



# ONESOURCE JOINT COMMITTEE AGENDA

2.00 pm

Friday  
3 December 2021

**COUNCILLORS:**

**LONDON BOROUGH OF  
HAVERING**

Councillor Robert Benham  
Councillor Roger Ramsey  
Councillor Damian White

**LONDON BOROUGH OF  
NEWHAM**

Mayor Rokhsana Fiaz  
Councillor Terence Paul  
Councillor Zulfiqar Ali

**LONDON BOROUGH OF  
BEXLEY**

**For information about the meeting please contact:**

## NOTES ABOUT THE MEETING

### 1. HEALTH AND SAFETY

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

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

### 2. MOBILE COMMUNICATIONS DEVICES

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

### 3. CONDUCT AT THE MEETING

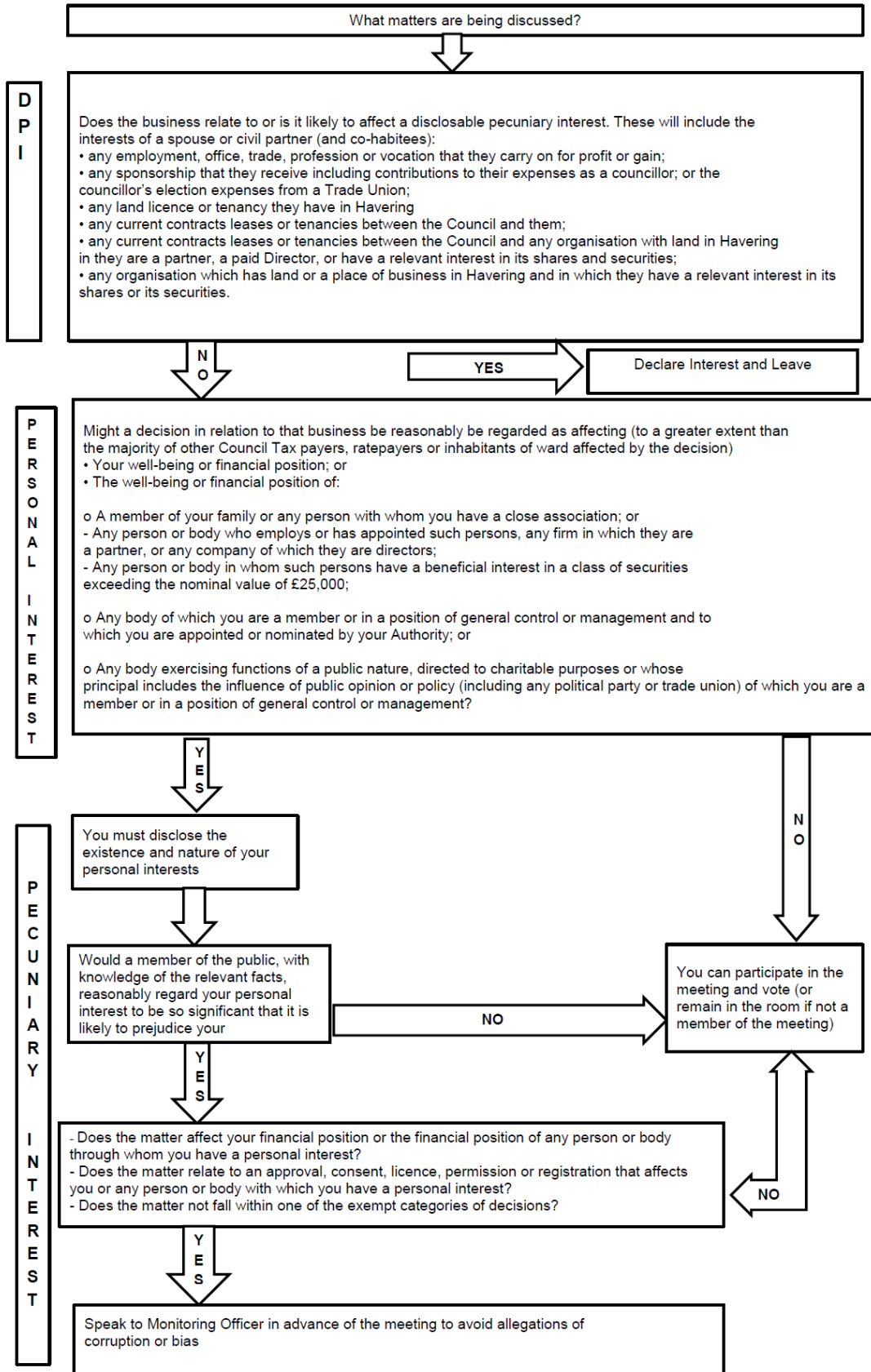
Although members of the public are welcome to attend meetings of the Joint Committee, they have no right to speak at them. Seating for the public is, however, limited and the Joint Committee cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known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

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

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

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

**DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF**



## AGENDA ITEMS

### 1 APOLOGIES

Apologies (if any received)

### 2 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items n the Agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to te consideration of the matter.

### 3 MINUTES

To approve as a correct record the Minutes of the Meeting of the Joint Committee held on 6<sup>th</sup> August 2021 (attached) and to authorise the Chairman to sign them.

### 4 ONESOURCE STRATEGY 2021-22 PROGRESS REPORT FOR Q2 (Pages 1 - 16)

Report attached.

### 5 ONESOURCE PERFORMANCE REPORT Q2 (Pages 17 - 72)

Report attached

### 6 OVERVIEW OF THE ONESOURCE APPROACH TO TRADING REPORT (Pages 73 - 92)

Report attached

### 7 DIRECT DEBIT INCIDENT REPORT (Pages 93 - 98)

Report attached

### 8 JOINT COMMITTEE FINANCE REPORT (Pages 99 - 102)

Report attached

### 9 PROCUREMENT UPDATE INCLUDING BRIEFING/PROJECT PLAN FOR DELIVERY OF PROCUREMENT SAVINGS

Report to follow

## ONESOURCE JOINT COMMITTEE

**3rd December 2021**

**Subject heading:**

One Source Strategy 2020-21  
Progress Report for Q2

**Report author and contact details:**

Simon Pollock, Executive Director,  
One Source

**Financial summary:**

Not applicable

### SUMMARY

The One Source Strategy 2020-2023, originally published in February 2020, set out the priorities for one source over the following three years, and identified the five strategic priorities for the organisation. These priorities are delivered in a number of ways, through service planning, through projects and activities, and via BAU.

This report, and the presentation attached in Appendix 1, provides an update on progress over Q2 (July - September) 2021-22 and outlines the key actions that have contributed to delivering the one source strategy. This includes key activities from services, as well as updates on some of our major projects. The report also presents the road map for delivery of priorities over the course of 2021-22 and the focus for the coming months.

### RECOMMENDATIONS

1. To note the one source strategy 2021-22 progress update for Q2 (July - September) presented in Appendix 1.

### REPORT DETAIL

#### 1. Background

- 1.1 Our one source strategy 2020-2023, which was presented to the Joint Committee on 7<sup>th</sup> 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 in the original timescale envisioned, as one source focussed on supporting Newham and Havering to manage the pandemic and to provide critical support to the local communities.
- 1.3 In reviewing the strategy a year after its launch, we remained confident that the basics of the one source Strategy were solid, although a revised and updated plan and timetable for progressing the strategy was required. An update to the one source Strategy was therefore presented and agreed at Joint Committee on 30<sup>th</sup> April 2021. It was further agreed that quarterly updates on progress would be presented to the Committee going forward.

## 2. one source strategy 2021-22 progress update for Q2

- 2.1 The one source strategy 2021-22 progress update for Q2 outlines the key activities and actions that one source has undertaken in the previous three months that contribute to delivering the one source strategy and the five one source strategic priorities.



- 2.2 This progress report includes key activities from services, as well as updates on some of our major projects. The report also presents a refreshed priority map for next two years (2021-23).
- 2.3 Going forward it is recognised that the priority map need to be dynamic rather than static to ensure that, as new priorities emerge, they can be folded into the one source programme. This also recognises the reality that activities may need to be reprioritised or deprioritised as time moves on and new and competing priorities appear. This is done in consultation with the partner boroughs, and any new projects identified are reported via the one source strategy update.
- 2.4 Progress with the one source strategy for the period of Q2 (July - September) is now attached at Appendix 1.

**Legal implications and risks:** Not applicable

**Financial Implications and risks:** Not applicable

**HR Implications and risks:** Not applicable

**Appendices:**

**1. One Source Strategy 2021-22 progress – Q2**

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# one source strategy 2021-22 progress

JOINT COMMITTEE - DECEMBER  
2021



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# 1. Summary

- ▶ The one source strategy for 2021-23 is in place and focussed on delivering our five overarching strategic priorities.
- ▶ These priorities are delivered in a number of ways, through service planning, through projects and activities, and via BAU.
- ▶ This presentation outlines the key actions from the second quarter 2021-22 that have contributed to delivering the one source strategy. This includes key activities from services, as well as updates on some of our key projects and activities.
- ▶ The one source programme on slides 7 - 10 identify the key projects and activities that support delivery of our strategic priorities and the priorities of our partners.
- ▶ This programme is dynamic, enabling new priority projects to be reported on as they emerge, and also recognises the reality that activities may need to be reprioritised or deprioritised as times change and new and competing priorities appear. This is done in consultation with the partner boroughs, and any new projects identified are also be reported via the one source strategy update.
- ▶ On slide 6 the priorities for 2021-22 are set out on the priority road map. The one source programme will continue to shape, monitor and report on the delivery of these.
- ▶ In general, good progress has been made with the majority of the priority activities presented to the last Joint Committee, however there have been delays in some activities, especially those that require extra resources to deliver.

- ▶ Our overarching focus is on the delivery of savings, and progression of these will continue to necessitate some reprioritisation of activities and resources over the coming months. Therefore, the priorities set out for 2021-22 will necessarily be kept under review to reflect this.

## Our 5 Priorities:



## 2. Service key activities in Q2

Return to the workplace	<ul style="list-style-type: none"><li>Supported both councils to ease Covid-19 restrictions and enable more employees to attend the workplace</li></ul>
Vaccinations	<ul style="list-style-type: none"><li>Supported both councils to implement mandatory vaccinations for employees who visit care homes</li></ul>
Recruitment & Selection Training	<ul style="list-style-type: none"><li>Launched new recruitment and selection training at both councils with a strong focus on inclusive recruitment practice</li></ul>
Reciprocal Mentoring Programme	<ul style="list-style-type: none"><li>Successfully delivered the first phase of Newham's reciprocal mentoring programme – and received a “highly commended” certificate at the PPMA awards for our work to tackle racism, inequality and disproportionality at Newham</li></ul>
Agency Workers	<ul style="list-style-type: none"><li>Rolled out a new contract for the supply of agency workers at Havering, estimated to deliver a financial benefit of £180-350k per annum</li></ul>
Site Disposals	<ul style="list-style-type: none"><li>On track to generate over £20m of capital receipts for Havering by end of December (from 3 site disposals).</li></ul>
Commercial rent-roll	<ul style="list-style-type: none"><li>Consistent month to month improvement on commercial rent-roll for Newham – currently £11.523m against a £10.8m target</li></ul>

Surrender of PASC lease	<ul style="list-style-type: none"><li>Successful surrender of the PASC lease at end of September – delivering £130k p.a. saving (full year effect) for Havering Council as part of its asset realisation strategy and realisation of MTFS saving.</li></ul>
Supporting Future Newham programme	<ul style="list-style-type: none"><li>Initial back-office ‘hubs’ identified with Future Newham programme, providing basis for release of surplus back office space and consequent savings (in process of being mapped and calculated).</li></ul>
Havering Town Hall	<ul style="list-style-type: none"><li>Havering Town Hall reconfiguration works (Phase 1) successfully tendered and contract awarded</li></ul>
Public Sector Decarbonisation Grant	<ul style="list-style-type: none"><li>Public Sector Decarbonisation Grant – specification for Dockside proposals revised and re-agreed by Cabinet to secure c.£2.5m of grant funding</li></ul>
PTS (Transport)	<ul style="list-style-type: none"><li>PTS (Transport) have generated approaching £400k of new external income for Havering since 1st April 21 and are continuing to build on this figure, working off a 12% margin.</li></ul>
Gateway Review Group	<ul style="list-style-type: none"><li>Introduced Gateway Review Group – which has identified £2.3M of procurement savings (across both Councils)</li></ul>
Procurement process improvements	<ul style="list-style-type: none"><li>New system introduced to triage Procurement Initiation forms.</li></ul>
Procurement Support and Training	<ul style="list-style-type: none"><li>Intranet content refreshed across both Councils and Fusion guides created</li></ul>

## 2. Service activities in Q2 (cont.)

### Kickstart placements

- Recruited 3 kick starters within the procurement service, providing employment placements for 3 “local” residents

### Self service portal

- Self -service portal implemented for RFQs

### Contract Register

- Increased contracts register coverage
- LBN 62% - 67%
- LBH 30% - 33%

### Page 9 Cyber security

- New combined Cyber security & GDPR training procured and LIVE
- New cyber social nudge software (redflags) delivered to key staff across LBN/LBH

### Cyber and IT transformation funding

- Agreed cyber and IT transformation funding across Havering and Newham

### Newham 5G

- Supported to approve 5G small cell roll out through CMT, improving mobile connectivity (project yet to start)

### Digital devices for children

- Worked with Newham CYPS and Dell to purchase at a reduced price just over 300 devices to support digitally excluded children

### Judicial Reviews

- 3 judicial reviews successfully defended by the Community Law team

### Transfer of land and funding arrangements

- Transfer of land and funding arrangements to advance Quarles Campus and Roneo Corner sites with council wholly owned company.

### Advocacy in planning law reducing costs

- Advocacy in planning law work reducing costs of barrister by between 20-40k for the Council

### S106 Waterloo Estate

- Supporting major s.106 agreement on the Waterloo Estate, Havering.

### Brought back in house 3 cleansing services

- Successfully internalised operations of 3 Council owned cleansing companies

### £40m levelling up funding

- Assisted with Newham’s successful application of up to £40m of Levelling Up funding

### Procurement advice

- Advice to procurement projects on Waste and Cleansing and Highways.

### Stratford Mall

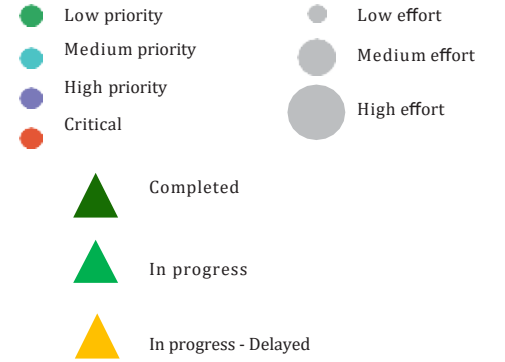
- s.80 Closure is in place from September to December 2021 to ensure Stratford Mall is closed overnight to prevent ASB.

# 3. one source Priority map 2021 – 2023

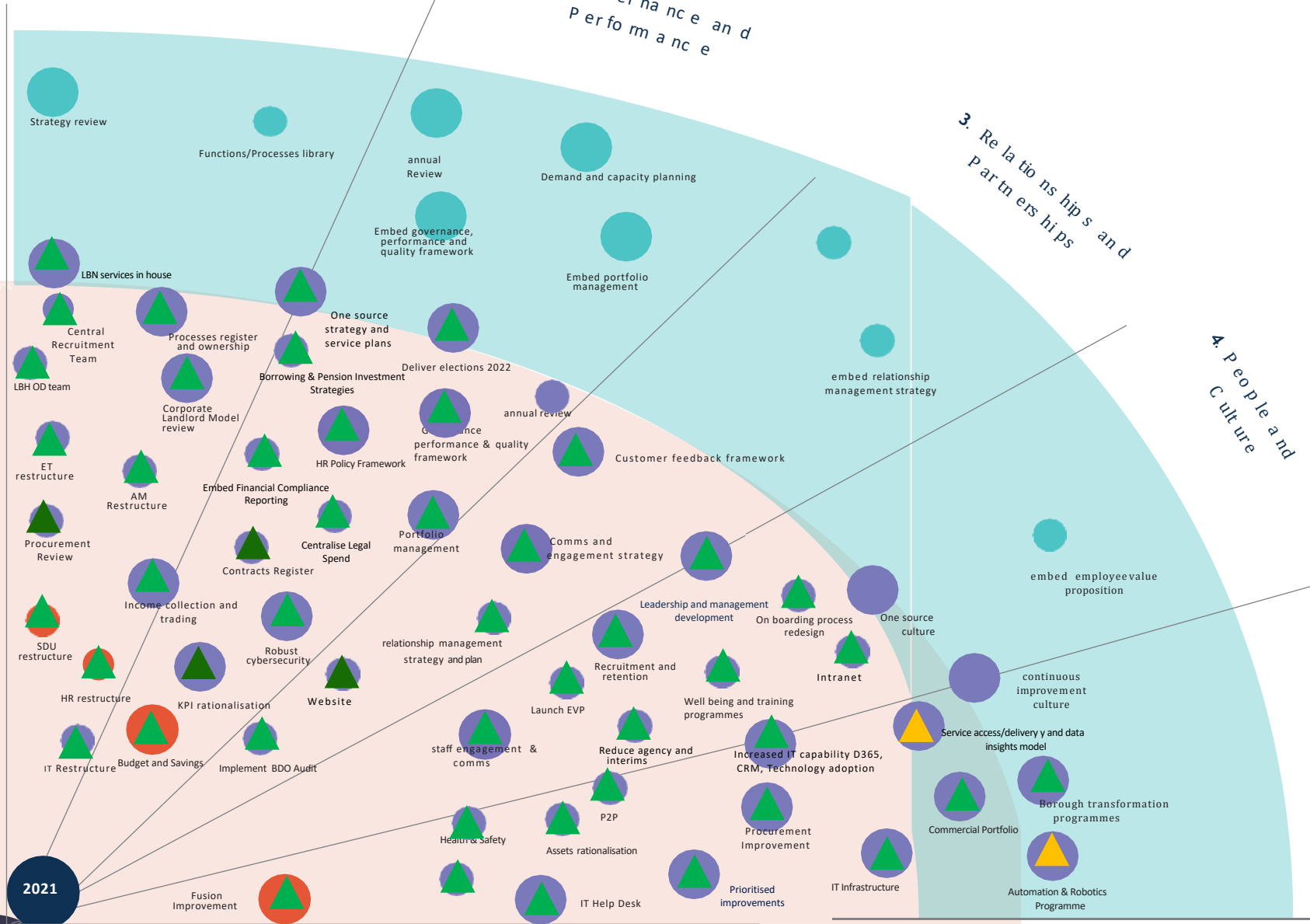
1. Model, Structure, offer

2. Governance and Performance

Key



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3. Relationships and Partnerships

4. People and Culture

5. Content or SLIP to service delivery

2021

2021-2022

2022-2023

2023+

2023



# 4. Progress with one source priorities – Corporate Centre Model, and service offer

Name	Why	Who	comments	RAG
Budget and Savings Programme	To deliver savings for one source and partner borough through budget optimisation, procurement efficiencies, rationalisation of posts and structures, trading opportunities, and developing shared service model.	SP/D Mc	Significant savings already identified, optimising all opportunities to maximise savings for one source and partner boroughs. Achieved through budgets management, posts rationalisation (vacancies, agency), restructures, procurement savings (contracts, purchase cards), trading opportunities, further developing the shared services model (centralisation).	In progress
HR restructure	To improve the quality of the service, enable the restructures of the other services, and deliver the one source and partner priorities	BP	HR restructure is in progress. Staff consultation launched and is currently ongoing.	In progress
SDU Restructure	To realign the required skill sets of the corporate centre team to better fit the future ambitions and challenges for one source, through strategic planning and governance; service design and improvement; trading and marketing of services, relationship management, comms and engagement.	LC	Restructure is currently in the service redesign stage, with the intention to launch consultation early in the new year.	In progress
AM restructure	To deliver savings. improve the quality of the service, to reintegrate policy and programmes to LBN, and transfer energy management (LBH) to Asset Management.	MB	Asset Management restructure developed and is in the process of being agreed with the partner councils. Transfer of service to Newham ratified at Joint Committee in August 2021. Staff consultation to be launched shortly.	In progress
E&T Restructure	To deliver the required Savings. To improve and align services to reduce duplication and increase automation. To maximise the use of Fusion and work to the self-service model.	SB	Service redesign proposals are being developed in discussion with the partner councils. Intention is to launch staff consultation phase early in the new year.	In progress
IT service transformation	To improve the quality of the service, and deliver the one source and partner priorities	PM	First phase of the IT reorg (including recruitment for the 4 Associate Director posts) completed. Next phase now at consultation phase, with phase three to follow next year.	In progress
Procurement Review	To improve the quality of the service, and deliver the one source and partner priorities.	RY	Original review is complete. Work is now ongoing to extract savings from both new and existing contracts. Procurement operate a Gateway Review group to ensure that all new procurement is scrutinised and the opportunity to identify savings is taken. In addition existing contracts are also being scrutinised with a view to implementing a series of initiatives to extract value. This work has recently started with an agile review of existing opportunities.	Complete
Income collection and Trading	Approach and programme	LC	One source approach to Trading paper taken to Joint Committee (03/12/21). Multi team project group to be established to enable collaboration, shared learning and bring together central support resources.	In progress

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## 4. Progress with one source priorities – Governance, Quality and Performance

Name	Why	Who	comments	RAG
Portfolio Management and strategic planning	To develop a portfolio management approach to oversee and manage programmes and projects, and BAU.	LC	The portfolio management approach provides the strategic planning and delivery framework for one source. This is being implemented with the one source directors. A draft one source service planning framework has been shared with LBN performance colleagues, ahead of the service planning cycle in new year 2022.	In progress
One source transformation programme	To implement and monitor the one source transformation programme, ensuring BAU and programmes / projects are managed as a portfolio	LC	Developing a comprehensive key priorities list incorporating the one source strategy, priority projects, service plans, and Audit recommendations.. This is then prioritised against urgency, dependency risk, benefits and resources required and mapped to the one source strategy to become the one source programme.	In progress
Implement BDO Audit	To implement the recommendations of the LBN BDO audit.	LC	The BDO actions have been implemented, recognising that some of these actions are also ongoing. The key action in progress is the development of a customer feedback framework.	In progress
Refreshed governance, performance and quality framework	To provide refreshed governance, with clear roles and responsibilities; to develop performance and quality framework with transparent, outcomes focussed monitoring; to create data insights approach that enhances accurate and informed decision-making	LC	Refreshed performance measures completed and presented to Joint Committee. Revised Performance Reports produced quarterly. Work is ongoing to further develop the suite of documents that comprise the framework, including forums mapping, governance reporting etc.	In progress
KPI rationalisation	To provide clearer direction and oversight for one source service delivery through the development of a KPI framework and balanced score card.	LC	A revised KPI framework was ratified by Joint Committee. The redesigned dashboard is included in the new Performance Report, with Q1 report presented to Joint Committee in December . These KPIs will be reviewed again, ahead of financial year 22/23.	Completed
Ensure Robust Cyber security in place	To ensure appropriate information data protection and cybersecurity controls are in place across IT networks and systems, and staff have completed online training	PM	New combined Cyber security & GDPR training procured and LIVE New cyber social nudge software (redflags) delivered to key staff across LBN/LBH Agreed cyber and IT transformation funding across Havering and Newham.	In progress
Centralising Legal Spend	To reduce the external spend on legal services by both councils	DF	In progress. Areas under review include: reduction in counsel fees; use of cheaper external solicitors; more work done by the in-house team.	In progress
Contracts Register	To reduce extensions, waivers, and provide better deals on contracts	RY	Contracts Registers for both Councils have been produced and launched. As part of the ongoing Procurement work these contracts will be kept live and continually updated and reviewed.	Completed



