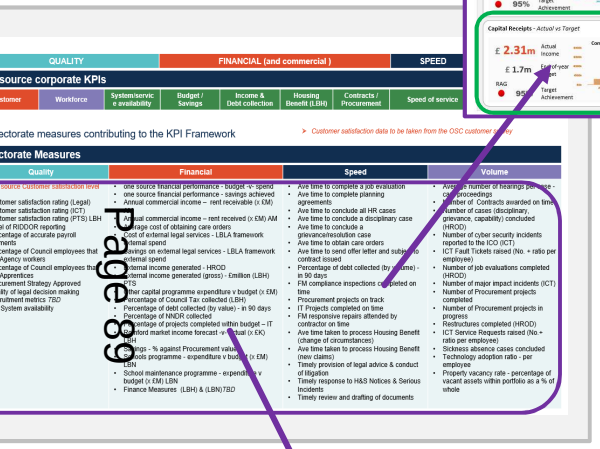
- This Dashboard provides an overview summary of one sour performance, giving the overall RAG rating and overall Direc Travel for the period
- It includes a highlight panels which present one source perf across a number of key impact metrics for:
  - Customer satisfaction
  - Workforce
  - Quality of Service
  - Budget, Spend & Savings
  - Income & Debt Collection
- The highlight panels present at-a-glance dashboard perform data

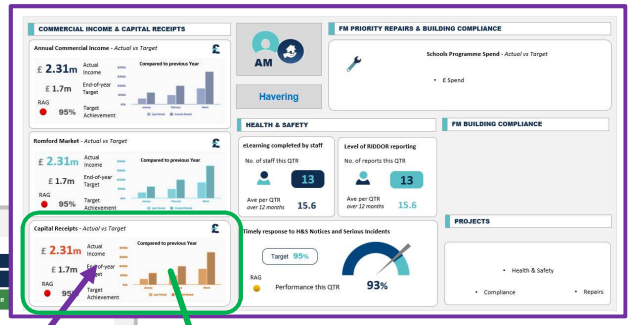
Speed and Volume

- This Dashboard provides an overview summary of one sour performance in terms of
  - How quickly one source services were delivered durin period
  - The level of demand for one source services in terms volume delivered during the period
- This dashboard provides an overview of the availability of se within the required delivery timeline.

ne KPI Report - Summary Performance & Direction of Travel

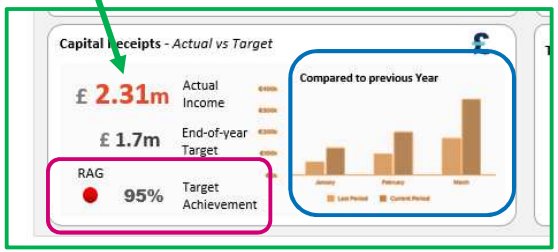
Directorate Summary Dashboard





Example

RAG Rating & DoT



Detail

rate
ard

Example

The new Directorate Summary Dashboard

- This Dashboard provides an overview summary of Directorate performance measures and groups the management information together thematically within a panel.
- The information gives RAG rating & DoT for each measure.

RAG Rating

- RAG ratings (where relevant) are shown next to the target information for the Directorate measure
- NB: detailed Directorate reports with commentary continue previously) for:
  - ➢ Measures RAG rated either Amber or Red – *excepti*
  - ➢ End-of-year (cumulative) targets – *progress report*

Direction of Travel

Direction of Travel

- The DoT comparator for continuous measures compar performance for the period to the previous reporting pe
- The DoT comparator for end-of-year targets has been as the same period the previous year, rather than a QT better reflect comparative performance for cumulative t

Scorecards

- The one source Directorate scorecard shows the rolling 12 month management information for each Directorate measure within the KPI framework
- Scorecards are given for individual councils and provide a wider context for Directorate performance a trending information

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ONESOURCE JOINT COMMITTEE	**30 April 2021**
Subject heading:	**One Source Joint Committee and Delegation Agreement**
Report author and contact details:	Abdus Choudhury, Deputy Director, Legal & Governance abdus.choudhury@onesource.co.uk
Financial summary:	None arising from this report

SUMMARY

Following a review of the one source Joint Committee and Delegation Agreement, no substantive changes are proposed to the Agreement.

RECOMMENDATIONS

To note that a review of the one source Joint Committee and Delegation Agreement has established that the Agreement remains fit for purpose in defining the relationship between the two Councils and the operation of the service for the benefit of the two Councils.