# 4. Progress with one source priorities – Relationships, Partnerships, People, Culture

Name	Why	Who	comments	RAG
Customer Feedback Framework	To nurture effective relationship and partnerships, ensuring we have appropriate and effective mechanisms in place to capture customer feedback, to both monitor and shape our service delivery.	LC	Work is in progress to revamp and refresh the annual customer feedback survey. Additionally work is being undertaken to build on the mechanisms already in place across one source, plus scope other effective ways of capturing and monitoring customer feedback through different forums.	In progress
Refresh communications and engagement function for external and internal stakeholders and services	To enhance customer-focus and effectiveness through nurturing current and future relationships, with partners, colleagues, and public sector. To develop and empower our people through effective communications and engagement.	LC	Communications and engagement strategy currently being developed. Work is progressing on developing an updated intranet site (to replace the SharePoint platform that is no longer supported). Refreshed one source website is now live.	In progress
Employee Value Proposition	To nurture a skilled and motivated workforce, where staff are inspired and motivated to success and flourish	BP/LC	Work to identify the main strands of the employee value proposition have been identified and this has been used to shape initiatives within HR, recruitment and comms & engagement. Further implementation and communication will take place early in the new year.	In progress
Recruitment and retention	To provide a stable and dynamic workforce, through reduction of agency and interims, and promotion of opportunity for apprenticeships, kick starts.	BP	Work continues across one source and both councils to reduce the number of agency and interim workers, and promote opportunities for apprenticeships and the kick-start programme.	In progress
On-Boarding Process Re-Design	To speed up the process of joining LBH and LBN	BP	Comprehensive improvement project commenced October 2021.	In progress

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# 4. Progress with one source priorities – Continuous Improvement: IT, Places, Processes, Transformation

Name	Why	Who	comments	RAG
A systems approach to service access, and data insights (formerly known as Ulrich model)	to provide easy access to services, and record service interaction to provide data insights, and drive continuous service improvement	SP/LC /PM	Scoping is in progress for this, timeframe will be determined by overall re-prioritisation and resources available. This links with the development of the IT helpdesk and the replacement of the system, along with the identification of suitable functions and processes for the automation and robotics programme.	In progress
IT Help desk re-build	To improve the service offered to LBH and LBN staff	PM	Replacement of Service Manager & Dash forms with a more dynamic and fit for purpose system. Requirements specification finalised. Go-live Mar22.	In progress
Fusion Recovery Plan	To coordinate Fusion issue resolution, and implement the Fusion Recovery Plan	DMcN	Fusion improvements and resolutions are programmed, and Director of Finance is reporting regularly to CMT and SLT.	In progress
IT Infrastructure Upgrade (two year programme)	To stabilise and future proof IT infrastructure	PM	Main Network & DC infrastructure programme underway with Design review (July/August), then procurement until Feb22, Building/ Testing/ Implementation Mar22-Aug23. Project completion Aug23	In progress
Quick win process changes	To improve key processes	ALL	This is an ongoing project, with the aim of identifying quick wins in process ahead of more detailed business improvement work. Improvements have been identified and made in on boarding and off boarding processes, and Purchase Cards. More detailed work into the on/off boarding process commences in October 2021.	In progress
RPA initiatives	To help progress and co-ordinate RPA initiatives across one source and both councils.	SP/LC /PM	Initial work on RPA in IT with pilot initiatives. Work is underway to help co-ordinate and facilitate robotics development and implementation across the two councils and one source.	In progress
Asset rationalisation	To prepare the corporate buildings in LBH and LBN for hybrid working	MB	Programme identified and ongoing in both Councils. Decommissioning of Mercury House commenced, notice on PASC lease served and rent/service liability (£130k p.a.) ceases at end of August. Decommissioning plans for River Chambers, The Hermitage and Langtons former Stable Block in progress. Havering Town Hall Phase 1 reconfiguration works – specification prepared and tender issued. The Assets Unlocked work stream as part of the Future Newham work ongoing.	In progress
Hybrid office delivery	To allow LBH and LBN staff to flourish in the 'new normal'	MB	Working with teams in Havering and Newham to adapt to new ways of working, with bulk of implementation in the Autumn.	In progress

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## 5. Priorities for Quarters 3 & 4

### 1. Delivery of savings and the enabling projects that support this:

- ▶ The strategy for the delivery of savings within one source is based on three key elements:
  - ▶ General efficiencies
  - ▶ More efficient corporate expenditure
  - ▶ Trading with other councils
- ▶ Key enabling projects and activities to support these elements include:
  - ▶ **Service restructures**
  - ▶ **Procurement** - Procurement operate a Gateway Review group to ensure that all new procurement is scrutinised and the opportunity to identify savings is taken. In addition existing contracts are also being scrutinised with a view to implementing a series of initiatives to extract value. This work has recently started with an agile review of existing opportunities.
  - ▶ **Review of legal expenditure** - Areas to review include: reduction in counsel fees; use of cheaper external solicitors; more work done by the in-house team.
  - ▶ **Focus on trading with other councils** - increased support for the existing viable products/services that are already bringing in income; resource assigned to assist in the development of further marketable services.

### 2. Continue to manage and develop the one source transformation programme

- ▶ The effective delivery, monitoring and reporting of all the identified key priorities to be delivered in 2021-22.
- ▶ Priority projects and activities to be regularly reviewed against the needs of one source and partner boroughs, re-prioritising against urgency, dependency risk, benefits and resources required to deliver.
- ▶ Preparation for identifying, supporting and reporting on priorities for 2022 – 23.

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## Joint Committee

**3<sup>rd</sup> December 2021**

**Subject heading:**

one source Performance Report, Q2  
2021-22

**Report author and contact details:**

Simon Pollock, Executive Director,  
oneSource

**Financial summary:**

Not applicable

**SUMMARY**

Key to one source delivery is the assurance that priorities and performance standards are being met. The one source performance and governance framework includes KPIs and performance and management information, the aim of which are to enable clear oversight and assessment of one source performance and direction of travel.

This report presents to the one source Joint Committee the Performance Report for the second quarter: July – Sept 2021, and provides progress with the suite of performance measures for 2021-22.

**RECOMMENDATIONS**

1. To note the one source Performance Report for the second quarter year report 2021-22

**REPORT DETAIL**

### 1. Background

- 1.1 Key to one source delivery is the need to provide assurance that priorities and performance standards are being met, and services are aligned to each Council's strategic objectives.
- 1.2 A KPI Framework has been created to group one source measures 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	Monetary	Speed	Volume
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1.3 The one source KPIs have been reviewed and refreshed for 2021-22 and aligned to both the priorities of the partner boroughs, and to the priorities outlined in the one source strategy. The performance measures and management information have been identified by one source directors as key to monitoring and reporting on to the Joint Committee.

## 2. Performance report summary

2.1 The performance data indicates that, for all measures, both the overall quality of our services and the speed of delivery have improved compared to the previous reporting period. Performance around income and payment activities has remained robust. Volume has also increased this quarter, indicating that one source was busier in quarter 2 than in quarter 1 and that demand increased for some services this quarter.

2.2 Quarter 2 of 2021-22 saw the return of other capital programme spending to Newham, so this metric no longer falls within one source, reducing one source RAG rated measures from 64 to 63.

2.3 Looking at our performance for the second quarter of 2021-22, one source has improved or sustained outcomes (compared to the previous period):

- **Commercial income** - this has maintained its strong start to the year and remains on target to meet expectation.
- **Cyber security incidents** - the integrity of councils IT infrastructure and systems has remained intact, with zero successful breaches recorded over the period.
- **Major IT incidents** - no major incidents recorded over this period.
- **System availability** - the availability of IT systems improved this quarter, compared to the previous period.
- **Planning agreements** - the average time for legal services to complete planning agreements improved significantly this quarter.
- **Romford market (for Havering)** - has continued to make good progress, following the lifting of lock-down restrictions. The next quarter harbours a degree of optimism, with the advent of Christmas trading.
- **Building compliance (for Newham)** - the percentage of FM compliance inspections completed on time achieved 100% return this quarter.

2.4 In other areas, where performance has dipped (compared to the previous period):

- **Percentage of suppliers paid** - although the target was achieved in Newham, outcomes for supplier payments in Havering have been affected this quarter by users not approving or receipting goods on time.
- **Responsive repairs attended by contractor** – Performance has improved over the first quarter, though the service is monitoring this to ensure the target ambition is reached.
- **Average time to conclude an ER case (in Havering)** - The average time taken to resolve disciplinary, grievance and capability cases exceeded the average 90 day target., due to a small number of complex cases; this is expected to reduce over the course of the year. Newham cases this quarter achieved the target ambition.
- **Vacancy rate (in Havering)** – continues to be affected by two proposed redevelopments within the borough. Steps are being taken to mitigate the impact.

- **GLPC job evaluations (for Newham)** – although time taken to complete GLPC JE’s in Newham has improved from 6.1 days to 5.8 days, this is slightly above the 5 day target ambition, largely owing to the evaluations required to support the current number of restructures.
- **New starters (for Newham)** – outcomes for the offer and subject to contract letter issues within 7 days has improved, compared to quarter 2, and work is underway to achieve the target ambition.

2.5 Overall, we achieved a Green RAG rating (performance meeting, or exceeding expectation) in Havering across 21 measures; for Newham, the figure was lower, with 13 measures achieving a Green RAG rating. Some of the disparity in outcomes is reflective of size and some structural difference between the boroughs, not to mention the impact of, and recovery from, the pandemic. We will continue to explore the areas highlighted in this report, building on best practice, and to drive improvement overall.

**Legal implications and risks:** Not applicable

**Financial Implications and risks:** Not applicable

**HR Implications and risks:** Not applicable

**Appendices:**

- i. **one source Performance Report, Q2 2021-22**

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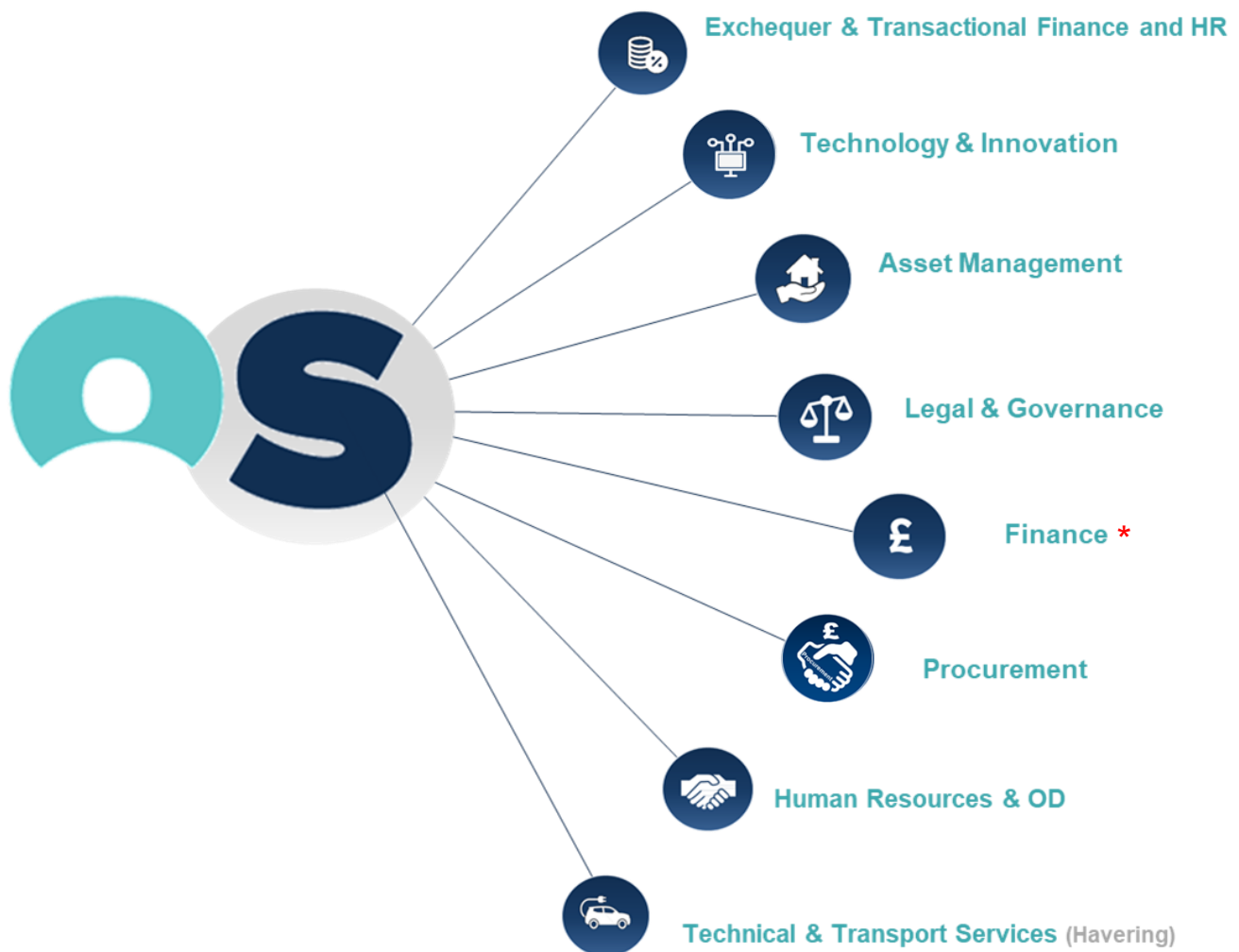
one source

performance report 2021/22

quarter two

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## Summary Reports

1. one source Overall Performance
2. one source Performance Summary
3. Havering Performance and Dashboards
  - a) one source Corporate Scorecard
4. Newham Performance and Dashboards
  - a) one source Corporate Scorecard

## Detailed (Exception) Reports

- i. Exchequer & Transactional Finance and HR
- ii. Technology & Innovation
- iii. Asset Management
- iv. Legal & Governance
- v. Procurement
- vi. Human Resources & Organisational Development
- vii. Technical & Transport Services (Havering)

## Appendix

- A. Performance Reporting Framework
- B. Directorate Tables

# performance report

## Data Set

Report period: Quarter 2 2021-22

Performance Measures: 101

- Continuous: 56 (55.4%)
- Cumulative: 17 (16.8%)
- Volumetric: 28 (27.2%)

Prepared for: Joint Committee

## This Report

This report covers one source performance for quarter 2 of 2021-22.

Performance is measured against the ambition value and indicated by the RAG rating score. Progress is compared to the previous relevant period, and indicated by the Direction of Travel (DoT) assessment. Outcomes for volumetric measures are not RAG rated, but do receive a DoT assessment.





## RAG Rating - scoring matrix


The RAG rating scoring matrix used in the report is set out below.

- 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%)
- DNA ● performance data was not available this period
- VOL ● performance recorded as a volumetric and not RAG rated

## Direction of Travel - assessment

The Direction of Travel for assessment for non-Volumetric measures focuses on whether performance, rather than the metric, has either improved, declined or remained the same.

- Improving performance.....  .....compared to the previous reporting period
- Unchanged performance.....  .....compared to the previous reporting period
- Declining performance.....  .....compared to the previous reporting period
- Not measured.....  .....where the DoT was not measurable

The Direction of Travel for assessment for volumetric measures indicates whether the metric has increased, reduced or remained the same and uses a blue triangle to indicate DoT...  ...

## Introduction

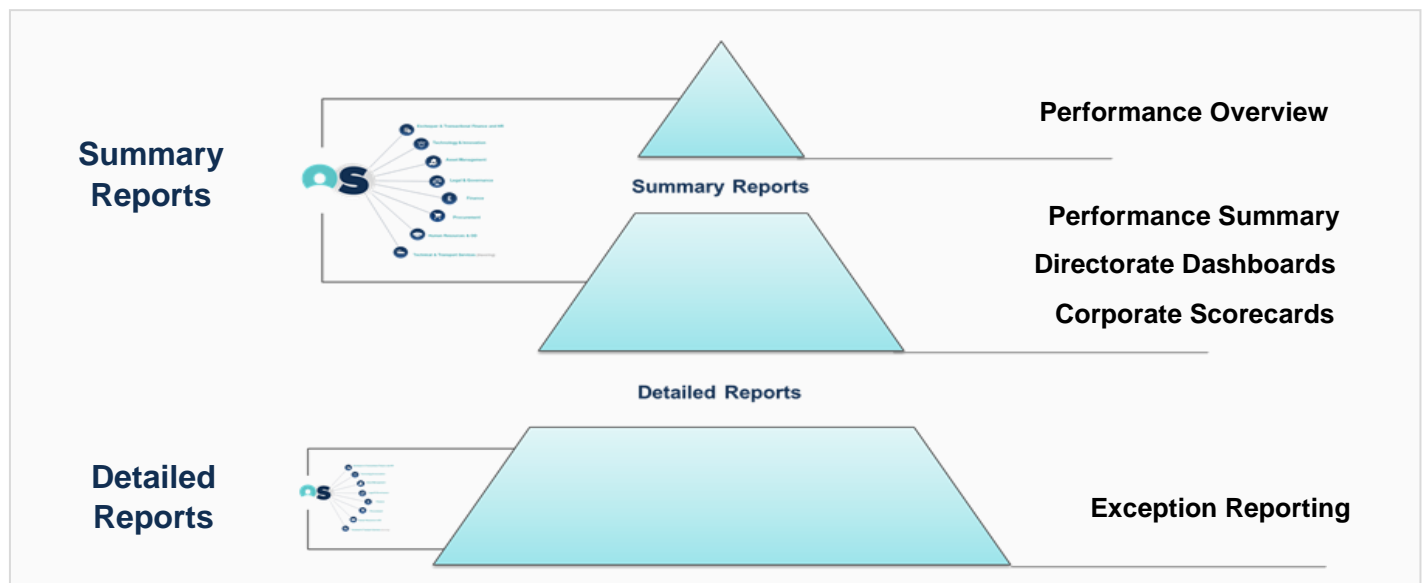
Welcome to the one source performance report for quarter 2 of 2021-22.

The modular structure allows us to respond more rapidly to strategic changes, while the dashboard-style layout improves transparency and provides greater insight into our performance, as well as presenting the information in a more contemporary and attractive way.

**Simon Pollock**  
Executive Director

## Report Index

The report presents in two sections: Summary Reports and Detailed Reports



### Summary Reports

Summary reports provide a broad view of performance, set at four levels of granularity:

- Overview.....achievement across 20 key one source performance indicators
- Summary.....one source RAG rating and Direction of Travel for all measures
- Dashboards.....one source Directorate RAG rating and Direction of Travel for all measures
- Scorecards.....outcomes for all measures shown over a rolling 12 months

### Detailed Reports

Detailed reports are included on an exception basis and provide a more in-depth view of for individual measures that are RAG rated Amber or Red.

## Performance Overview

Quarter 2 of 2021-22 saw the return of **other capital programme spending** to Newham, so this metric no longer falls within one source, reducing one source RAG rated measures from 64 to 63. The post-pandemic environment we are all experiencing has continued to impact on one source overall performance during the second quarter; but outcomes for this quarter compare favourably with the previous period.

Looking at our performance for the second quarter of 2021-22, one source has improved or sustained outcomes (compared to the previous period):

- **Commercial income** – this has maintained its strong start to the year and remains on target to meet expectation.
- **Cyber security incidents** - the integrity of councils IT infrastructure and systems has remained intact, with zero successful breaches recorded over the period.
- **Major IT incidents** – no major incidents recorded over this period.
- **System availability** – the availability of IT systems improved this quarter, compared to the previous period.
- **Planning agreements** - the average time for legal services to complete planning agreements improved significantly this quarter.
- **Romford market (for Havering)** – has continued to make good progress, following the lifting of lock-down restrictions. The next quarter harbours a degree of optimism, with the advent of Christmas trading.
- **Building compliance (for Newham)** – the percentage of FM compliance inspections completed on time achieved 100% return this quarter.

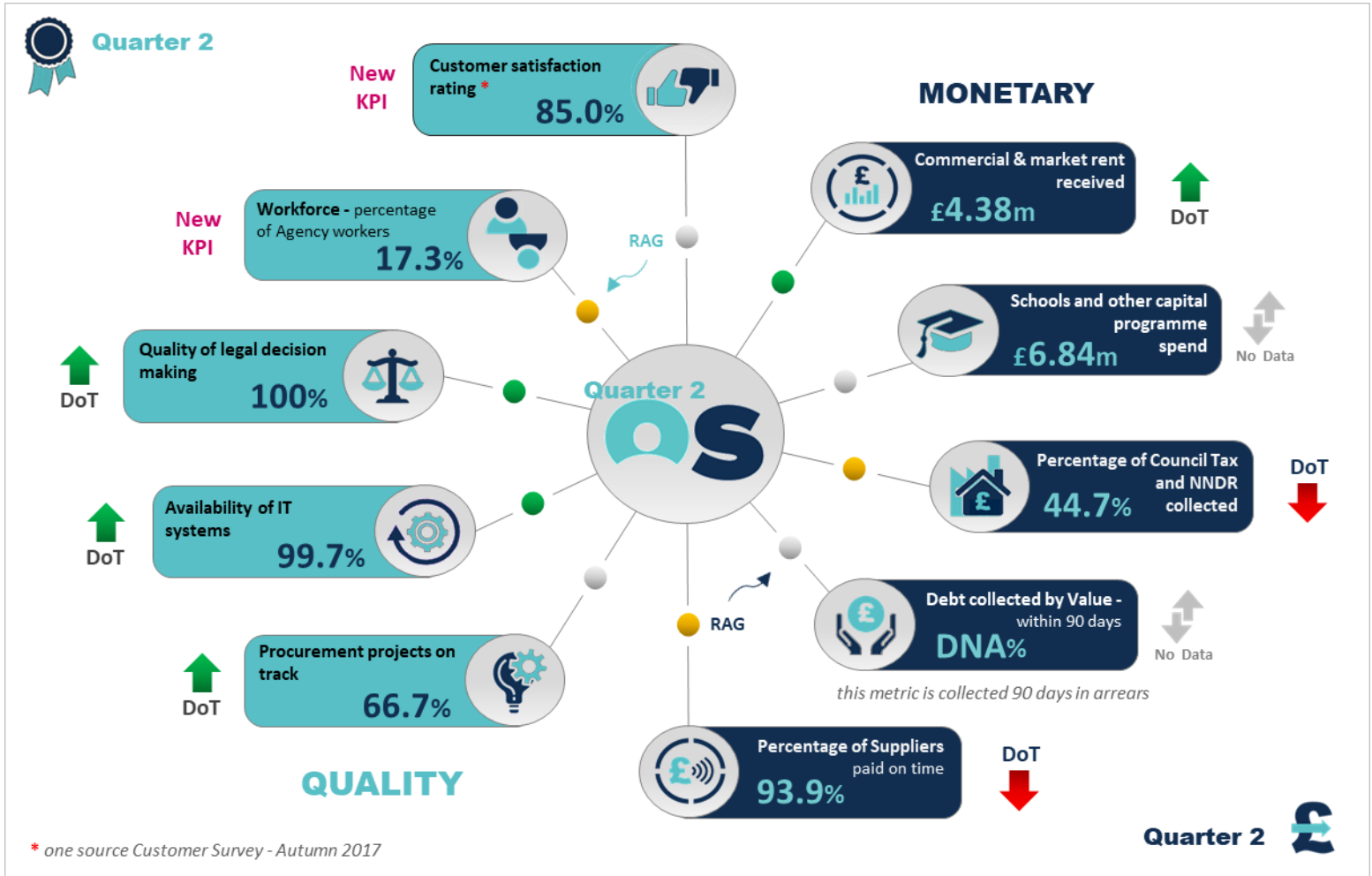
In other areas, where performance has dipped compared to the previous period:

- **Percentage of suppliers paid** - although the target was achieved in Newham, outcomes for supplier payments in Havering have been affected this quarter by users not approving or receipting goods on time.
- **Responsive repairs attended by contractor** – Performance has improved over the first quarter, and the service is monitoring this to ensure the target ambition is reached.
- **Average time to conclude an ER case (in Havering)** - The average time taken to resolve disciplinary, grievance and capability cases exceeded the average 90 day target., due to a small number of complex cases. This is expected to reduce over the course of the year. Newham cases this quarter achieved the target ambition.
- **Vacancy rate (in Havering)** – continues to be affected by two proposed redevelopments within the borough. Steps are being taken to mitigate the impact.
- **GLPC job evaluations (for Newham)** – although time taken to complete GLPC JE's in Newham has improved from 6.1 days to 5.8 days, this is slightly the 5 day target ambition, largely owing to the evaluations required to support the current number of restructures.
- **New starters (for Newham)** – outcomes for the offer and subject to contract letter issues within 7 days has improved, compared to quarter 2, and work is underway to achieve the target ambition.

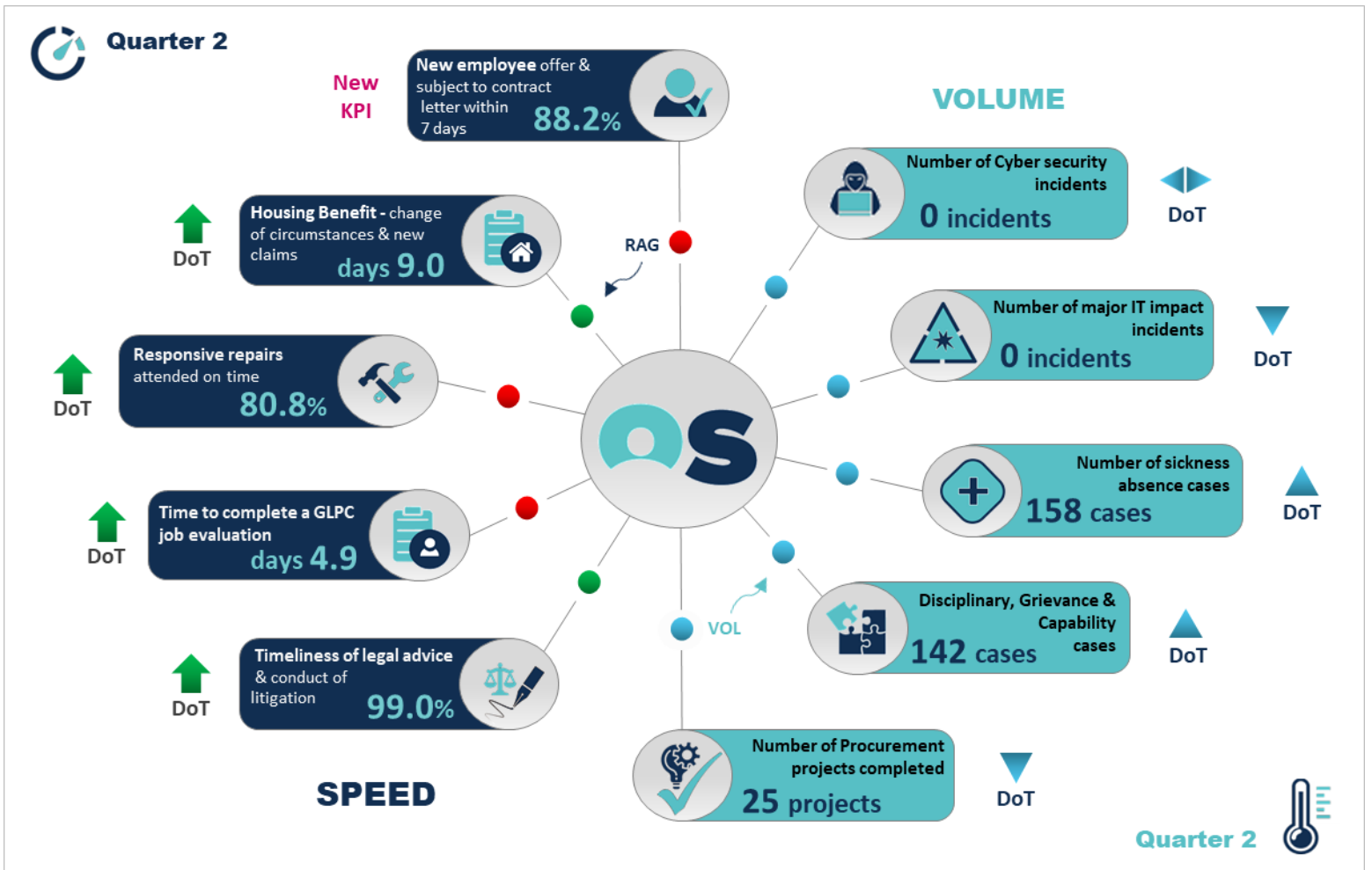
The performance data indicates that, for all measures, both the overall quality of our services and the speed of delivery have improved compared to the previous reporting period. Performance around income and payment activities has remained robust. Volume has also increased this quarter, indicating there one source was busier in quarter 2 then in quarter 1 and that, with demand increasing for some services this quarter.

Overall, we achieved a Green RAG rating (performance meeting, or exceeding expectation) in Havering across 21 measures; for Newham, the figure was lower, with 13 measures achieving a Green RAG rating. Some of the disparity in outcomes is reflective of size and some structural difference between the boroughs, not to mention the impact of, and recovery from, the pandemic. We will continue to explore the areas highlighted in this report, building on best practice, and to drive improvement overall.

# one source



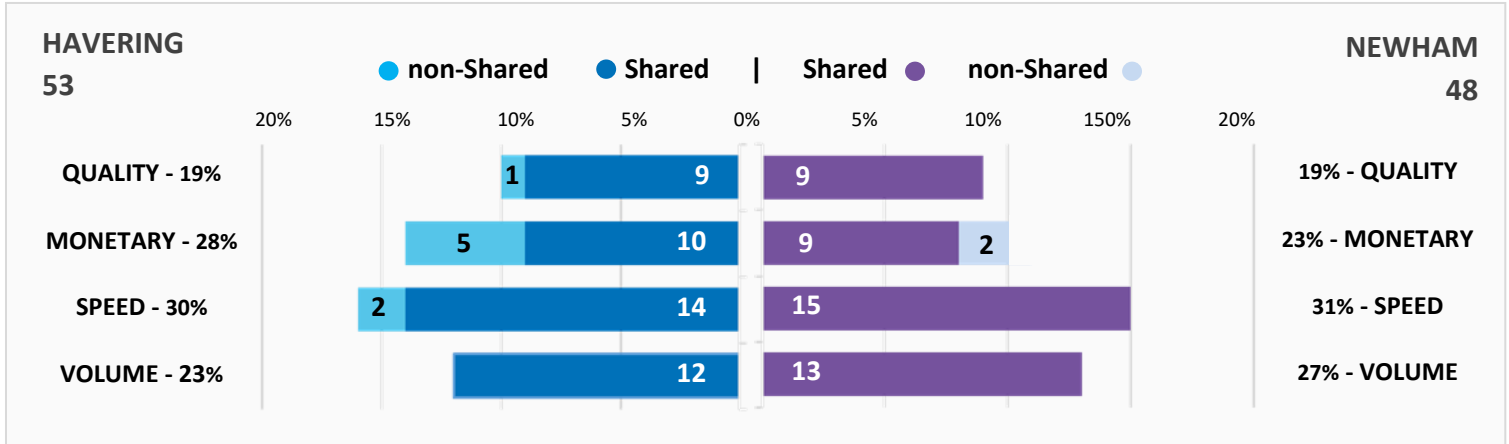
↑ **Key Performance Indicators** ↓



## one source Performance Summary

### Shared and non-Shared Indicators

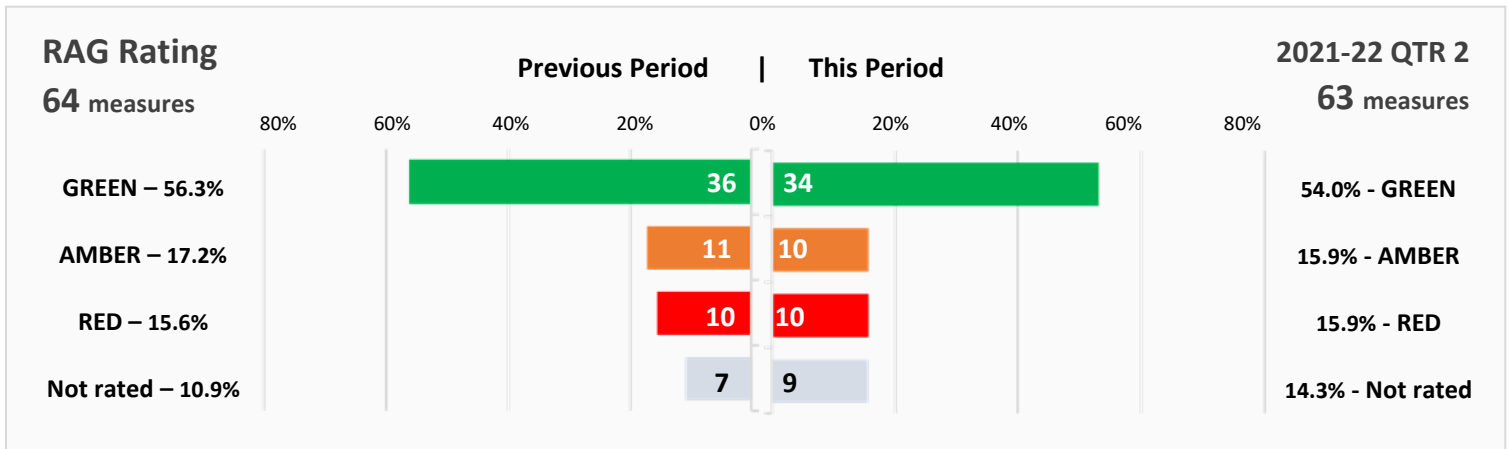
In total, Directorates report on 91 Shared and 10 non-Shared performance measures, of which 20 contribute to the one source key performance indicators (KPIs). The borough breakdown between Shared and non-Shared Services, together with the measure category, is shown in the Chart below.



### RAG Rating

#### Overall RAG Rating

A breakdown of the overall RAG rating for the 63 non-Volumetric measures this period\*, compared to the previous period, is shown in the Chart below.



### Borough Breakdown

A borough breakdown for the 63 RAG rated measures this period is given in the Table below.

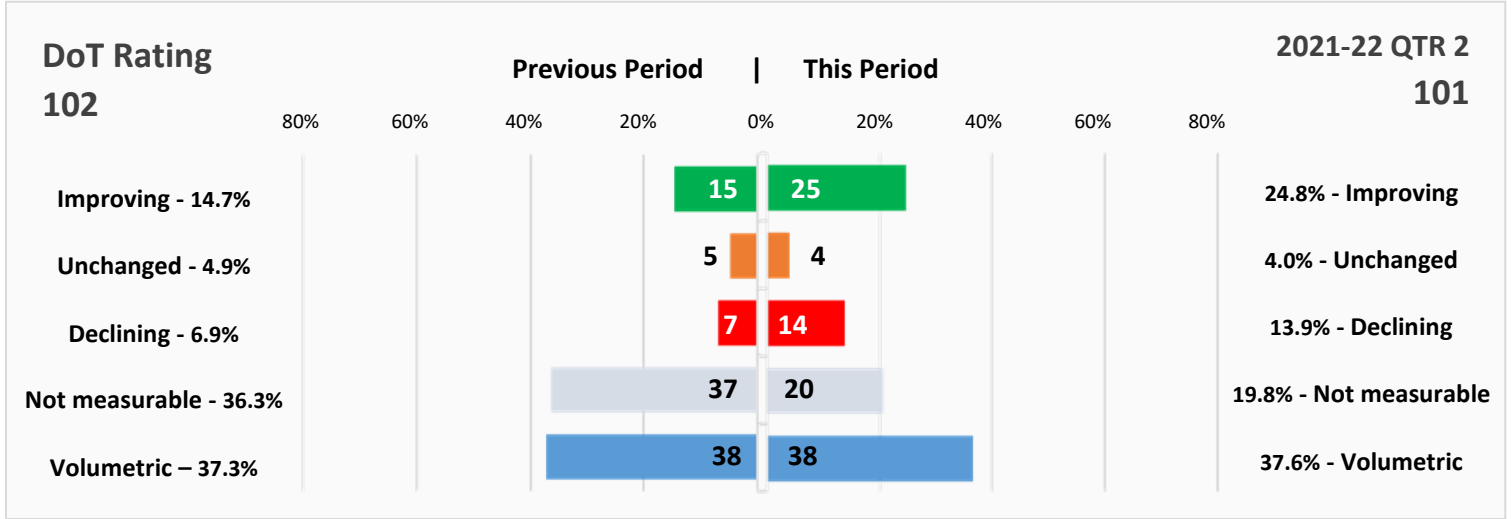
2021-22 QTR 2	one source		Havering		Newham	
	No.	%	No.	%	No.	%
Green	34	53.1	21	61.8	13	48.8
Amber	10	15.6	4	11.8	6	20.7
Red	10	15.6	4	11.8	6	20.7
Not rated	9	15.6	5	14.7	4	13.8
<b>Total Values</b>	<b>63</b>		<b>34</b>		<b>29</b>	

\* Newham other capital programme spending is no longer within one source.

## Direction of Travel

### Overall Direction of Travel

A breakdown of the overall DoT for Continuous and Cumulative measures this period\*, compared to the previous period, is shown in the Chart below.



### Breakdown of Continuous and Cumulative Measures

A thorough breakdown of the DoT for Continuous/Cumulative measures for this period is given in the Table below.

2021-22 QTR 1	one source		Havering		Newham	
	No.	%	No.	%	No.	%
Improving	25	39.7	11	32.4	14	48.3
Unchanged	4	6.3	3	8.8	1	3.4
Declining	14	22.2	9	26.5	5	17.2
Not measured	8	12.7	6	17.6	2	6.9
NEW MEASURE	12	19.0	5	14.7	7	24.1
<b>Total Values</b>	<b>63</b>		<b>34</b>		<b>29</b>	

### Borough Breakdown of Volumetric Measures

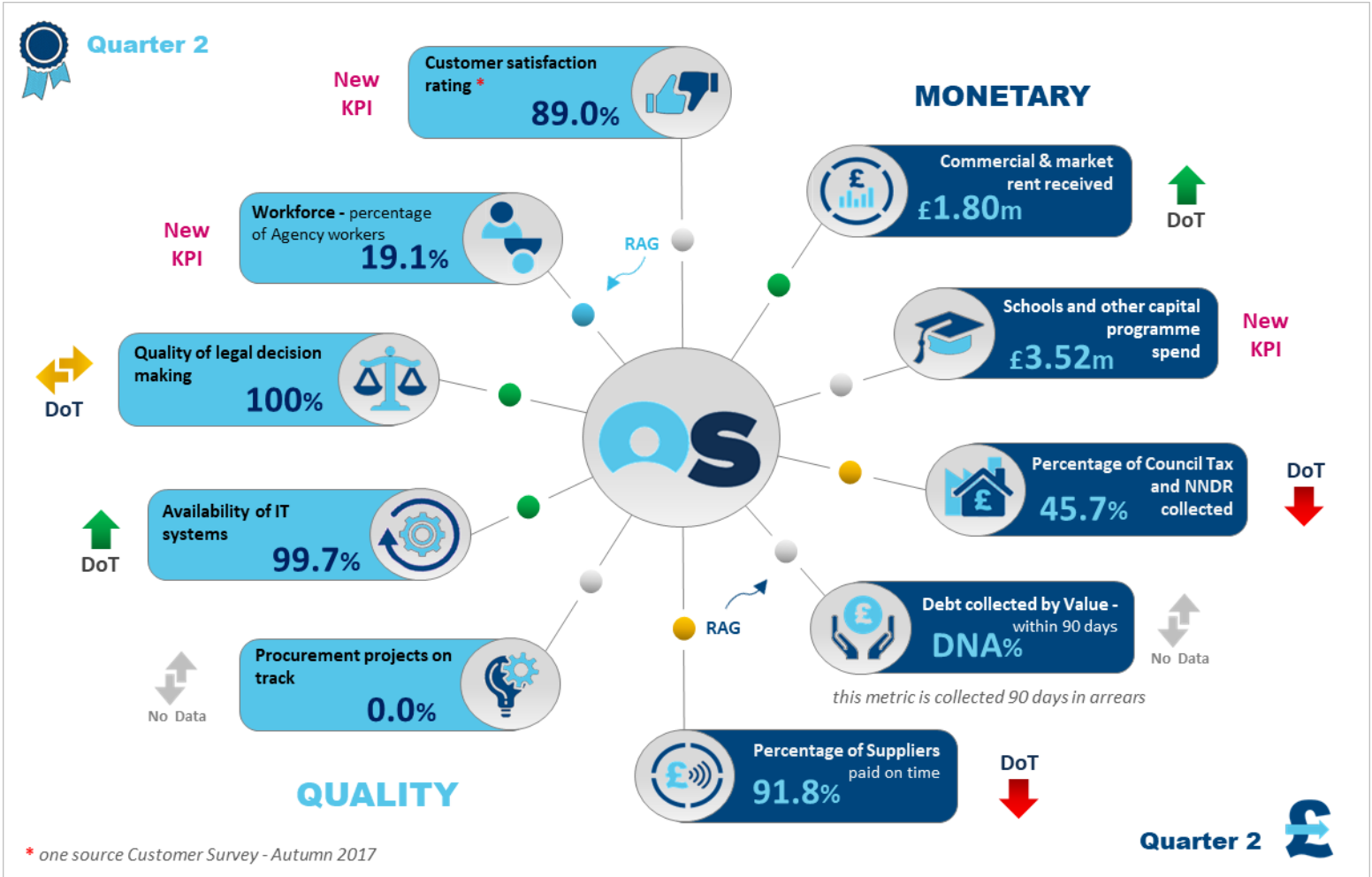
A thorough breakdown of the DoT for the Volumetric measures this period is given in the Table below.

2021-22 QTR 1	one source		Havering		Newham	
	No.	%	No.	%	No.	%
Increasing	17	44.7	8	42.1	9	47.4
No change	2	5.3	1	5.3	1	5.3
Reducing	4	10.5	2	10.5	2	10.3
Not measured	1	2.6	0	0.00	1	5.3
NEW MEASURE	14	36.8	8	42.1	6	31.6
<b>Total Values</b>	<b>38</b>		<b>19</b>		<b>19</b>	

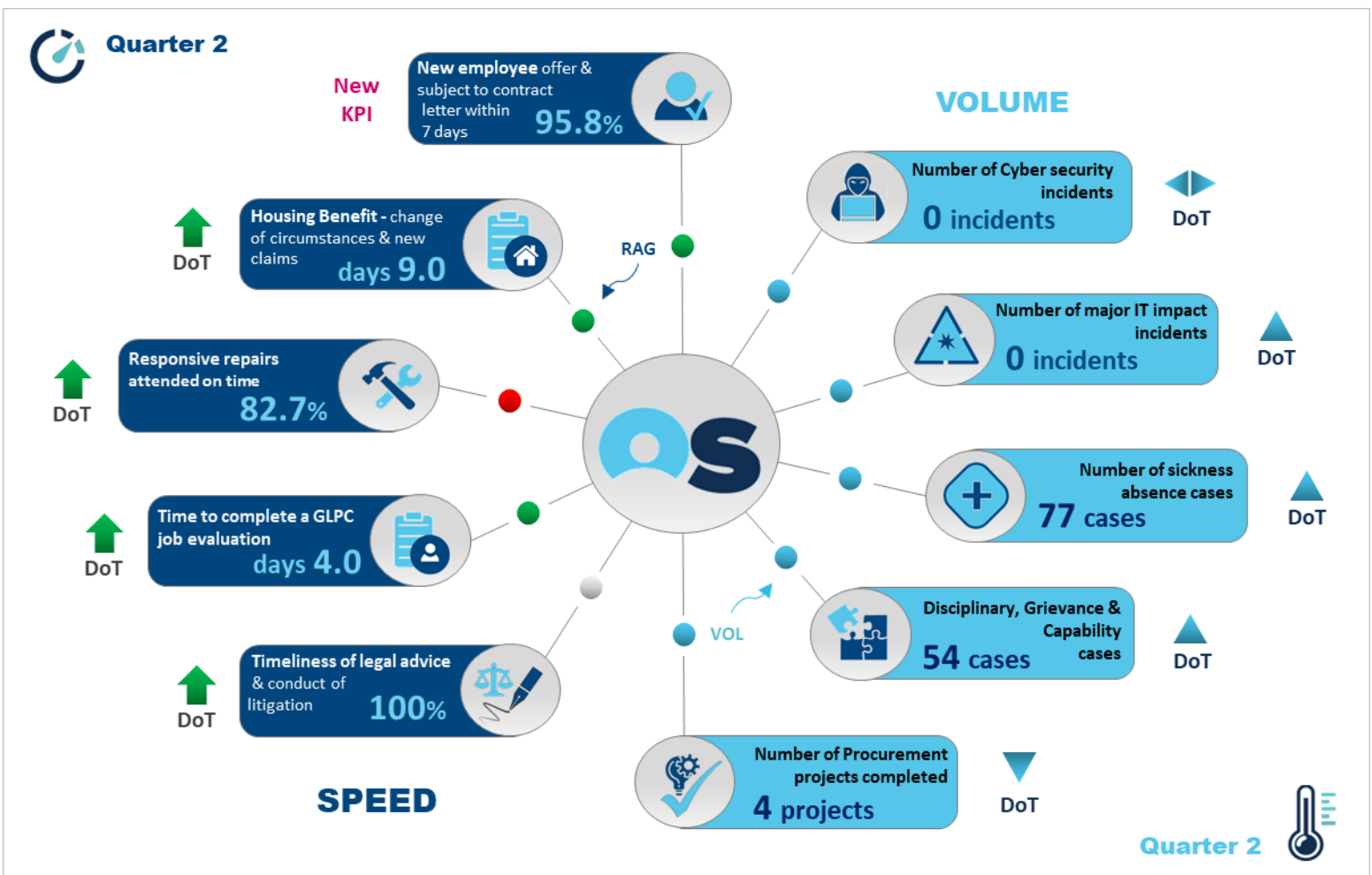
\* Newham other capital programme spending is no longer within one source.