REPORT DETAIL

A review of the One Source Joint Committee and Delegation Agreement has been undertaken. The Agreement remains fit for purpose in that it sets out the rights and obligations of the two Councils to each other and the internal operation of one source in providing a service to the two Councils.

For added assurance, this review included comparison of the Agreement to the arrangements under which other local authorities operate their shared services. This comparison confirms that the Agreement contains the right balance of detail of the intended arrangements between the two Councils to operate this shared service.

Legal implications and risks:

There are no legal implications or risks to arise from this report

Financial Implications and risks:

There are no financial implications or risks to arise from this report

HR Implications and risks:

There are no human resources implications or risks to arise from this report

Background Papers

oneSource Joint Committee and Delegation Agreement

one source
at the heart of public services

ONESOURCE JOINT COMMITTEE	**30 April 2021**
Subject heading:	**one source Draft 2020/2021 Outturn Report**
Report author and contact details:	**Dave McNamara – (Interim) Director of Finance, one source, Dave.McNamara@onesource.co.uk**
Financial summary:	The draft 2020/21 outturn for one source services is £13.073m against a net credit budget (allowing for recharges) of - £1.735m. This is an adverse variance of £14.807m.

SUMMARY

The impact of the pandemic on all Local Government services has been acute and one source is no exception. The social and economic conditions that existed throughout 2020/21 impacted on the services' ability to maintain core functions. In addition, elements of the service contributed to the work done by both councils in leading their communities' response both to the pandemic and to the recovery programmes being developed.

As such the focus on essential service delivery and the loss of income relating to Covid had a negative impact on the services' financial position. The draft 2020/21 outturn for one source services is £13.073m against a net credit budget (allowing for recharges) of - £1.735m. This is an adverse variance of £14.807m.

A summary of one source's draft outturn position is set out in the following table:

One Source - Summary Position - Period 11 (end of February)

	Period 11 (end of January)		
Description	**Budget (£000)**	**Forecast (£000)**	**Variance (£000)**
Newham Non-Shared	-8,567	-2,387	**6,180**
Havering Non-Shared	-1,065	3,326	**4,391**
Shared	7,898	12,134	**4,236**
Total One Source	**-1,735**	**13,073**	**14,807**

Whilst this is the reported position as at the end of February, it is unlikely that there has been any significant movement since then. The final outturn and confirmation of the cost share arrangement will be reported to the next meeting of the Joint Committee.

The variance has been classified in to three distinct areas: direct impact of the Covid pandemic on source services; delays in the implementation of agreed savings for 2020/21; and variances classified as Business as Usual in terms of general pressures on service delivery. The following table sets out a summary of how the variances have been classified and these are set out in the Report Detail section. In total £7m relates directly to Covid-related issues and a further £3m of savings were not achieved either because they related to income growth compromised by Covid, or the work required to deliver savings was not possible.

	Period 11 Forecast Overspend (£000)				
Budget	**BAU**	**Covid Spend**	**Covid Income Loss**	**Savings Unachieved**	**Total**
Newham Non-Shared	2,532	284	1,500	1,864	**6,180**
Havering Non-Shared	453	637	2,661	640	**4,391**
Shared	1,584	320	1,622	710	**4,236**
Total	**4,569**	**1,241**	**5,783**	**3,214**	**14,807**

RECOMMENDATIONS

The Joint Committee is asked to note the adverse variance for 2020/21, the potential impact on 2021/22, the processes put in place to monitor financial performance and delivery of savings, and the actions taken by the one source management team.

REPORT DETAIL

1. Overview and Significant Variances

1.1. The impact of the pandemic on all Local Government services has been acute and one source is no exception. The social and economic conditions that existed throughout 2020/21 impacted on the services' ability to maintain core functions. In addition, elements of the service contributed to the work done by both councils in leading their communities' response both to the pandemic and to the recovery programmes being developed. The overall variance was £14.807

1.2. The variance has been classified in to three distinct areas: direct impact of the Covid pandemic on source services; delays in the implementation of agreed savings for 2020/21; and variances classified as Business as Usual in terms of general pressures on service delivery. The following table sets out a summary of how the variances have been classified.

	Period 11 Forecast Overspend (£000)				
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Total	**4,569**	**1,241**	**5,783**	**3,214**	**14,807**

1.3. The most significant Covid related issue was lost income. This related in part to the reduction in expected income to be collected from Council's property portfolio and also loss of enforcement fee income. The following table sets out the main areas of lost income due to Covid.