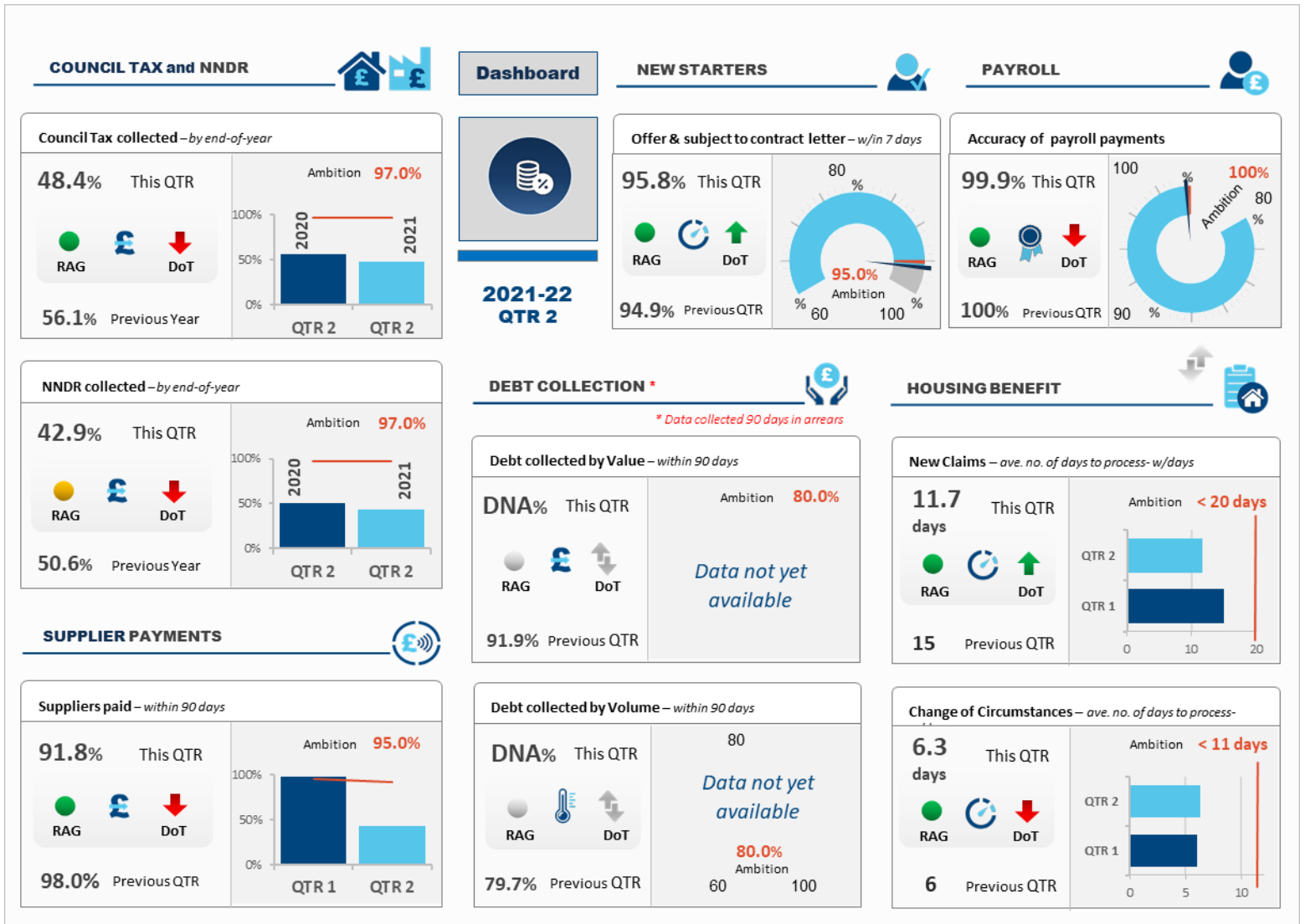
# Havering



## Key Performance Indicators



## Exchequer & Transactional Finance and HR



### Performance

Percentage	RAG	Number
55.6%	Green	5
22.2%	Yellow	2
0.00%	Red	0
22.2%	Grey	2
0.00%	Blue	0
<b>Total</b>		<b>9</b>

Although performance is little behind quarter 1, the service has continued to return positive outcomes over the period, achieving, or bettering, the ambition in 6 measures.

- For CT&HB, performance – remains on track to achieve the ambition.
- NNDR performance continues to be affected by the re-profiling of the collectible debit from the Covid reliefs.
- A new schools Payroll was created, successfully transferring over 180 records. There were 34 processing errors recorded, the majority from late or incorrect data submissions; overall, a very positive result given seasonal the high volume during quarter 2.
- New starter contracts increased this quarter by 31.5%, from 54 to 71, with the team now consistently processing around 30 to 40 contacts per month.
- Supplier payments have been affected this quarter by users not approving, or receiving goods on time.

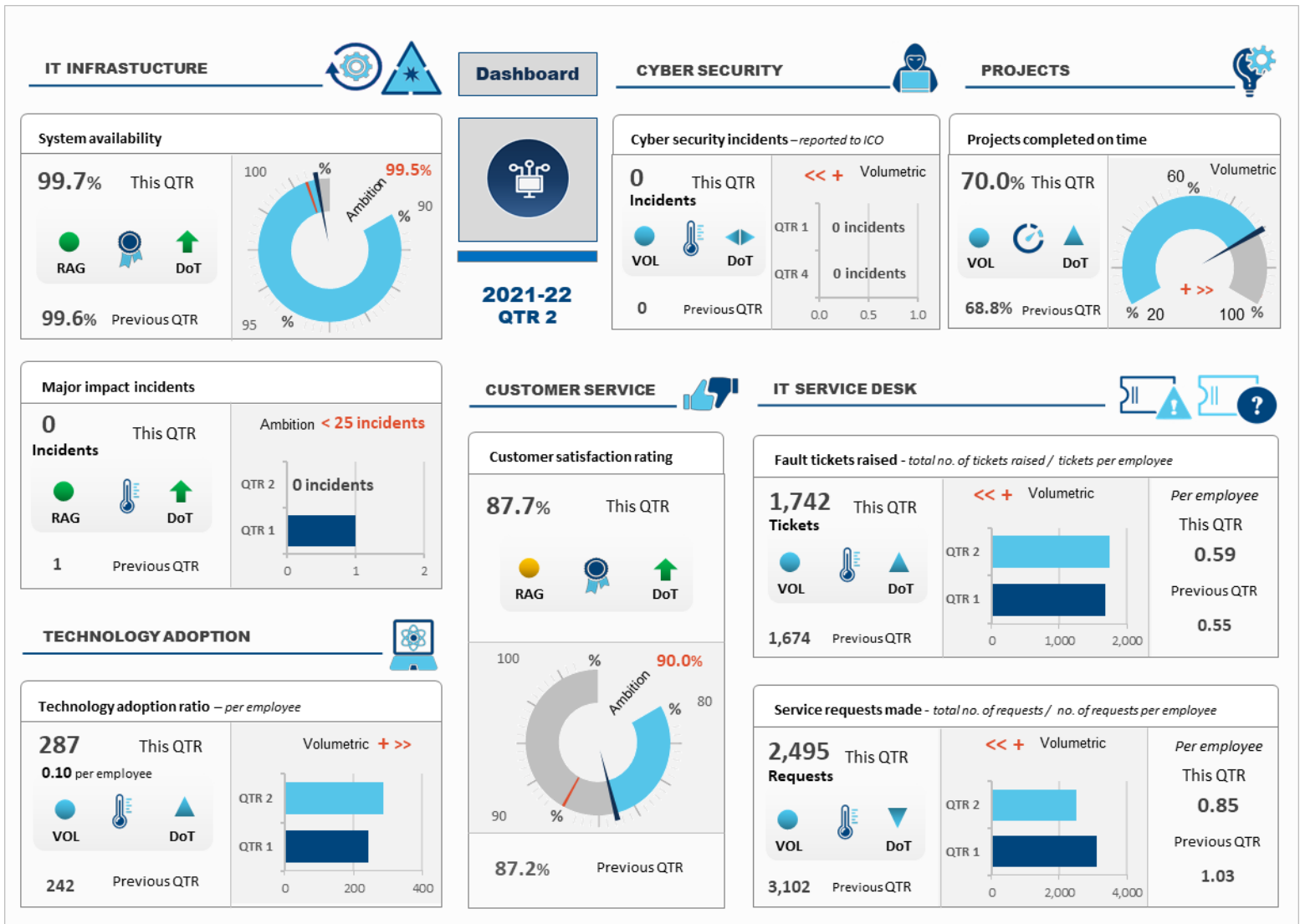
### Progress

Outcomes were slightly down this quarter, compared to the previous reporting period. Debt collection performance, however, is not yet available for quarter 2, as the data is collected 90 days in arrears.

- The Havering payrolls continued to process on average over 13,000 assignments across its 26 payrolls.
- The growth in external recruitment has continued and the team are now consistently processing around 30 to 40 contacts per month.
- Payroll is particularly busy this quarter, due to the volume requirement to process schools’ contractual changes submitted at the start of the academic year.
- Of the 71 new starter contracts issued, 2 missed target and only by 1 day, with the third, remaining contract, necessarily delayed due to issues raised during the checking process.

Percentage	DoT	Number
11.1%	Green Up	1
0.00%	Yellow Left	0
55.6%	Red Down	5
33.3%	Grey Up	3
0.00%	Blue Up	0
<b>Total</b>		<b>9</b>

## Technology & Innovation



## Performance

Percentage	RAG	Number
25.0%	Green	2
12.5%	Yellow	1
0.00%	Red	0
0.00%	Grey	0
62.5%	Blue	5
<b>Total</b>		<b>8</b>

Outcomes this quarter achieved, or bettered, the ambition in 2 of the 3 RAG rated measures.

- System availability during the period has remained above the target ambition.
- There were no major incidents recorded for this quarter and performance was comfortably within the target ambition.
- No cyber security incidents occurred during the quarter.
- Customer satisfaction for the quarter has remained slightly below the target ambition.

## Progress

Outcomes were slightly up this quarter, compared to the previous reporting period, with all three RAG rated measures showing an improvement.

- A greater number of fault tickets and service requests were recorded over the period, compared to the previous quarter.
- Projects completion on time increased by 1.2%, compared to quarter 1.
- The technology adoption ration has also increased this quarter over quarter 1.

Percentage	DoT	Number
37.5%	Green Up	3
0.00%	Yellow Left	0
0.00%	Red Down	0
0.00%	Grey Up/Down	0
62.5%	Blue Up	5
<b>Total</b>		<b>8</b>

# Asset Management

**COMMERCIAL INCOME**

**Annual contracted rent receivable – rent receivable -v- portfolio**

£4.04M Year to-date

QTR 2 £3.96m Ambition

£0.06M Previous Year

£m 2020 2021

**Dashboard**

**2021-22 QTR 2**

**PROPERTY**

**Vacant assets - within portfolio (as a percentage of whole)**

11.0% This QTR

<5% Ambition

11.0% Previous QTR

11.0% Year-to-date average

**Rent collection – rent collected -v- rent arrears**

£1.69M Year to-date

QTR 2 42.8% of Ambition

NEW Previous Year

£m 2020 2021

**HEALTH and SAFETY**

**Timely response to H&S notices & incidents**

100% This QTR

100% Previous QTR

**BUILDING SAFETY and REPAIR**

**Compliance inspections – completed on time**

96.7% This QTR

100% Previous QTR

**MARKET INCOME**

**Romford Market income – actual -v- expectation**

£208.3k Year-to-date

QTR 2 £178k Ambition

£79.2k Previous Year

£m 2020 2021

**Level of RIDDOR reporting – accidents, incidents n/misses**

0 reports This QTR

17.7 Rllng 12m Ave

**Responsive repairs – attended by contractor on time**

82.7% This QTR

39.0% Previous QTR

## Performance

Percentage	RAG	Number
62.5%	●	5
0.00%	●	0
12.5%	●	2
0.00%	●	0
12.5%	●	1
<b>Total</b>		<b>8</b>

The service has continued its strong start to the year, with outcomes achieving or bettering the Ambition in 5 out of 8 measures.

- Although not reaching the quarter one high point of 100%, performance for compliance inspections was 96.7%. The actuals figure may be higher, as some September certificates are pending.
- Commercial and market income remain on target to achieve the annual ambition.
- Vacancy rates are affected by proposed redevelopments at Hilldene and High Street, Romford.
- Contracts for responsive repairs have only recently mobilised, contributing to some works that may not have been attended to on time. This is normal for 3 to 6 months post mobilisation.
- No serious incident investigations were undertaken this quarter, although 2 follow-ups were carried out: 1 for a minor injury; and one for a non-injury

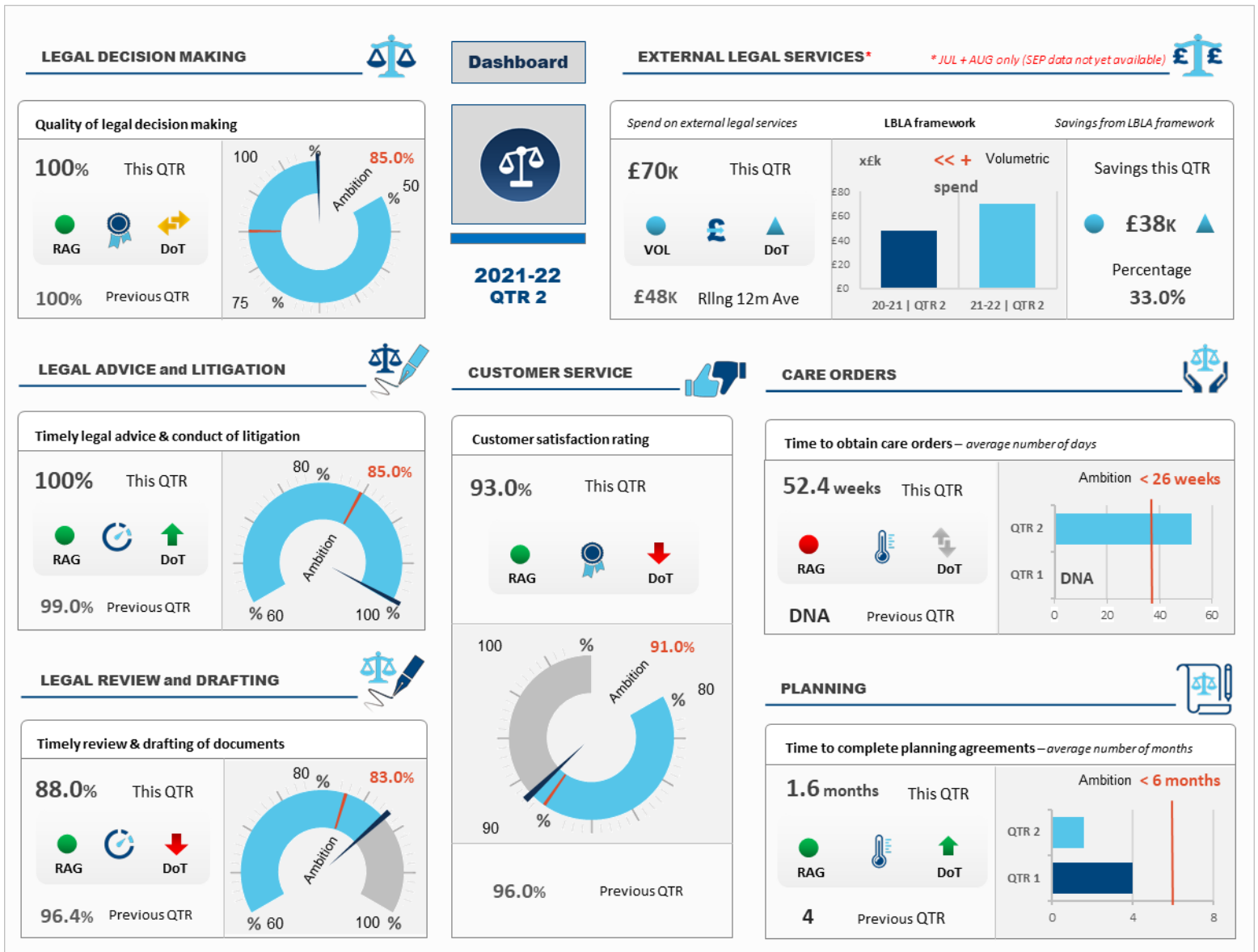
## Progress

Progress has strengthened this quarter, compared to the previous period, with outcomes in 3 out of 8 measures improving, 2 remaining unchanged and a third declining.

- Compliance inspections this quarter decreased 3.3%, but this was a high point of 100% reached in quarter 1.
- Romford market is slowly returning to expectation. With the busy Christmas period approaching, it is hoped that the improvement shown so far this year will continue.
- The vacancy rate remains the same as for the previous quarter.

Percentage	DoT	Number
37.7%	▲	3
25.0%	↔	2
12.5%	▼	1
12.5%	↕	1
12.5%	▲	1
<b>Total</b>		<b>8</b>

## Legal & Governance



## Performance

Percentage	RAG	Number
62.5%	●	5
0.00%	●	0
12.5%	●	1
0.00%	●	0
25.0%	●	2
<b>Total</b>		<b>8</b>

The service achieved, or bettered, the ambition in 5 of the 6 RAG rated measures, with 1 measure falling below the target ambition.

- Outcomes for the quality of legal decision making, turnaround time for giving initial advice and conduct of litigation achieved 100% this quarter.
- Legal review and drafting of documents also achieved the ambition, although, at 88%, performance was not as strong and in the above mentioned categories.
- The time taken to obtain care orders for the period was over twice the threshold. This is Covid related, particularly due to the shortage of court rooms at the beginning of lockdown resulting in cases not being finished. All Local Authorities are experiencing the same issues.

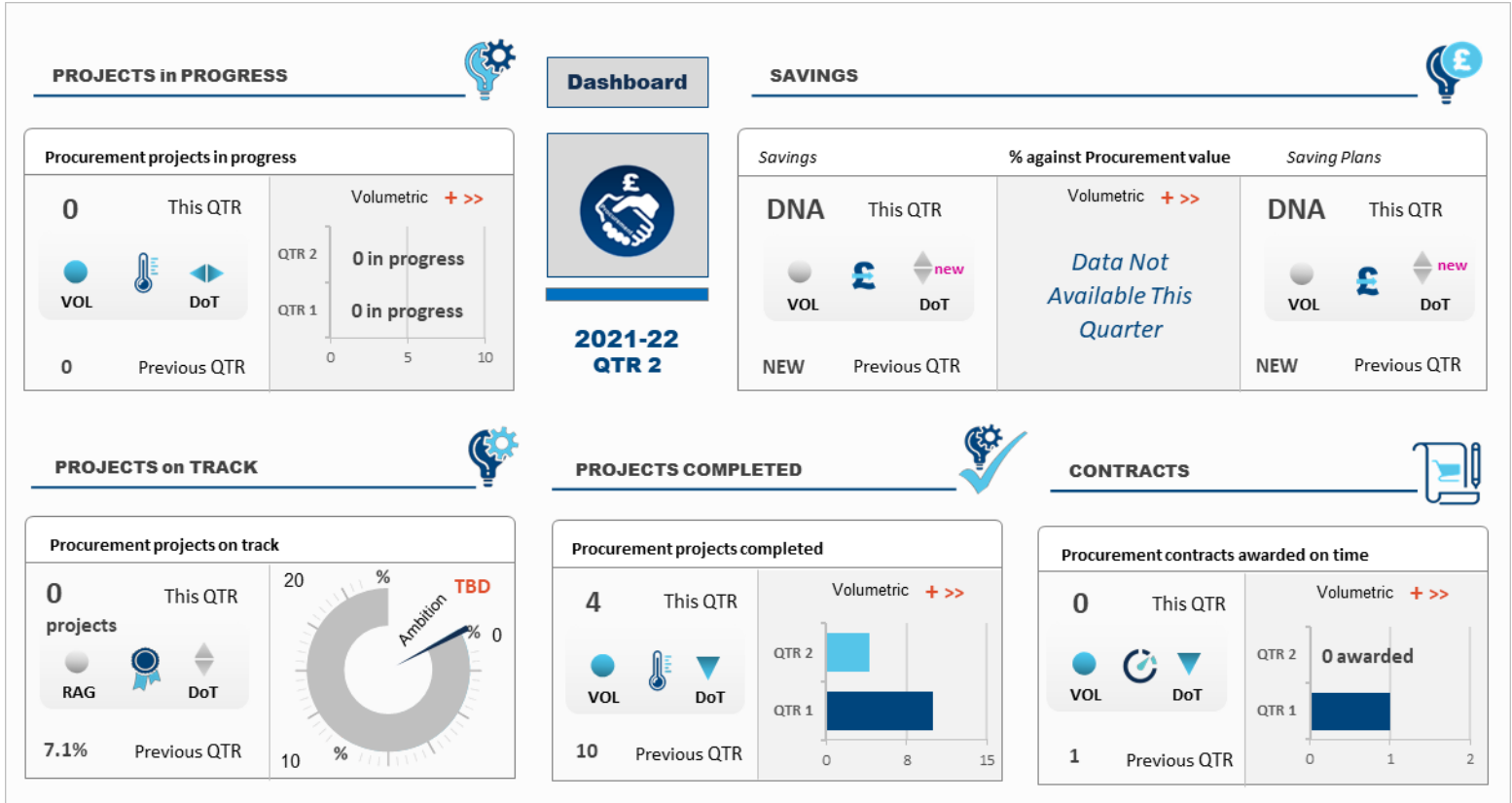
## Progress

Legal services' outcomes have remained steady this quarter, compared to quarter 1.

- Timely legal advice and litigation and the time taken to complete planning agreements have both shown an improvement over the second quarter.
- Timely review and drafting and also customer satisfaction have declined this period, compared to quarter 1.
- Although only the figures for July and August are currently available, it is noted that external legal spend over the first half of the year has increased significantly, compared to the same period last year. The main factors contributing to this are;
  - Fees payable to Francis Taylor Building for a planning injunction, CPO's and other planning matters;
  - Fees payable to Sharp Pritchard for two cases;
  - Fees payable to Capsticks for a procurement.

Percentage	DoT	Number
25.0%	▲	2
12.5%	↔	1
25.0%	▼	2
12.5%	↕	1
25.0%	▲	2
<b>Total</b>		<b>8</b>

## Procurement



## Performance

Percentage	RAG	Number
0.00%	●	0
0.00%	●	0
0.00%	●	0
16.7%	●	1
83.3%	●	5
<b>Total</b>		<b>6</b>

Performance measures for Procurement measures have been introduced for the first time for 2021-22 reporting.

- RAG rating will be available once the target ambition has been set for procurement projects on-track, savings and savings plans has been determined.

## Progress

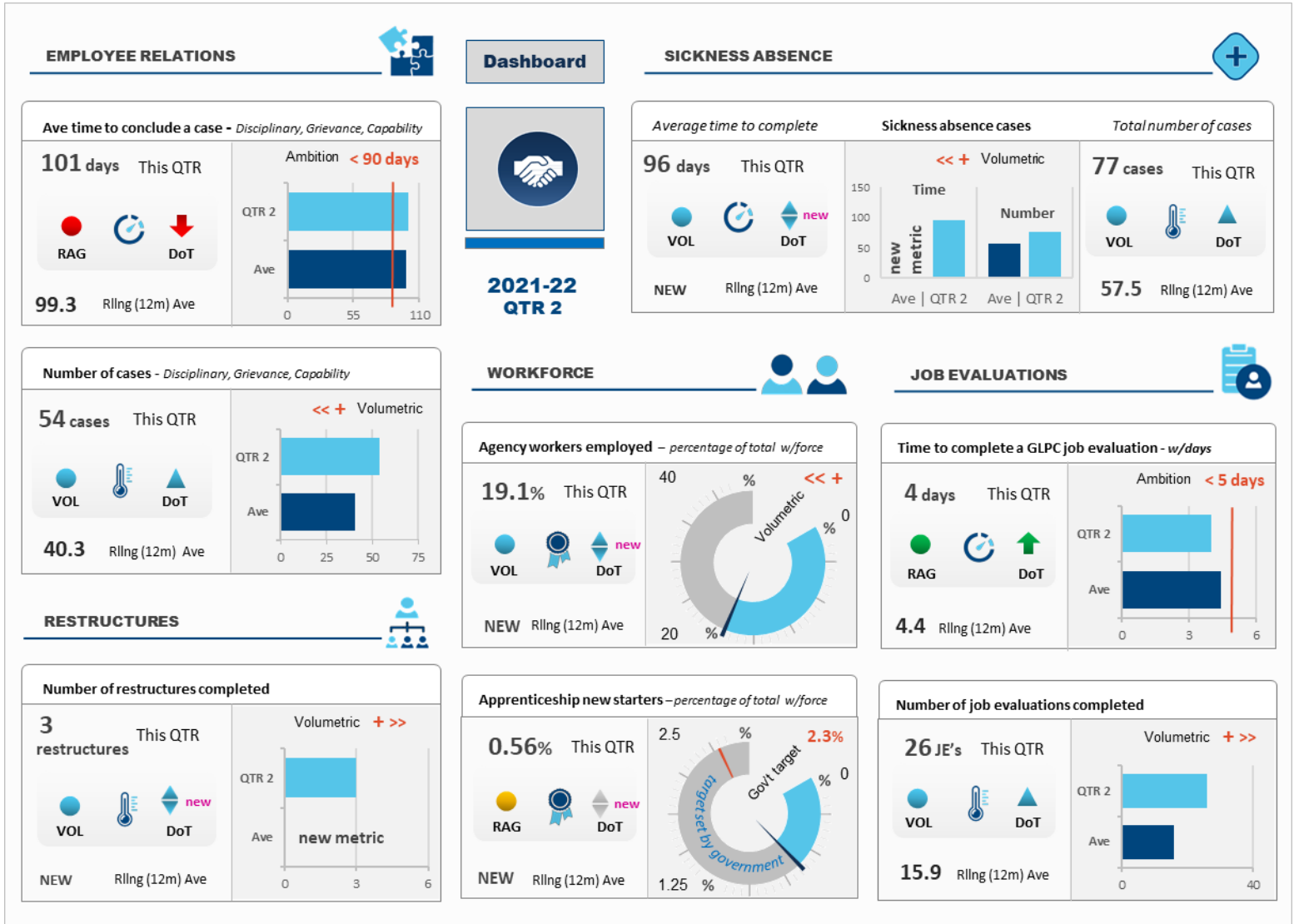
Performance measures for Procurement measures have been introduced for the first time for 2021-22 reporting.

- As with the previous quarter, there are currently no procurement projects actively in progress.
- Procurement projects completed this quarter has reduced from 10 to 4.
- No procurement contracts were awarded in quarter 2, compared to 1 in the previous quarter

Note: Direction of travel will be available for the 3 non-Volumetric measure once the target ambition has been set.

Percentage	DoT	Number
0.00%	▲	0
0.00%	↔	0
0.00%	▼	0
50.0%	↕	3
50.0%	▲	3
<b>Total</b>		<b>6</b>

## Human Resources and OD



## Performance

Percentage	RAG	Number
11.1%	●	1
11.1%	●	1
11.1%	●	1
0.00%	●	0
66.7%	●	6
<b>Total</b>		<b>9</b>

Outcomes this quarter achieved, or bettered, the ambition for 1 of the 3 RAG rated measures.

- The average time for completing a job evaluation has achieved the target ambition, a significant increase in volume.
- Disciplinary, grievance and capability cases (collectively) are taking longer, on average, to resolve than the target timescale. This is due to a small number of complex grievance cases taking longer than 90 days to resolve. The average timeliness of disciplinary cases remains below the 90 day target.
- Performance against apprenticeship starts was slightly below the target ambition for the quarter.

## Progress

In broad terms, performance is stable despite a significant increase in demand - particular for job evaluations, support on sickness absence cases, and support for restructures.

- The average time taken to resolve disciplinary, grievance and capability cases is expected reduce over the course of the year, as the small number of complex grievance cases continue to fall outside the average calculation period.
- Performance against apprenticeship starts is expected to improve as the year progresses, in the next quarter following a corporate campaign to recruit existing employees into leadership and project management apprenticeships. Progress against individual directorate targets is monitored and reported regularly to the Apprenticeship Levy Working Group Senior Leadership Team.

Percentage	DoT	Number
11.1%	▲	1
0.00%	↔	0
11.1%	▼	1
11.1%	↕	1
66.70%	▲	6
<b>Total</b>		<b>9</b>

## Technical & Transport Services

### Technical Services

**Performance Ambition for 2021-22 - end-of-year achievement**

- School Expansion Budget - **£6.83m**
- School Maintenance Budget - **£4.99m**
- Other Capital Spend Budget - **£119.9k**

**Ambition** +5%  
Actual spend within 5% of Budget -5%

**Dashboard**

**2021-22 QTR 2**

Asset Management

### OTHER CAPITAL PROGRAMME SPEND

Other capital spending programme - expenditure v budget

**£0.00M** This QTR

RAG DoT

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### SCHOOLS CAPITAL PROGRAMME SPEND

School expansion programme - expenditure v budget

**£2.61M** This QTR

RAG DoT

School maintenance programme - expenditure v budget

**£0.91M** This QTR

RAG DoT

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### Transport Services

\* Customer Satisfaction survey conducted annually in December

### CUSTOMER SERVICE \*

Customer Satisfaction Survey

**95.0%** DEC 2020

RAG DoT

**97.0%** DEC 2019

### EXTERNAL INCOME

External income generated - gross

**£203.1k** Year-to-date

RAG DoT

**£775k** 2020-21 Outturn

## Performance

Percentage	RAG	Number
60.0%	●	3
0.00%	●	0
0.00%	●	0
40.0%	●	2
0.00%	●	0
<b>Total</b>		<b>5</b>

Technical services performance framework is a client-lead, long-term programme and subject to change during the year, responding to alterations in directorate priorities and individual projects that can occur at any time.

Outcomes this quarter achieved, or bettered, the ambition for 3 of the 5 RAG rated measures.

- The Schools maintenance expenditure is projected to be on target to achieve the ambition this quarter.
- Transport services external income is on target to meet the end-of-year ambition.

Note: Transport services now reports gross external income quarterly. The Customer satisfaction survey is conducted annually in December.

## Progress

Technical services performance measures are new for this year, so no year-on-year direction of travel comparison is possible for this year's performance report.

- Schools expansion and maintenance expenditure (collectively) reached 47.7% of projected budget spend over the period, reflecting that a large proportion of works are carried out during the summer break that falls within quarter 2.
- Zero spending on other capital projects is because these budgets are currently under review, due to the asset rationalisation programme which is underway.

Percentage	DoT	Number
0.00%	↑	0
0.00%	↔	0
0.00%	↓	0
1000%	↕	5
0.00%	▲	0
<b>Total</b>		<b>5</b>





## Havering Scorecard – Quality and Monetary Measures

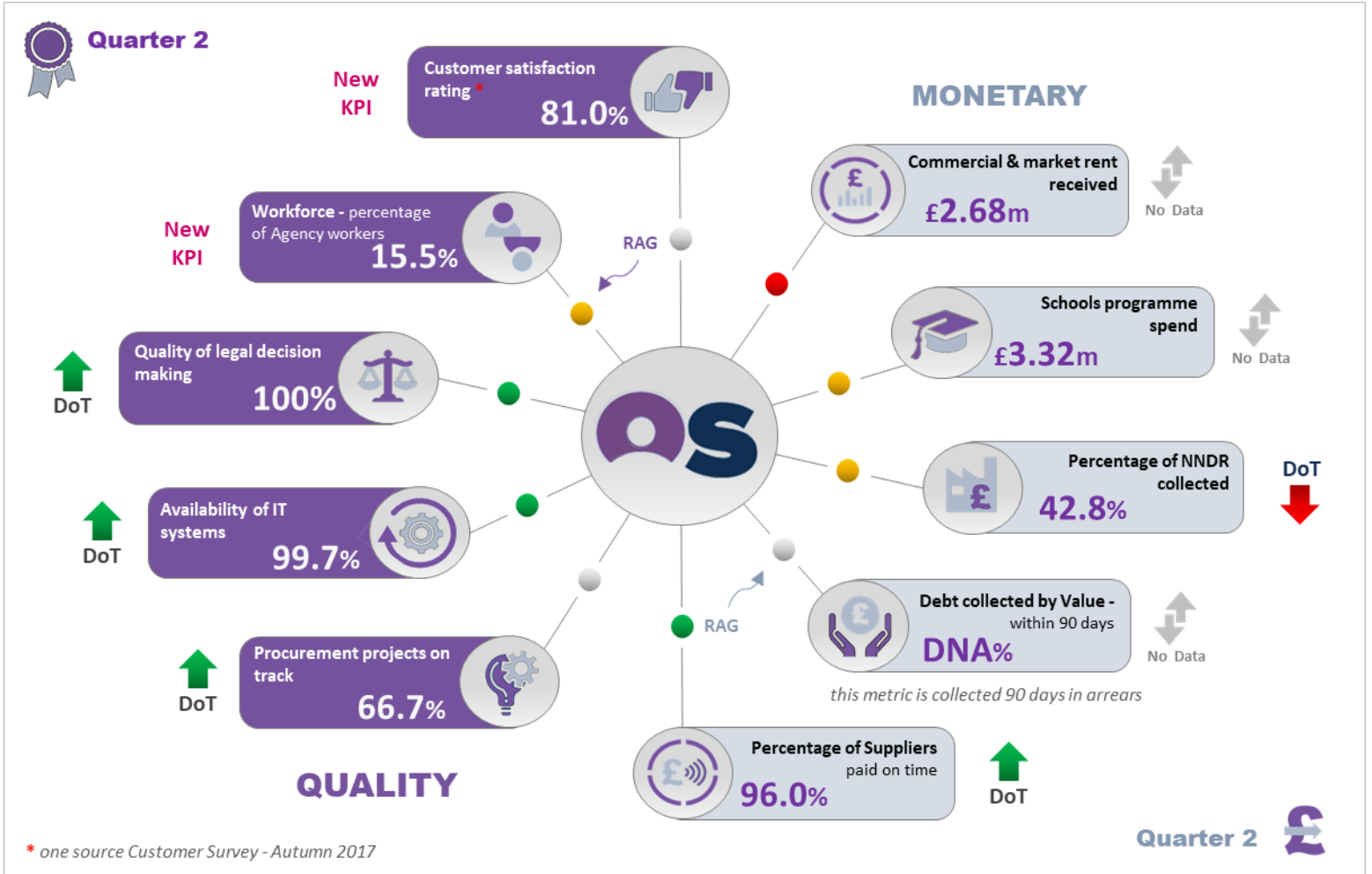
one source Corporate Scorecard - rolling 12 months				2020-21 QTR 3			2020-21 QTR 4			2021-22 QTR 1			2021-22 QTR 2			AVERAGE over 12 months
CAT	DIR	MEASURE	AMBITION	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	
QUALITY	E&T	Accuracy of payroll payments - <i>percentage</i>	100.0%	99.9%	100.0%	100.0%	100.0%	100.0%	100.0%	99.9%	100.0%	100.0%	99.9%	99.9%	99.9%	99.9%
	ICT	ICT customer satisfaction rating - <i>percentage</i>	90.0%	86.0%	86.6%	89.6%	82.4%	83.9%	84.1%	DNA	DNA	DNA	86.9%	87.6%	88.6%	86.2%
		System availability - <i>percentage (of total time)</i>	99.5%	99.3%	99.5%	100.0%	100.0%	100.0%	100.0%	DNA	DNA	DNA	99.7%	99.6%	99.7%	99.7%
	AM	Level of RIDDOR reporting - <i>number of reports</i>	Volumetric	27	18	18	18	39	71	2	DNA	2	0	0	0	17.7
	L&G	Legal & Governance customer satisfaction rating - <i>percentage</i>	91.0%	86.0%	86.0%	90.0%	91.0%	89.0%	DNA	96.0%	96.0%	DNA	100.0%	85.0%	DNA	91.0%
		Quality of legal decision making - <i>percentage</i>	85%						New KPI	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	PROC	Percentage of Procurement projects on track - <i>percentage (of total in-progress)</i>	TBC							New KPI	quarterly	7.1%	quarterly	0.0%	3.6%	
	HROD	Agency workers employed - <i>percentage (of total workforce)</i>	TBC							New KPI	19.2%	20.2%	19.7%	19.1%	19.4%	19.1%
Apprenticeship new starters - <i>percentage (of total workforce)</i>		2.3% (gov't)							New KPI	0.16%	0.16%	0.21%	0.21%	0.21%	0.56%	0.25%
(AM) T&T	Passenger Transport Service (PTS) customer satisfaction rating - <i>percentage</i>	98.5%			95.0%	Customer Survey conducted in December									95.0%	
MONETARY	E&T	Council Tax collected - <i>percentage collected</i>	97.0%	65.2%	74.3%	83.3%	92.0%	94.0%	96.2%	12.9%	21.7%	30.7%	39.5%	48.5%	57.3%	59.6%
		NNDR collected - <i>percentage collected</i>	98.7%	68.7%	75.7%	84.0%	90.1%	DNA	DNA	14.4%	22.3%	27.8%	34.0%	43.2%	51.6%	51.2%
		Percentage of suppliers paid within 30 days - <i>percentage in time</i>	95.0%	94.1%	91.4%	93.4%	93.1%	81.0%	92.3%	91.0%	90.0%	98.0%	94.0%	89.0%	92.3%	91.6%
		Debt collected (by value) in 90 days - <i>percentage collected</i>	80.0%	DNA	DNA	DNA	DNA	DNA	DNA	91.9%	DNA	DNA	DNA	DNA	DNA	DNA
	AM	Annual commercial income (receivable contracted rent) - <i>x £million</i>	TBC							New KPI	quarterly	£4.01m	quarterly	£4.04m	£4.03m	
		Annual commercial income (contracted rent received) - <i>x £million</i>	£3.960m	DNA	DNA	£0.177m	DNA	DNA	£0.177m	quarterly	£1.04m	quarterly	£1.69m	£1.37m		
		Romford market income (forecast -v- actual) - <i>x £thousand</i>	£3.762m	£29,301	£28,300	£35,500	£23,611	£24,200	£2,000	£13,539	£47,560	£37,514	£35,283	£37,338	£37,165	£27,319
		School expansion programme (expenditure v budget) - <i>x £million</i>	£6.830m							New KPI	quarterly	£1.61m	quarterly	£2.61m	£2.11m	
		School maintenance programme (expenditure v budget) - <i>x £million</i>	£4.991m							New KPI	quarterly	£0.16m	quarterly	£0.91m	£0.54m	
	L&G	Other capital programme (expenditure v budget) - <i>x £million</i>	£0.120m							New KPI	quarterly	£TBDm	quarterly	£TBDm	£TBDm	
		Spend on external Barristers & Solicitors (through LBLA framework) - <i>x £thousand</i>	Volumetric	£36,014	£50,062	£115,687	£15,090	£24,711	DNA	£32,626	£117,605	£19,867	£37,929	£31,985	DNA	£48,158
	PROC	Savings on external Barristers & Solicitors (through LBLA framework) - <i>x £thousand</i>	Volumetric	£15,680	£22,453	£59,021	£9,932	£10,590	DNA	£17,553	£64,469	£7,864	£17,906	£16,907	DNA	£24,238
		Savings against Procurement value - <i>percentage</i>	TBC							New KPI	Not yet available	Not yet available	Not yet available	n/a		
	(AM) T&T	Saving Plans - <i>percentage (of Procurement spend)</i>	TBC							New KPI	Not yet available	Not yet available	Not yet available	n/a		
		External income generated (gross) - <i>x £million</i>	£0.345m	DNA	DNA	DNA	DNA	DNA	DNA	£0.20m	£0.10m	£0.42m	£0.43m	£0.06m	£0.03m	£0.03m



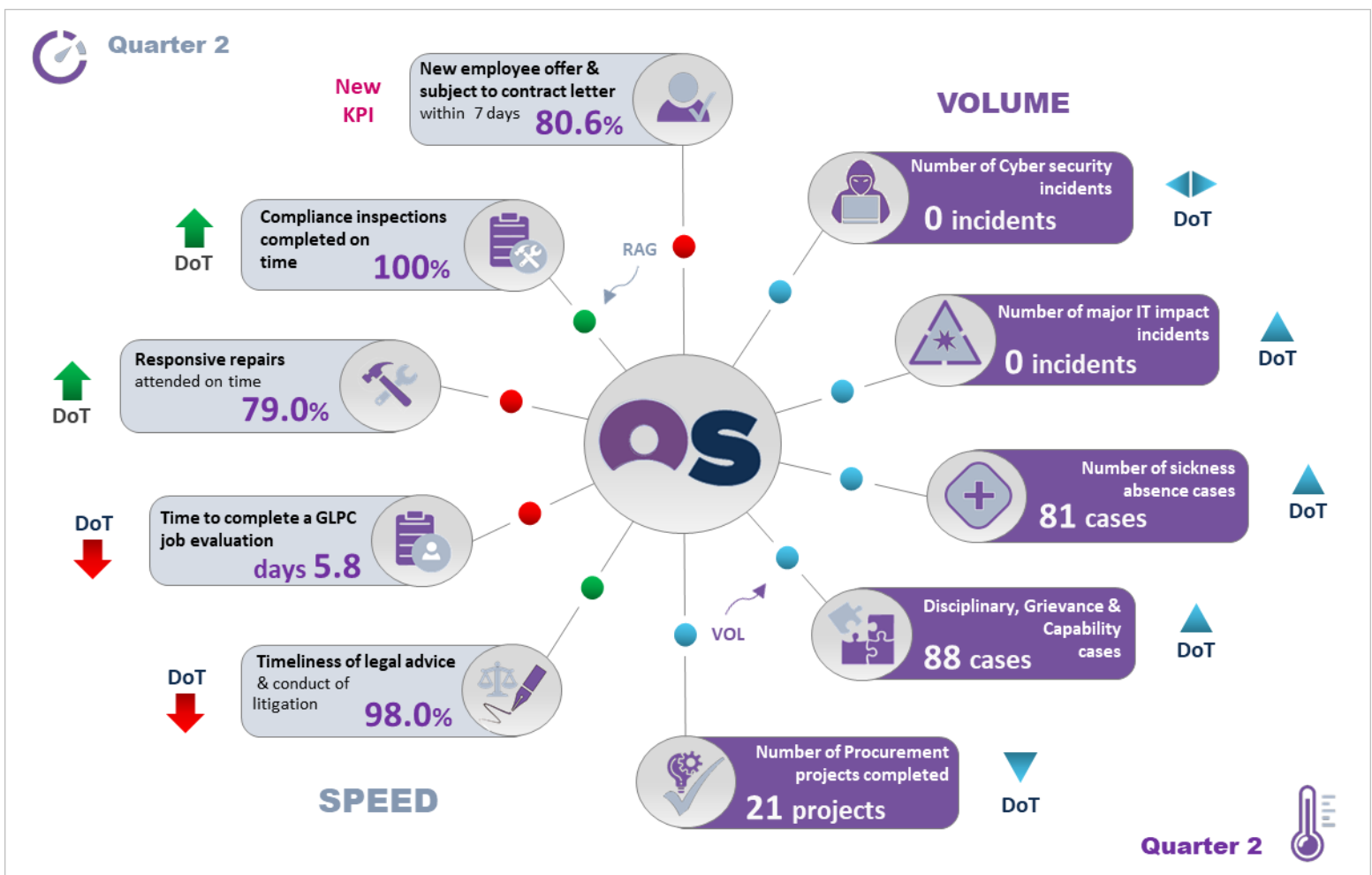
## Having Scorecard – Speed and Volume Measures