Covid-related Income Pressures	**5,783**
Commercial rents (increase to BDP)	1,800
Transport charges	1,227
Enforcement	1,127
Court fees	760
Printing recharges	366
Romford Market	205
MFD recharges	170
Legal fees (Property & Regeneration)	128

1.4. Whilst BAU was the next most significant contributing factor for the adverse variance totalling £4.569 these are the result of a number of issues which are best reviewed at the Service Level Outturn in paragraph 3.

1.5. Additional expenditure related to Covid accounts for £1.241m of the overspending on Health & Safety costs, in the main. The extent to which these will continue to be a pressure in 2021/22 will need to be reviewed.

Covid-related Expenditure Pressures	**1,241**
Health and Safety social distancing costs - hand sanitisers and protective screens for libraries, children's centres and other council buildings	661
Additonal software licences	319
Additonal printing & postage (GLA elections)	147
Transport costs (delivering food & PPE)	114

1.6. Unachieved Savings expected to be delivered in 2020/21 of £3.214m are set out below. The one source management team will be putting in place measures to ensure that the implementation of these proposals are monitored throughout 2021/22 and the financial implications will be reported on a monthly basis within the councils' monitoring arrangements.

Unachieved Savings		3,214
Procurement	£1.123m procurement savings shortfall	1300
Asset Management	vacate library and riverside chambers and let commercially	455
Exchequer Services	Enforcement savings not achieved	400
Finance	Centrally held One Source savings	227
ICT Services	Various	548
Legal & Governance	Various	219
Procurement	Miscellaneous	65

2. Implications for 2021/22

2.1. Whilst national lockdown will continue to ease and the social and economic freedoms increase, there will be ongoing pressures on one source services and budgets.

2.2. It is probable that one source spending pressure pertaining to Covid are likely to reduce over the coming months, the impact on income is likely to be sustained for a period of time, probably beyond 2021/22.

2.3. As things normalise it does mean that the one source management team need to make sure that there is sufficient attention focussed on addressing ongoing budget pressures. These include the Business as Usual pressures that accounted for £4.569m of overspend in 2020/21 and implementing savings.

2.4. In addition to the savings that were not achieved in 2020/21 of £3.214m there is a further £3.875m of savings to be delivered for 2021/22.

2021-22 Budget	Havering £000	Newham £000	Total £000
Non-Shared	-1,626		-1,626
Shared	-1,546	-703	-2,249
	-3,172	**-703**	**-3,875**

3. Service Level Outturn

3.1. The Draft 2020/21 outturn at a service level is set out in the tables below:

Newham Non-Shared	Period 11 (end of February)		
Description	Budget (£000)	Forecast (£000)	Variance (£000)
Finance	-1,416	1,114	**2,530**
Human Resources	888	870	**-18**
Legal & Democratic	643	714	**72**
Asset Management	-8,498	-5,237	**3,261**
LBN Transactional Services	16	58	**42**
ICT Services	-200	93	**293**
Total	**-8,567**	**-2,387**	**6,180**

Havering Non-Shared			
Description	Budget (£000)	Forecast (£000)	Variance (£000)
Business Services	2	0	-2
Legal & Democratic Svs	2,474	2,526	53
ICT Services	37	389	351
Technical and Transport Services	572	2,081	1,508
Asset Management	-3,048	-1,490	1,558
Strategic HR & OD	-175	-54	121
Exchequer Services	-1,004	-566	438
oS non Shared Finance	77	441	364
Total	**-1,065**	**3,326**	**4,391**

Shared			
Description	Budget (£000)	Forecast (£000)	Variance (£000)
Procurement	-215	762	977
oS Strategic & Operational HR	296	268	-28
oS Asset Management Services	1,604	1,464	-140
oS ICT Services	-473	454	927
oS Legal & Governance	413	558	145
oS Exchequer & Transactional Services	1,932	3,399	1,467
oS Business Services	474	653	179
Finance	3,867	4,823	956
SFC Compensation		-247	-247
Total One Source - Shared	**7,898**	**12,134**	**4,236**

Total One Source - Overall	**-1,735**	**13,073**	**14,807**

Legal implications and risks:

There are no immediate legal implications arising from this report.

Human Resources implications and risks:

There are no immediate HR implications arising from this report.

Equalities implications and risks:

There are no equalities implications arising from this report.

BACKGROUND PAPERS

None

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