one source Corporate Scorecard - rolling 12 months				2020-21 QTR 3			2020-21 QTR 4			2021-22 QTR 1			2021-22 QTR 2			AVERAGE over 12 months
CAT	DIR	MEASURE	AMBITION	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	
SPEED	E&T	Offer letter and subject to contract (issued within 7 days) - <i>percentage in time</i>	95%	New KPI						100.0%	100.0%	91.7%	93.3%	100.0%	93.8%	96.5%
		Percentage of debt collected (by volume) in 90 days - <i>percentage in time</i>	80.0%	DNA	DNA	DNA	DNA	DNA	DNA	79.7%	DNA	DNA	DNA	DNA	DNA	79.7%
		Time taken to process Housing Benefit (change of circumstances) - <i>average no. of days</i>	11 w/days	5.0	7.0	11.0	10.0	16.0	1.0	5.0	7.0	5.0	7.0	7.0	5.0	6.7
		Time taken to process Housing Benefit (new claims) - <i>average no. of days</i>	20 w/days	10.0	12.0	18.0	15.0	10.0	14.0	16.0	16.0	14.0	10.0	13.0	12.0	12.8
	ICT	ICT projects completed on time - <i>percentage (of total projects completed)</i>	Volumetric	New KPI						DNA	DNA	68.0%	67.0%	71.0%	72.0%	69.5%
	AM	FM compliance inspections completed on time - <i>percentage (of total scheduled)</i>	97.0%	93.0%	89.0%	88.0%	93.0%	85.0%	85.0%	100.0%	100.0%	100.0%	100.0%	99.0%	91.0%	93.6%
		Responsive repairs (attended by contractor on time) - <i>percentage attended in time</i>	97.5%	93.7%	93.7%	93.7%	98.7%	98.7%	98.7%	39.0%	41.0%	37.0%	91.0%	87.0%	70.0%	78.5%
		Response to H&S Notices & Serious Incidents - <i>percentage (of responses in time)</i>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	DNA	100.0%	100.0%	100.0%	100.0%	100.0%
	L&G	Timely provision of legal advice & conduct of litigation - <i>percentage of total</i>	85.0%	New KPI						97.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.5%
		Timely review and drafting of documents - <i>percentage of total</i>	83.0%	New KPI						100.0%	89.3%	100.0%	98.3%	66.7%	100.0%	92.4%
		Time taken to complete planning agreements - <i>average no. of months</i>	<6 months	7.0	6.0	7.0	6.0	6.0	6.0	4.0	4.0	4.0	n/a	n/a	5.0	5.5
		Time to obtain care orders - <i>average no. of weeks</i>	<26 weeks	No data	37.9	n/a	30.6	n/a	n/a	DNA	DNA	DNA	59.3	n/a	45.6	43.3
	PROC	Number of contracts awarded on time	Volumetric	New KPI						quarterly		1.0	quarterly		0.0	0.5
	HROD	Time taken to complete a job evaluation (GLPC) - <i>average no. of days</i>	5 w/days	4.0	6.0	5.0	2.7	2.2	3.0	7.4	4.7	3.7	5.5	3.4	5.0	4.4
Time taken to conclude an ER case (disciplinary, grievance, capability) - <i>average no. of days</i>		90 w/days	New KPI						100.0	101.0	95.0	99.0	100.0	101.0	99.3	
Time taken to conclude a sickness absence case - <i>average no. of days</i>		Volumetric	New KPI						108.0	118.0	94.0	92.0	88.0	96.0	99.3	
VOLUME	ICT	Cyber security incidents reported to the ICO - <i>total number reported</i>	24 reports	New KPI						0.0	0.0	1.0	0.0	0.0	0.0	0.2
		Major impact incidents - <i>total number of incidents</i>	Volumetric	New KPI						0.0	0.0	1.0	0.0	0.0	0.0	0.2
		Fault Tickets raised by staff - <i>total number of tickets raised</i>	Volumetric	New KPI						577	550	547	713	417	612	569
		Service requests made by staff - <i>total number of requests made</i>	Volumetric	New KPI						979	1053	1070	1025	635	835	933
		Technology adoption ratio - <i>quotient</i>	Volumetric	New KPI						218.0	240.0	268.0	n/a	291.0	283.0	260.0
	AM	Vacancy rate (vacant assets within the portfolio) - <i>percentage (of total portfolio)</i>	<5%	New KPI						quarterly		11.0%	quarterly		11.0%	11.0%
	PROC	Procurement projects in progress - <i>total number in progress</i>	Volumetric	New KPI						quarterly		0.0	quarterly		0.0	0.0
		Procurement projects completed - <i>total number completed</i>	Volumetric	New KPI						quarterly		10.0	quarterly		4.0	7.0
	HROD	Restructures completed - <i>total number completed</i>	Volumetric	New KPI						No data	No data	4.0	2.0	1.0	0.0	1.8
		Job evaluations completed (GLPC) - <i>total number completed</i>	Volumetric	quarterly		15.0	quarterly		32.0	14.0	21.0	19.0	6.0	18.0	2.0	27.2
Sickness absence cases concluded - <i>total number completed</i>		Volumetric	quarterly		22.0	quarterly		23.0	68.0	67.0	67.0	67.0	69.0	77.0	57.5	
Disciplinary, Grievance and Capability cases concluded - <i>total number concluded</i>		Volumetric	quarterly		19.0	quarterly		4.0	52.0	48.0	45.0	49.0	51.0	54.0	40.3	

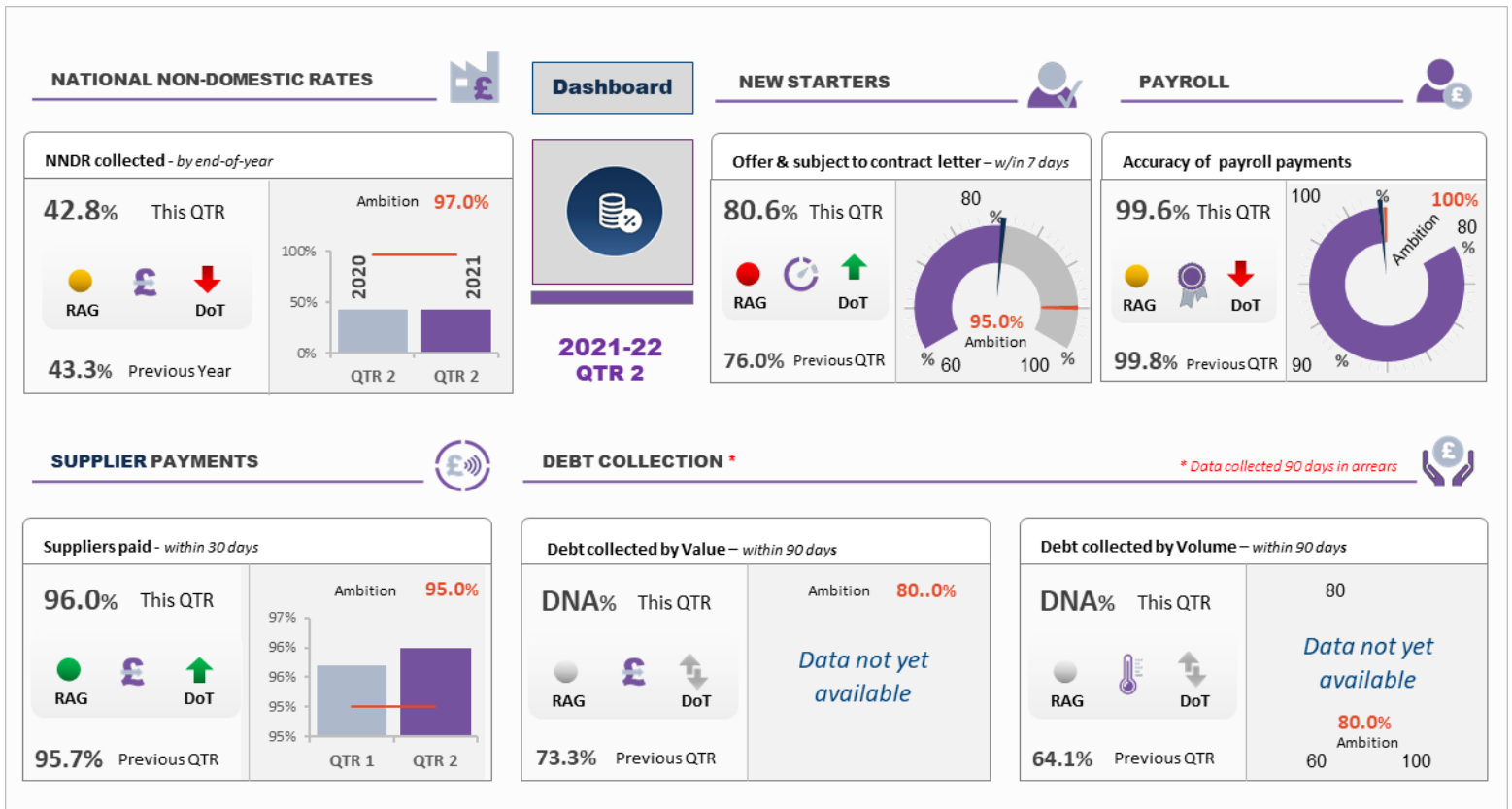
# Newham



## Key Performance Indicators



## Exchequer & Transactional Finance and HR



## Performance

Percentage	RAG	Number
16.7%	Green	1
33.3%	Yellow	2
0.00%	Red	1
33.3%	Grey	2
0.00%	Blue	0
<b>Total</b>		<b>6</b>

The service has experienced a challenging first half of the year, with outcomes falling below, or just below, the Ambition in three out of six measures.

- Over the quarter, there was just under 37,000 Payroll payments made to employees and pensioners. This quarter also saw the TUPE transfer of 250 employees from 3 external payrolls onto the central officers' payroll. Half of the 150 additional monthly payments were the result of late or incorrect information sent to the service from service managers and via HMRC.
- NNDR performance and collection remains adversely affected by the re-profiling of the collectible debit, as a result of the changes in the Covid relief framework.
- Supplier payments during the quarter exceeded the target ambition.
- Outcomes for new starter contracts was below the target ambition. Performance was impacted by 8 contracts that were issued on the 8th day of notification and delays in checking information. The service is reviewing the checking process to see how this can be improved and better managed going forward.

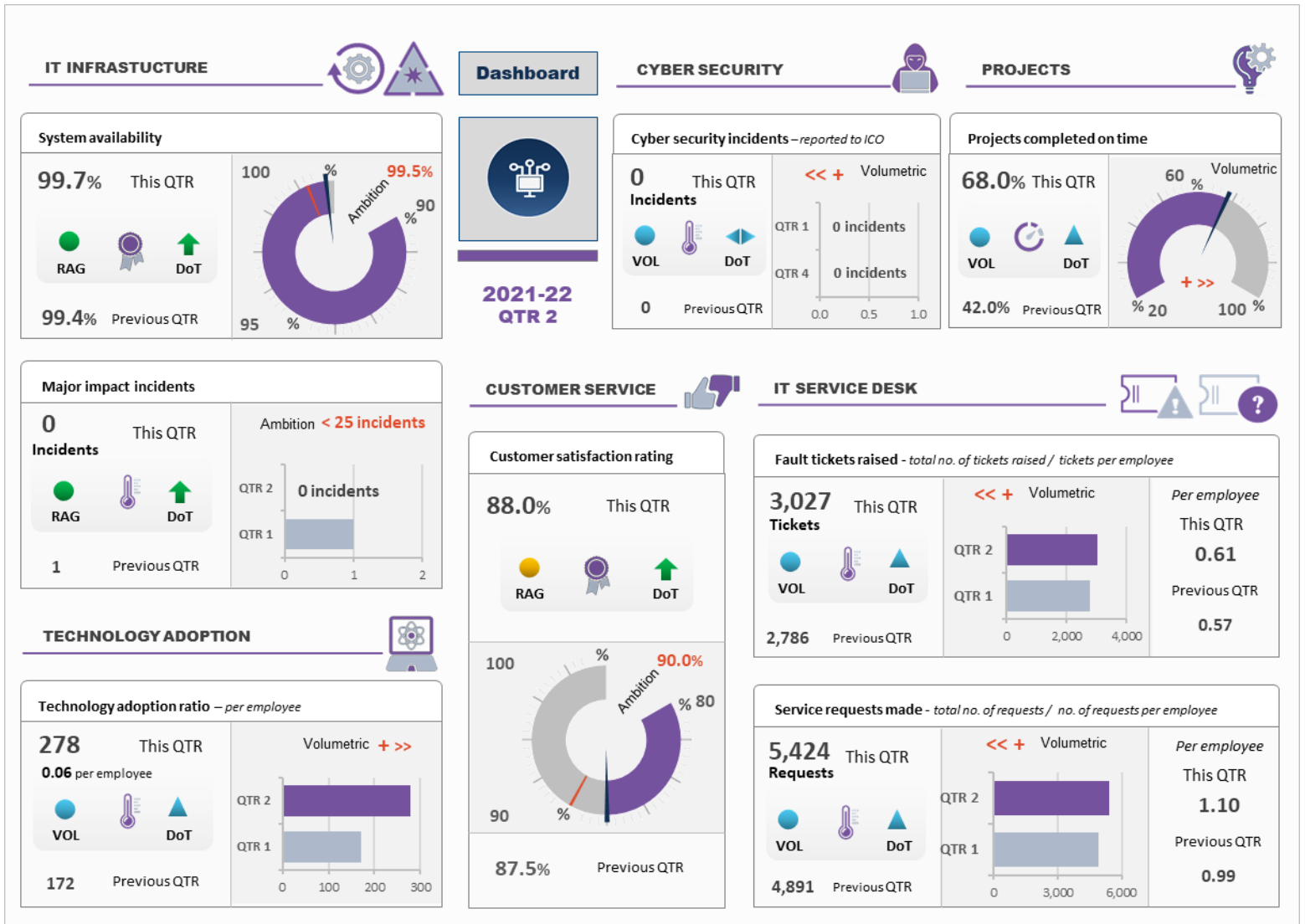
## Progress

Overall, outcomes remain on a par with the previous reporting period. Debt collection performance, however, is not yet available for quarter 2, as the data is collected 90 days in arrears.

- In Payroll, half of the 150 additional monthly payments made in quarter 2 resulted from the late processing of overtime claims. This indicates that further work is still required to improve the process for non-contractual payments.
- Performance for new starter contracts improved this quarter by 4.6%, compared to the previous reporting period. A total of 140 subject to contracts were sent to new starters in quarter 2, which is line of the average demand of 40 to 50 per month.

Percentage	DoT	Number
16.7%	Green Up Arrow	2
16.7%	Yellow Double Arrow	0
0.00%	Red Down Arrow	2
66.6%	Grey Double Arrow	2
0.00%	Blue Up Arrow	0
<b>Total</b>		<b>6</b>

## Technology & Innovation



## Performance

Percentage	RAG	Number
25.0%	Green	2
12.5%	Yellow	1
0.00%	Red	0
0.00%	Grey	0
62.5%	Blue	5
<b>Total</b>		<b>8</b>

Outcomes this quarter achieved, or bettered, the ambition in 2 of the 3 RAG rated measures.

- System availability during the period has remained above the target ambition.
- There were no major incidents recorded for this quarter and performance was comfortably within the target ambition.
- No cyber security incidents occurred during the quarter.
- Customer satisfaction for the quarter has remained slightly below the target ambition.

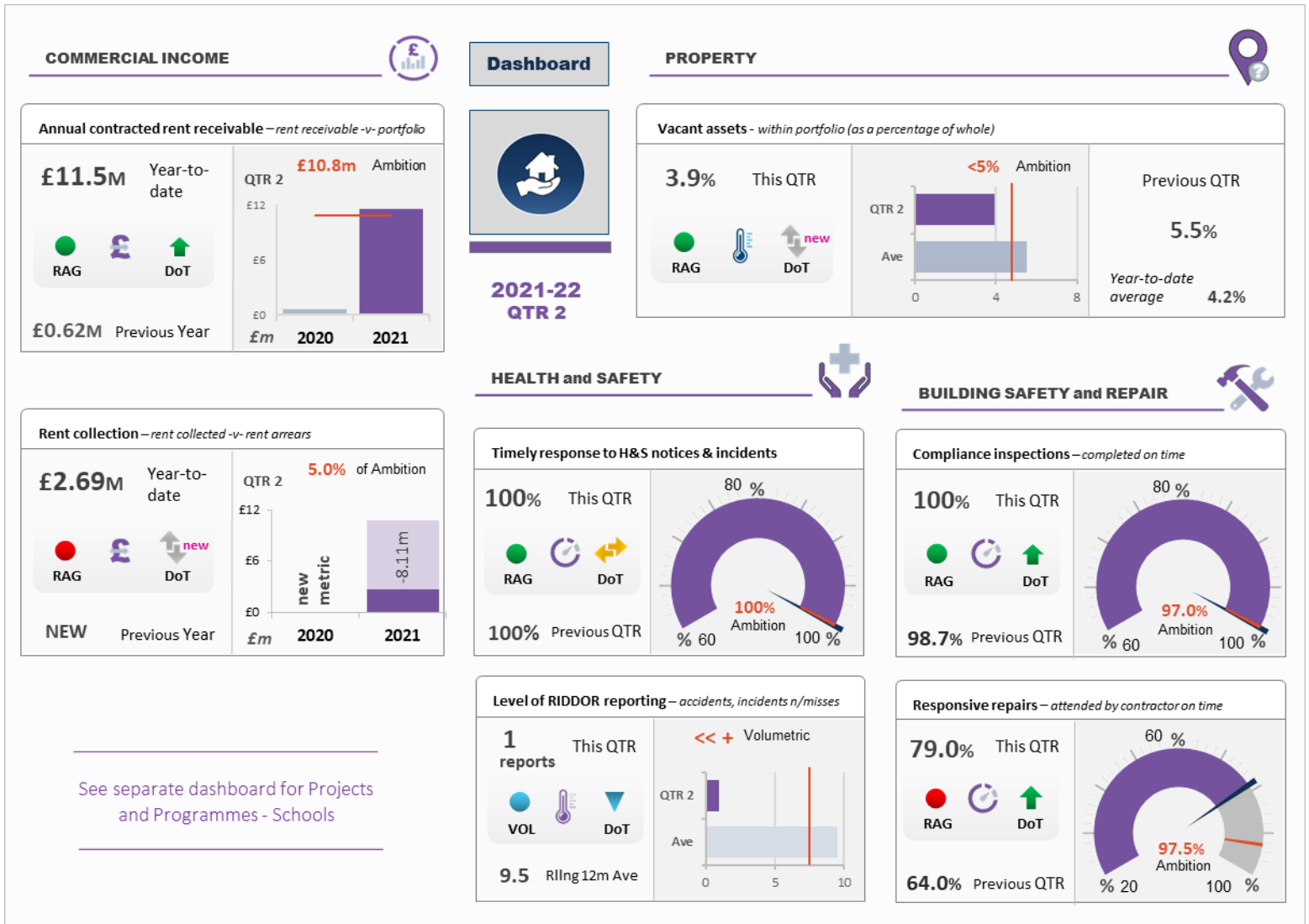
## Progress

Outcomes were slightly up this quarter, compared to the previous reporting period, with all three RAG rated measures showing an improvement.

- A greater number of fault tickets and service requests were recorded over the period, compared to the previous quarter.
- Projects completion on time increased by 26.0%, compared to quarter 1.
- The technology adoption ration has also increased this quarter over the previous quarter.

Percentage	DoT	Number
37.5%	Green Up	3
0.00%	Yellow Double Arrow	0
0.00%	Red Down	0
0.00%	Grey Double Arrow	0
62.5%	Blue Up	5
<b>Total</b>		<b>8</b>

## Asset Management



See separate dashboard for Projects and Programmes - Schools

## Performance

Percentage	RAG	Number
57.1%	<span style="color: green;">●</span>	4
0.00%	<span style="color: yellow;">●</span>	0
28.6%	<span style="color: red;">●</span>	2
0.00%	<span style="color: grey;">●</span>	0
14.3%	<span style="color: blue;">●</span>	1
<b>Total</b>		<b>7</b>

The service has seen a strong first half of the year, with outcomes achieving or bettering the Ambition in 5 out of 6 RAG rated measures.

- Compliance inspections exceeded the ambition, achieving 100% for quarter 2.
- One accident/incident or near miss was reported this quarter, which was followed-up within the response timescale.
- Commercial income (rent receivable) has enjoyed a robust second quarter and remains on target to achieve the end-of-year ambition. Rent received fared less well in quarter 2; however, the quarterly lag in raising invoices may cause an upwards revision to this quarter's figures in quarter 3.
- Vacancy rates were within tolerance to the target ambition.
- Contracts for responsive repairs have only recently mobilised, contributing to some works that may not have been attended on time. This is normal for 3 to 6 months post mobilisation.

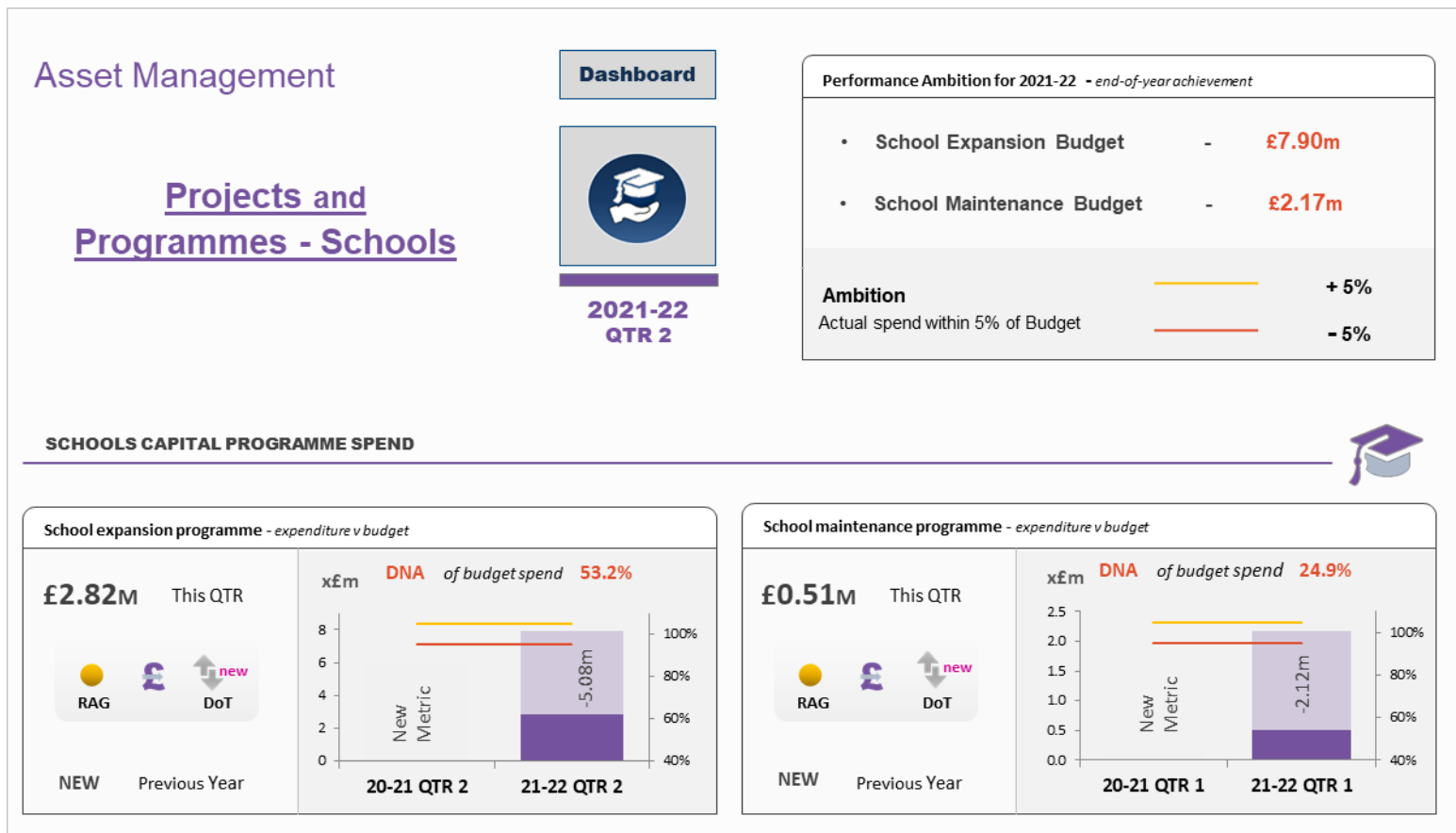
## Progress

This quarter has seen a rise in overall performance compared to the previous period, with 3 out of 7 measures delivering an improved outcome and 1 measure remaining unchanged (2 measures cannot yet be given a DoT).

- Although responsive repairs did not reach the target ambition this quarter, performance has improved over quarter 1.
- A note of caution still needs to be sounded around vacancy rates, as the impact of Covid is anticipated to create more vacant properties over the second half of the year.

Percentage	DoT	Number
42.9%	<span style="color: green;">↑</span>	3
14.3%	<span style="color: yellow;">↔</span>	1
0.00%	<span style="color: red;">↓</span>	0
28.6%	<span style="color: grey;">↕</span>	2
14.3%	<span style="color: blue;">▲</span>	1
<b>Total</b>		<b>7</b>

## Asset Management – Projects and Programmes (Schools)



## Performance

Percentage	RAG	Number
0.00%	<span style="color: green;">●</span>	0
100%	<span style="color: yellow;">●</span>	2
0.00%	<span style="color: red;">●</span>	0
0.00%	<span style="color: grey;">●</span>	0
0.00%	<span style="color: blue;">●</span>	0
<b>Total</b>		<b>2</b>

School expansion works typically focus on providing capacity by September as a result of which the bulk of the programme spend appears in quarters 2 and 3.

- The Schools maintenance expenditure profile reflects that the bulk of maintenance works are conducted over regular school holiday periods, particularly during the summer break and quarter 2.
- There is also the possibility of slippage, if new tranche of projects cannot be delivered until the summer of 2022.

*Note: other capital programme spending is no longer within one source.*

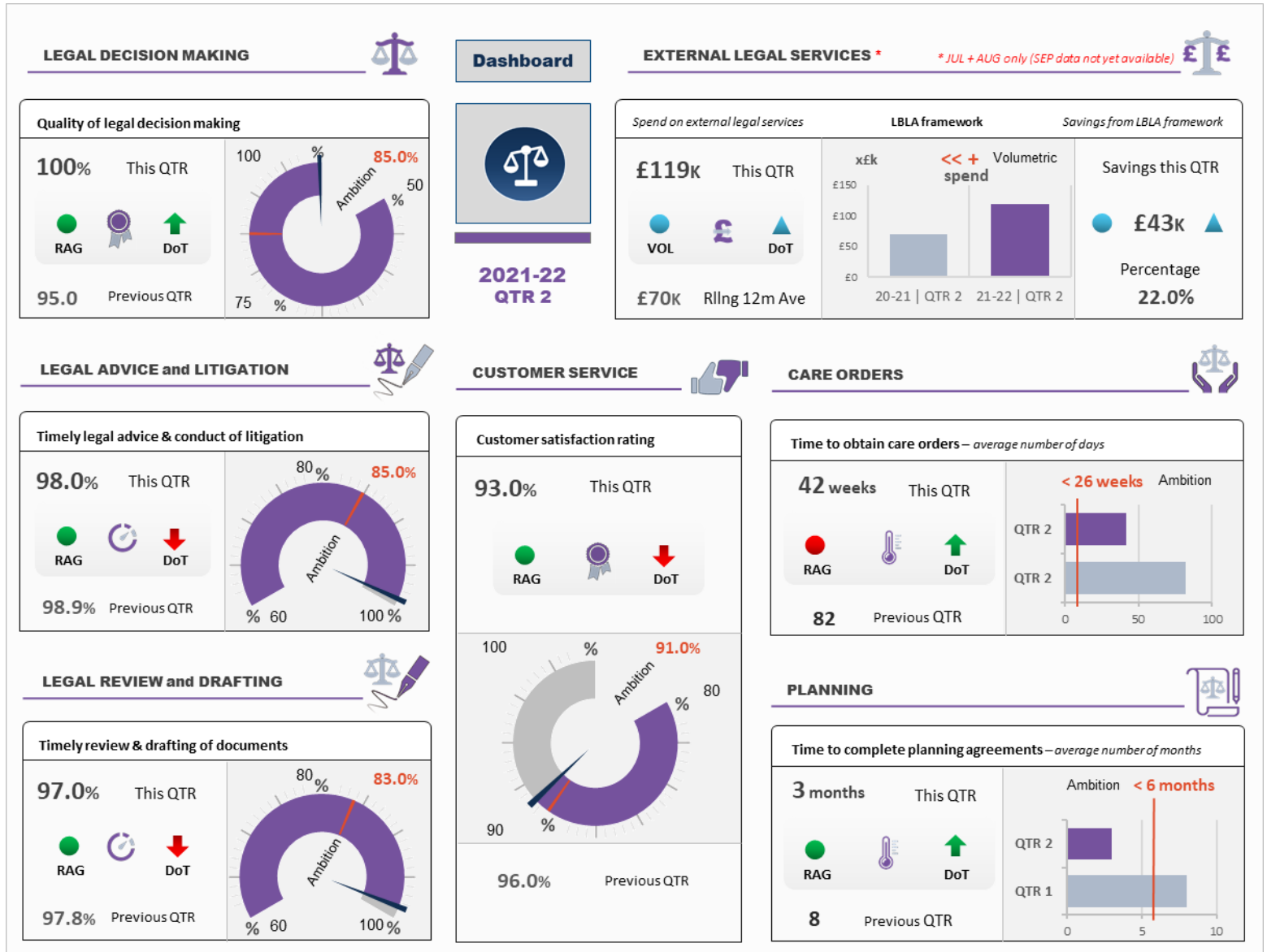
## Progress

Direction of Travel comparison is not available this quarter, as the ambition for these measures is an end-of-year target. However, it should be noted that:

- Schools expansion and maintenance expenditure (collectively) reached 39.1% of projected budget spend over the period.
- Slippage in respect of primary schools expansions still awaits confirmation of the agreement to release retentions and the 'SEND' upgrade (which may revise the Sandringham Primary project)
- For secondary schools expansions, the cost variations are being addressed, which could potentially affect the overall costs and spend profile.

Percentage	DoT	Number
0.00%	<span style="color: green;">↑</span>	0
0.00%	<span style="color: yellow;">↔</span>	0
0.00%	<span style="color: red;">↓</span>	0
100%	<span style="color: grey;">↕</span>	2
0.00%	<span style="color: blue;">▲</span>	0
<b>Total</b>		<b>2</b>

## Legal & Governance



## Performance

Percentage	RAG	Number
62.5%	●	5
0.00%	●	0
25.0%	●	1
0.00%	●	0
25.0%	●	2
<b>Total</b>		<b>8</b>

The service achieved, or bettered, the ambition in 5 of the 6 RAG rated measures, with 1 measure falling below the target ambition.

- Outcomes for the quality of legal decision making achieved 100% this quarter.
- The turnaround time for giving initial legal advice and conduct of litigation review and the drafting of documents achieved 98.0% and 97.0% respectively; both being above the threshold ambition.
- The time taken to obtain care orders for the period exceeded the threshold. Covid has had significant impact on length of cases, the numbers of hearings and costs. Lack of available dates for final hearing has meant cases go on for longer but remain active and continue to consume resources.

## Progress

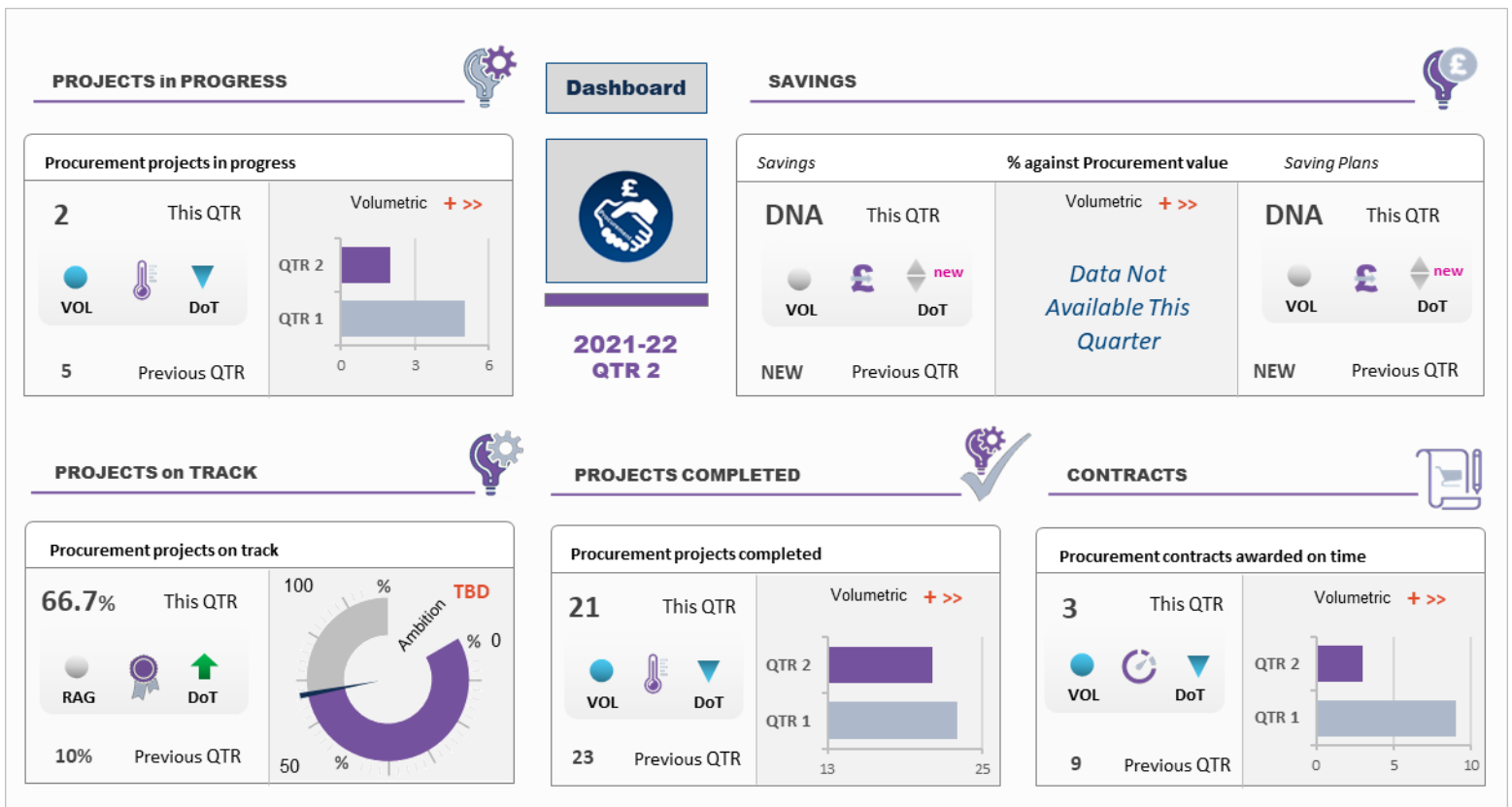
Legal services' outcomes have remained steady this quarter, compared to quarter 1.

- Timely legal advice and litigation and the time taken to complete planning agreements have both shown an improvement over the second quarter.
- Timely review and drafting, and customer satisfaction, have declined this period, compared to quarter 1.
- Although only the figures for July and August are currently available, it is noted that external legal spend over the first half of the year has increased significantly, compared to the same period last year. Overall spend for the half year is 11% up on the same time last year, whilst the percentage saved by using framework rates has also fallen by 11% lower; this may be because of the type of work undertaken externally being different to the previous year, with different rates applying.

Percentage	DoT	Number
50.0%	▲	4
0.00%	↔	0
25.0%	▼	2
25.0%	↻	2
0.00%	▲	0
<b>Total</b>		<b>8</b>



## Procurement



## Performance

Percentage	RAG	Number
0.00%	●	0
0.00%	●	0
0.00%	●	0
50.0%	●	3
50.0%	●	3
<b>Total</b>		<b>6</b>

Performance measures for Procurement measures have been introduced for the first time for 2021-22 reporting.

- RAG rating will be available once the target ambition has been set for procurement projects on-track, savings and savings plans has been determined.

## Progress

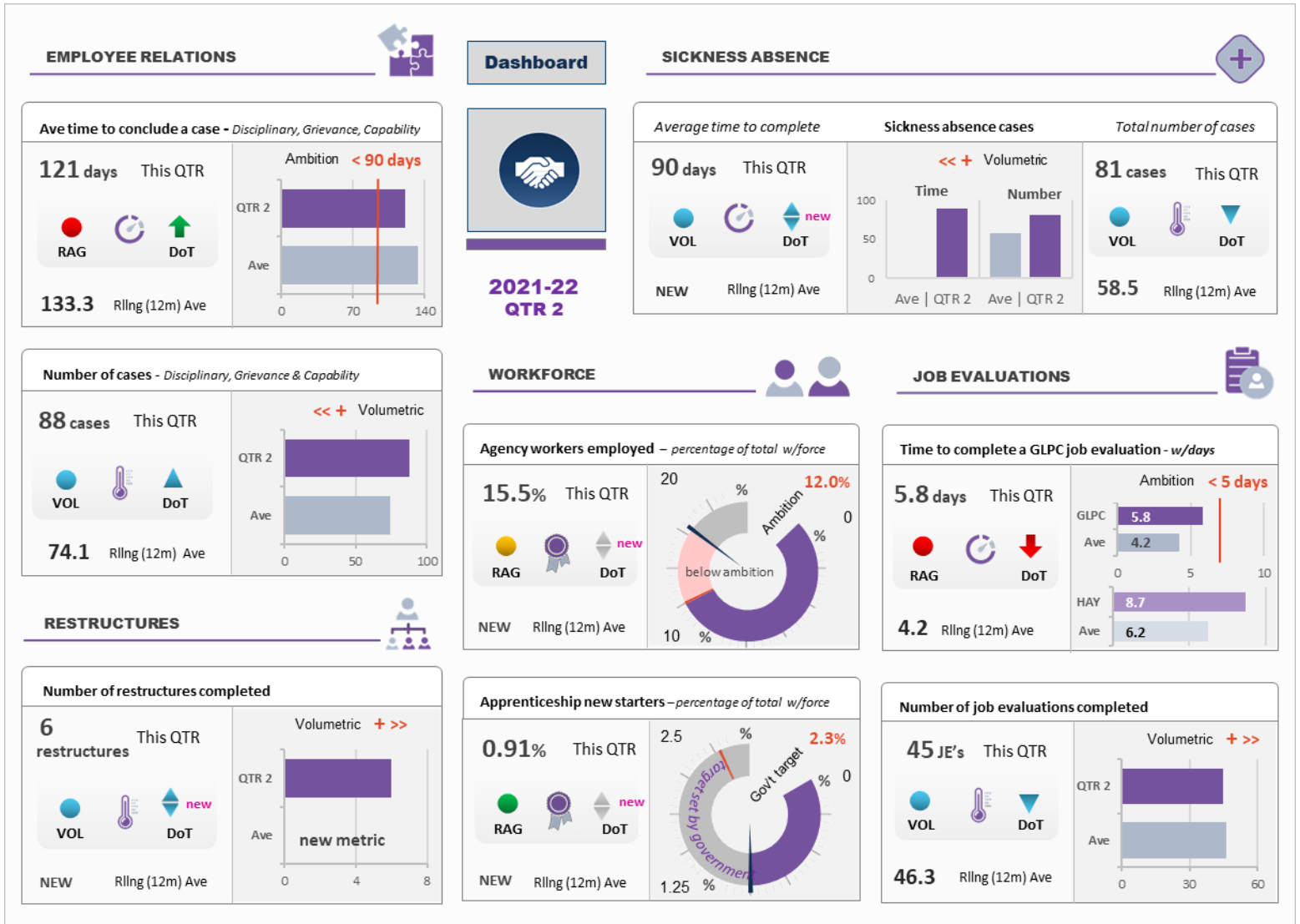
Performance measures for Procurement measures have been introduced for the first time for 2021-22 reporting. Overall, there were fewer procurement project and contracts awarded during quarter 2, compared to quarter 1.

- The number of procurement projects actively in progress has reduced from 5 to 2, compared to the previous quarter.
- Procurement projects completed this quarter has reduced from 23 to 21.
- Three procurement contracts were awarded on time in quarter 2, compared to 9 in the previous quarter

Percentage	DoT	Number
16.7%	↑	1
0.00%	↔	0
0.00%	↓	0
33.3%	↕	2
50.0%	▲	3
<b>Total</b>		<b>6</b>

Note: Direction of travel will be available for the 3 non-Volumetric measure once the target ambition has been set.

## Human Resources & OD



## Performance

Percentage	RAG	Number
11.1%	●	1
11.1%	●	1
22.2%	●	2
0.00%	●	0
55.6%	●	5
<b>Total</b>		<b>9</b>

Outcomes this quarter achieved, or bettered, the ambition for 1 of the 3 RAG rated measures.

- The average time for completing a job evaluation exceeded the target ambition by 0.8 days, 16%, largely owing to the evaluations required to support the current number of restructures.
- The timeliness of disciplinary, grievance and capability cases exceeded the 90 working day ambition by 34.4%. As the number of complex historic cases drop out of the 12 monthly rolling average period, however, the reported outturn against this measure is expected to improve.
- Good progress has been made in driving up the number of apprenticeship starts during the quarter.

## Progress

Overall, performance this quarter was stable, compared to the rolling 12 month average figures.

- The timeliness of disciplinary, grievance and capability cases improved during the quarter, compared to the rolling 12 month average, with cases being tracked and managed more rigorously than was previously the case.
- Time taken to complete job evaluations has lengthened during quarter 2, reflecting the current commitment to supporting restructures.
- Progress made on-boarding new apprenticeship started during the quarter I anticipated to continue into the second half of the year, following the autumn cross-council recruitment drive.

Percentage	DoT	Number
11.1%	▲	1
0.00%	↔	0
11.1%	▼	1
22.2%	↕	2
55.6%	▲	5
<b>Total</b>		<b>9</b>



## Newham Scorecard – Quality and Monetary Measures

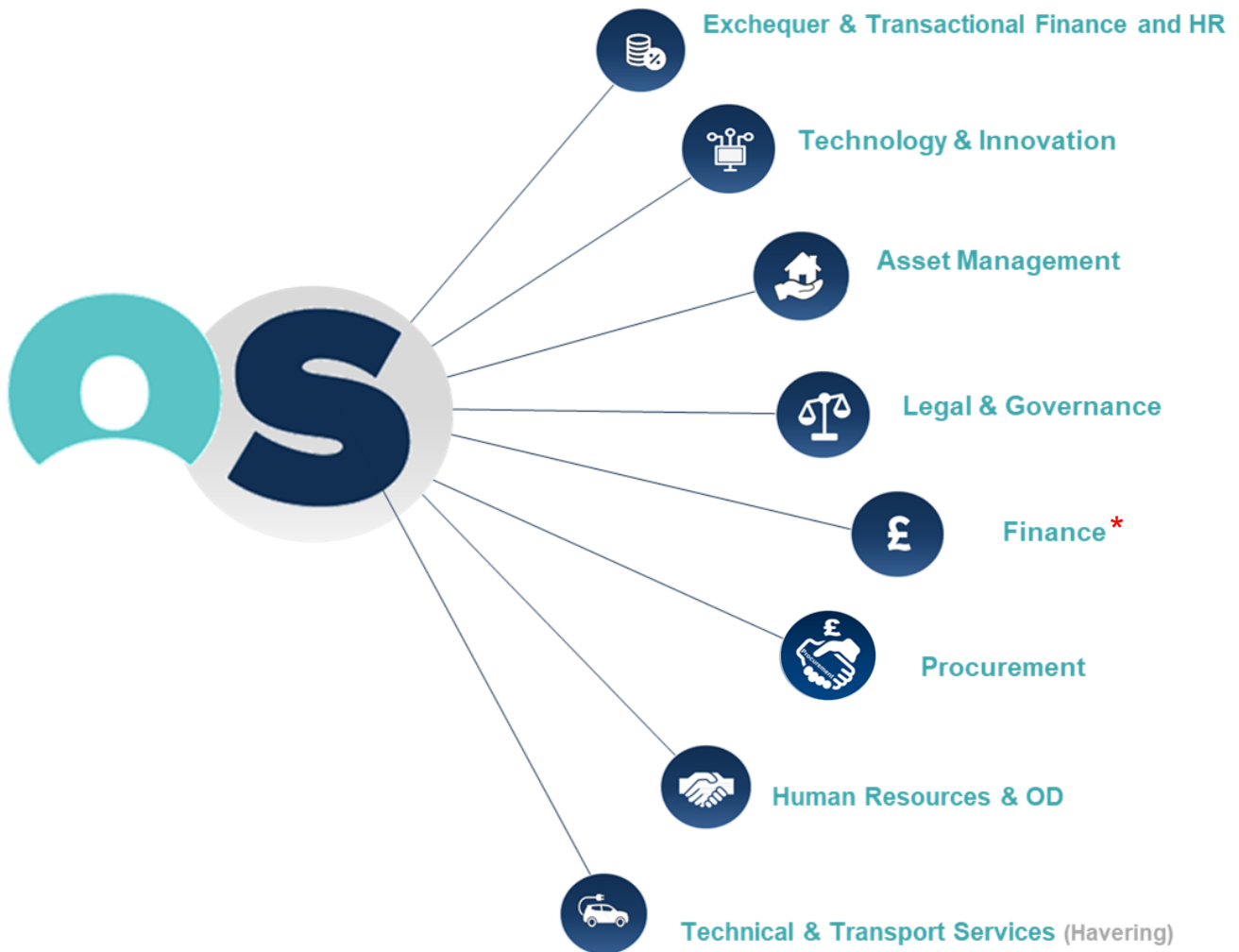
one source Corporate Scorecard - rolling 12 months				2020-21 QTR 3			2020-21 QTR 4			2021-22 QTR 1			2021-22 QTR 2			AVERAGE over 12 months			
CAT	DIR	MEASURE	AMBITION	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21				
QUALITY	E&T	Accuracy of payroll payments - <i>percentage</i>	100%	99.7%	99.6%	99.7%	99.8%	99.9%	99.7%	99.8%	99.8%	99.7%	99.7%	99.7%	99.4%	99.7%			
	ICT	ICT customer satisfaction rating - <i>percentage</i>	90.0%	86.0%	86.6%	89.6%	82.4%	83.9%	86.0%	DNA	DNA	DNA	87.3%	87.9%	88.7%	86.5%			
		System availability - <i>percentage (of total time)</i>	99.5%	99.3%	99.5%	100.0%	100.0%	100.0%	99.6%	DNA	DNA	DNA	99.5%	99.8%	99.7%	99.7%			
	AM	Level of RIDDOR reporting - <i>number of reports</i>	Volumetric	19	24	16	14	21	16	0	0	0	0	0	1	9.3			
	L&G	Legal & Governance customer satisfaction rating - <i>percentage</i>	91.0%	86.0%	86.0%	90.0%	91.0%	89.0%	DNA	96.0%	96.0%	DNA	100.0%	85.0%	DNA	91.0%			
		Quality of legal decision making - <i>percentage</i>	85.0%	100.0%	91.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	83.3%	100.0%	100.0%	100.0%	97.9%		
	PROC	Percentage of Procurement projects on track - <i>percentage (of total in-progress)</i>	TBC							New KPI	quarterly		10.0%	quarterly		66.7%	38.4%		
	HROD	Staff employed as Agency workers - <i>percentage (of total workforce)</i>	TBC								New KPI	14.2%	13.7%	14.3%	14.6%	15.3%	15.5%	14.6%	
Staff engaged as Apprentices - <i>percentage (of total workforce)</i>		2.3% (gov't)								New KPI	DNA	0.52%	0.52%	0.76%	0.82%	0.91%	0.71%		
MONETARY	E&T	NNDR collected - <i>percentage collected</i>	98.7%	59.8%	72.0%	80.6%	91.7%	DNA	DNA	7.7%	20.1%	18.7%	34.0%	42.2%	52.2%	47.9%			
		Percentage of suppliers paid within 30 days - <i>percentage in time</i>	95.0%	92.5%	93.9%	95.8%	93.0%	94.9%	95.9%	95.4%	95.6%	96.0%	96.6%	95.7%	95.8%	95.1%			
		Debt collected (by value) in 90 days - <i>percentage collected</i>	80.0%	DNA	DNA	DNA	DNA	DNA	DNA	DNA	73.3%	DNA	DNA	DNA	DNA	DNA	73.3%		
	AM	Annual commercial income (receivable contracted rent) - <i>x £million</i>	£10.80m								New KPI	£0.02m	£0.07m	£0.57m	£1.61m	£2.02m	£2.69m	£1.16m	
		Annual commercial income (contracted rent received) - <i>x £million</i>	£10.26m	£4.224m	£4.331m	£6.041m	£6.045m	£6.140m	£7.879m	£11.104m	£11.023m	£11.26m	£11.41m	11.43m	£11.52m	£6.38m			
		School expansion programme (expenditure v budget) - <i>x £million</i>	£7.90m									New KPI	quarterly		£1.33m	quarterly		£2.82m	£1.33m
		School maintenance programme (expenditure v budget) - <i>x £million</i>	£2.17m									New KPI	quarterly		£0.03m	quarterly		£1	£0.033m
		Other capital programme (expenditure v budget) - <i>x £million</i>	"2.58m	DNA	DNA	£1.95m	DNA	DNA	£0.002m				quarterly	£0.61m		Service returned to Newham		n/a	
	L&G	Spend on external Barristers & Solicitors (through LBLA framework) - <i>x £thousand</i>	Volumetric	£64,395	£67,537	£45,157	£67,287	£122,406	DNA	£54,165	£60,388	£101,675	£80,710	£37,915	DNA	£70,164			
		Savings on external Barristers & Solicitors (through LBLA framework) - <i>x £thousand</i>	Volumetric	£29,598	£36,352	£30,776	£36,080	£116,386	DNA	£20,840	£21,105	£43,914	£31,380	£11,806	DNA	£37,824			
	PROC	Savings against Procurement value - <i>percentage</i>	Volumetric											Not yet available		Not yet available		n/a	
Saving Plans - <i>percentage (of Procurement spend)</i>		Volumetric											Not yet available		Not yet available		n/a		



## Newham Scorecard – Speed and Volume Measures

one source Corporate Scorecard - rolling 12 months				2020-21 QTR 3			2020-21 QTR 4			2021-22 QTR 1			2021-22 QTR 2			AVERAGE over 12 months	
CAT	DIR	MEASURE	AMBITION	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21		
SPEED Page 48	E&T	Offer letter and subject to contract (issued within 7 days) - <i>percentage in time</i>	95.0%				New KPI			72.1%	78.3%	83.3%	84.8%	75.4%	92.0%	81.0%	
		Percentage of debt collected (by volume) in 90 days - <i>percentage in time</i>	80.0%	DNA	DNA	DNA	DNA	DNA	DNA	64.1%	DNA	DNA	DNA	DNA	DNA	64.1%	
	ICT	ICT projects completed on time - <i>percentage (of total projects completed)</i>	Volumetric				New KPI			n/a	n/a	42.0%	65.0%	68.0%	71.0%	61.5%	
	AM	FM compliance inspections completed on time - <i>percentage (of total scheduled)</i>	97.0%	98.0%	90.0%	92.0%	97.0%	97.0%	97.0%	98.0%	99.0%	99.0%	100.0%	100.0%	100.0%	97.3%	
		Responsive repairs (attended by contractor on time) - <i>percentage attended in time</i>	97.5%	93.3%	93.3%	93.3%	97.0%	97.0%	97.0%	68.0%	53.0%	71.0%	93.0%	80.0%	64.0%	83.3%	
		Response to H&S Notices & Serious Incidents - <i>percentage (of responses in time)</i>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	DNA	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	PROC	Contracts awarded on time - <i>total number on time</i>	Volumetric				New KPI			quarterly			9.0	quarterly		3.0	6.0
	L&G	Timely provision of legal advice & conduct of litigation - <i>percentage of total</i>	85.0%				New KPI			95.0%	99.0%	100.0%	96.0%	100.0%	96.0%	97.7%	
		Timely review and drafting of documents - <i>percentage of total</i>	83.0%				New KPI			100.0%	97.7%	95.7%	94.3%	100.0%	98.0%	97.6%	
		Time taken to complete planning agreements - <i>average no. of months</i>	<6 months	10.0	10.0	10.0	8.0	8.0	7.0	DNA	DNA	8.0	2.0	3.0	5.0	7.1	
		Time to obtain care orders - <i>average no. of weeks</i>	<26 weeks	24.0	36.3	No Data	89.9	No Data	59.6	No data	92.1	75.2	42.0	41.0	DNA	57.5	
	HROD	Time taken to complete a job evaluation (GLPC) - <i>average no. of days</i>	5 w/days	2.3	3.7	3.2	3.9	4.4	5.3	8.6	5.5	2.4	1.0	8.3	2.0	4.2	
		Time taken to complete a job evaluation (HAY) - <i>average no. of days</i>	Volumetric	4.3	2.8	6.0	5.7	8.7	4.9	5.0	6.7	5.5	7.6	9.6	7.8	6.2	
		Time taken to conclude an ER case (disciplinary, grievance, capability) - <i>average no. of days</i>	Volumetric				New KPI			138.0	132.0	142.0	135.0	132.0	121.0	133.3	
Average time to conclude a sickness absence case - <i>no. of days</i>		Volumetric				New KPI			117.0	122.0	129.0	99.0	101.0	90.0	109.7		
VOLUME	ICT	Cyber security incidents reported to the ICO - <i>total number reported</i>	24 reports	New KPI						0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Major impact incidents - <i>total number of incidents</i>	Volumetric	New KPI						0.0	0.0	1.0	0.0	0.0	0.0	0.2	
		Fault Tickets raised by staff - <i>total number of tickets raised</i>	Volumetric	New KPI						1071.0	824.0	891.0	1098.0	1021.0	908.0	968.8	
		Service requests made by staff - <i>total number of requests made</i>	Volumetric	New KPI						1614.0	1519.0	1758.0	1670.0	1713.0	2041.0	1719.2	
		Technology adoption ratio - <i>quotient</i>	Volumetric	New KPI						145.0	171.0	200.0	267.0	289.0	279.0	225.2	
	AM	Vacancy rate (vacant assets within the portfolio) - <i>percentage (of total portfolio)</i>	<5%	New KPI						6.0%	6.0%	4.5%	4.5%	4.3%	3.9%	4.8%	
	PROC	Procurement projects in progress - <i>total number in progress</i>	Volumetric	New KPI						quarterly			5.0	quarterly		2.0	3.5
		Procurement projects completed - <i>total number completed</i>	Volumetric	New KPI						quarterly			23.0	quarterly		21.0	22.0
	HROD	Restructures completed - <i>total number completed</i>	Volumetric	New KPI						No data	1.0	3.0	3.0	1.0	2.0	2.0	
		Job evaluations completed (GLPC) - <i>total number completed</i>	Volumetric	quarterly		63.0	quarterly		140.0	22.0	8.0	14.0	3.0	10.0	3.0	32.9	
		Job evaluations completed (HAY) - <i>total number completed</i>	Volumetric	quarterly		22.3	quarterly		22.3	1.0	20.0	13.0	8.0	15.0	6.0	13.5	
Sickness absence cases concluded - <i>total number completed</i>		Volumetric	quarterly		23.0	quarterly		6.0	73.0	68.0	65.0	73.0	79.0	81.0	58.5		
	Disciplinary, Grievance and Capability cases concluded - <i>total number concluded</i>	Volumetric	quarterly		26.0	quarterly		14.0	100.0	95.0	87.0	89.0	94.0	88.0	74.1		

## one source Detailed Performance Reports



## Exception Reports

This section provides the following detailed Directorate exception reports:

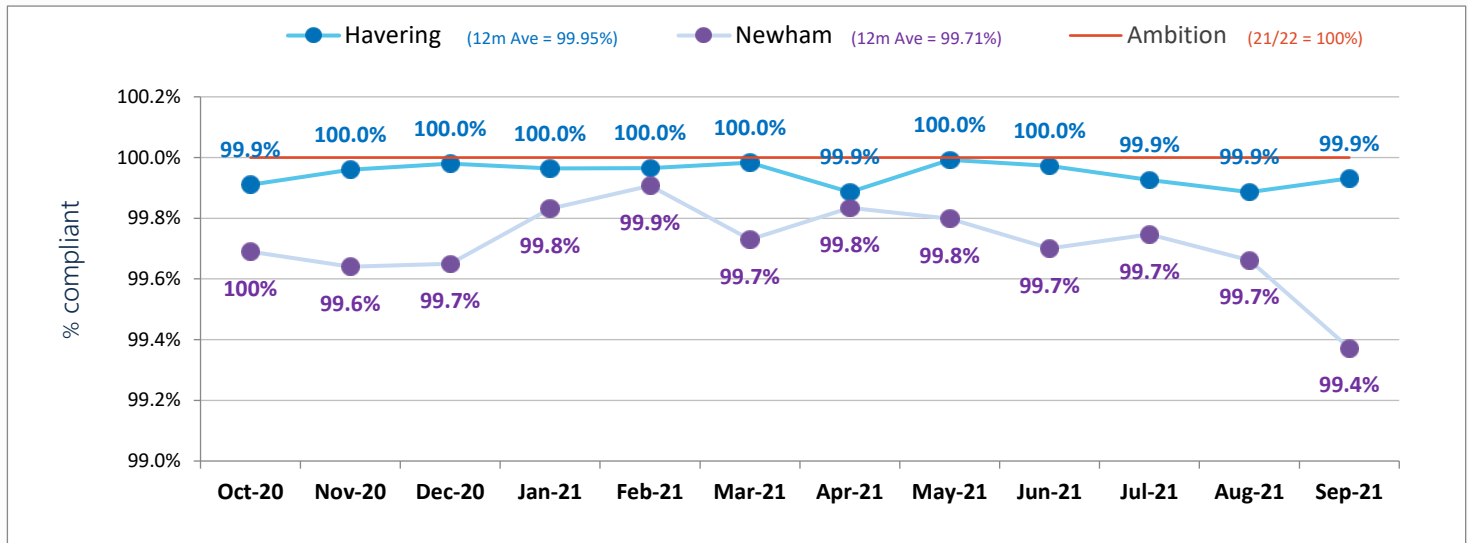
- I. Exchequer & Transactional Finance and HR
- II. Technology & Innovation
- III. Asset Management
- IV. Legal & Governance
- V. Procurement
- VI. Human Resources & Organisational Development
- VII. Technical & Transport Services (Havering) - *quarter 4 only*

\* Financial performance is presented in a separate Finance Report.

## Exchequer & Transactional Finance and HR

### Accuracy of payroll payments

Rolling 12 months



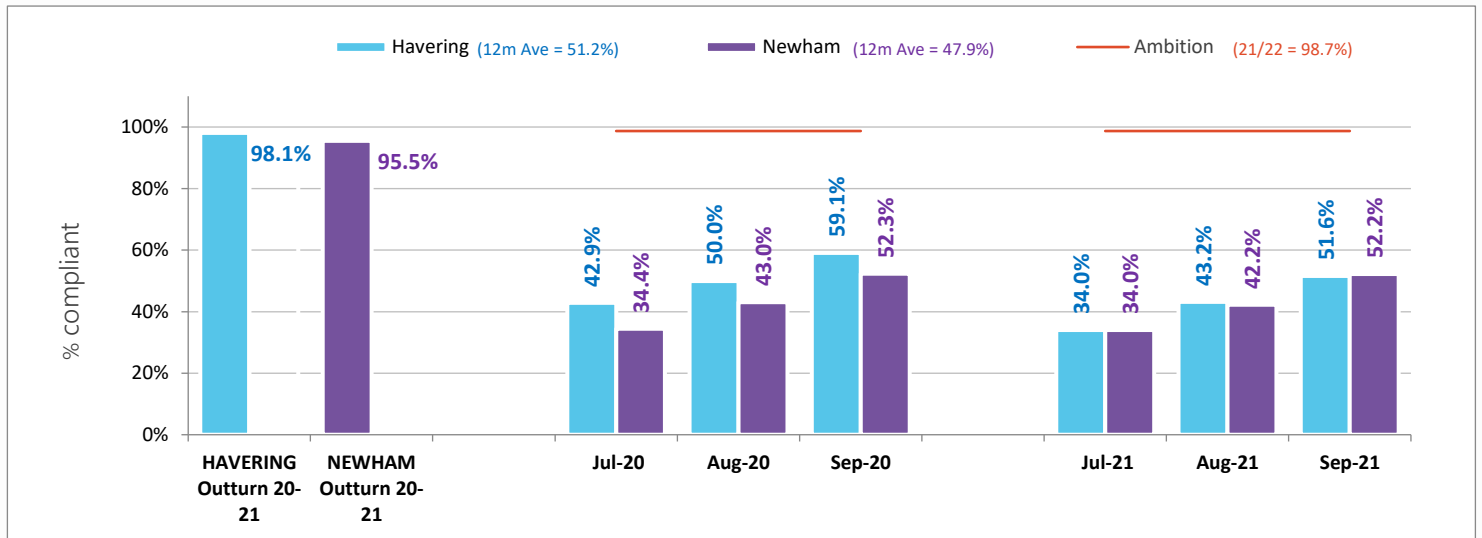
## Exception Report and Commentary

Newham Performance for the QTR			Commentary
Accuracy of payroll payments			<p>Over the quarter there was just under 37,000 payments made to employees and pensioners, the quarter also included the TUPE transfer of 250 employees from 3 external payrolls onto the central officers payroll, 98% of the transferring employees were paid in line with their new contract.</p> <p>In total there was 150 payments made in addition to the monthly payrolls, half the additional payments were the result of late processing of overtime claims, this again showing further work being required to improve the process of non-contractual payments.</p> <p>The remaining errors were the result of late or incorrect information sent into Transactional People Services, via service managers and HMRC.</p>
Ambition	<b>100%</b>	Chart <span style="color: red;">Ambition +&gt;&gt;</span> 98.80% 99.20% 99.60% 100.00%	
This QTR	<b>99.6%</b>	Jul-21 <b>99.7%</b>	
RAG	<span style="color: gold;">●</span>	Aug-21 <b>99.7%</b>	
DoT	<span style="color: red;">↓</span>	Sep-21 <b>99.4%</b>	
Percentage of accurate Payroll payments made to Council employees (Jul-21 to Sep-21)			

## Exchequer & Transactional Finance and HR

### NNDR collected (by end-of-year)

Year-on-year QTR comparison

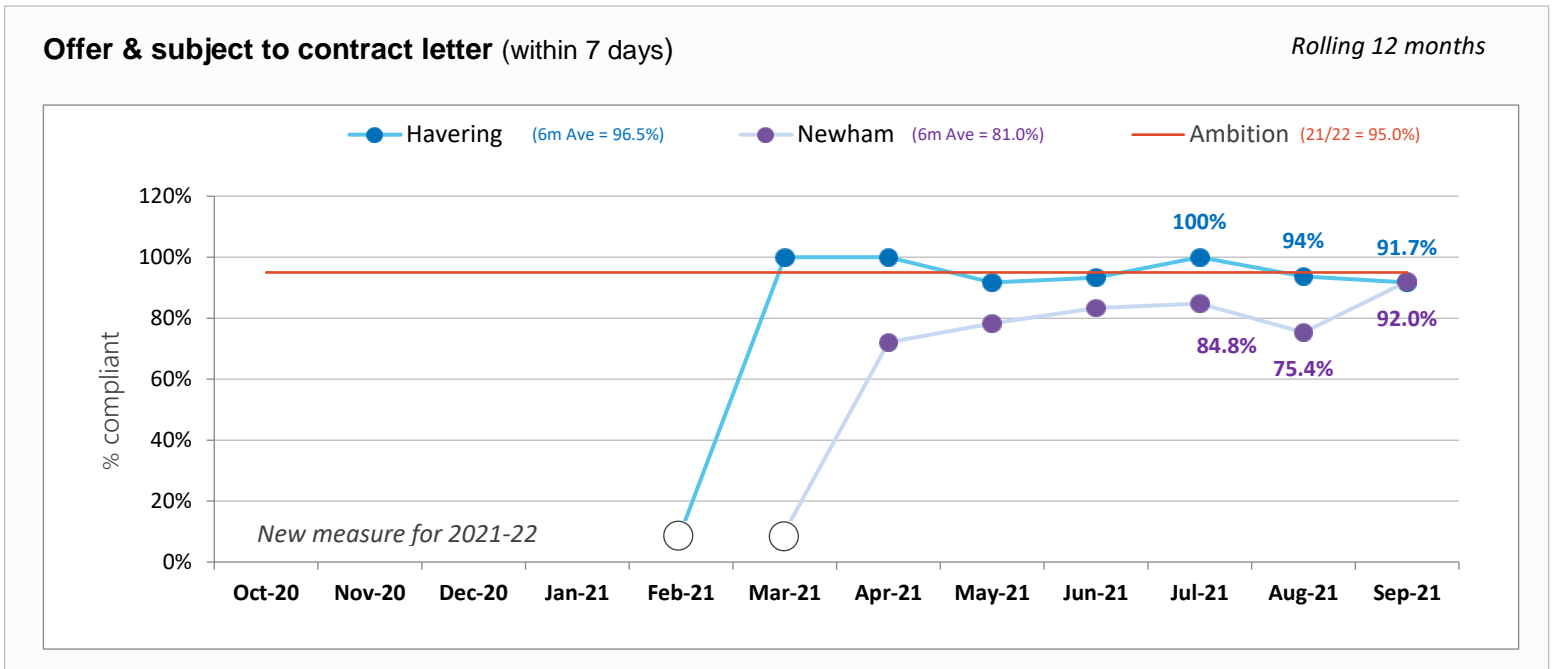


## Exception Report and Commentary

Havering Performance for the QTR			Commentary
NNDR collected (by end-of-year)			Performance & Collection has been affected by the re-profiling of the collectible debit as a result of the changes in the Covid reliefs.
Ambition	98.7%	<b>Chart</b> <span style="color: red;">Ambition +&gt;&gt;</span> 0% 20% 40% 60% Jul-21: 34.0% Aug-21: 43.2% Sep-21: 51.6%	
This QTR	42.9%		
RAG	<span style="color: yellow;">●</span>		
DoT	<span style="color: red;">↓</span>		
Percentage of National non-Domestic Rates (NNCR) collected (Jul-21 to Sep-21)			

Newham Performance for the QTR			Commentary
NNDR collected (by end-of-year)			Performance & Collection has been affected by the re-profiling of the collectible debit as a result of the changes in the Covid reliefs.
Ambition	98.7%	<b>Chart</b> <span style="color: red;">Ambition +&gt;&gt;</span> 0% 20% 40% 60% Jul-21: 34.0% Aug-21: 42.2% Sep-21: 52.2%	
This QTR	42.8%		
RAG	<span style="color: yellow;">●</span>		
DoT	<span style="color: red;">↓</span>		
Percentage of National non-Domestic Rates (NNCR) collected (Jul-21 to Sep-21)			

## Exchequer & Transactional Finance and HR



## Exception Report and Commentary

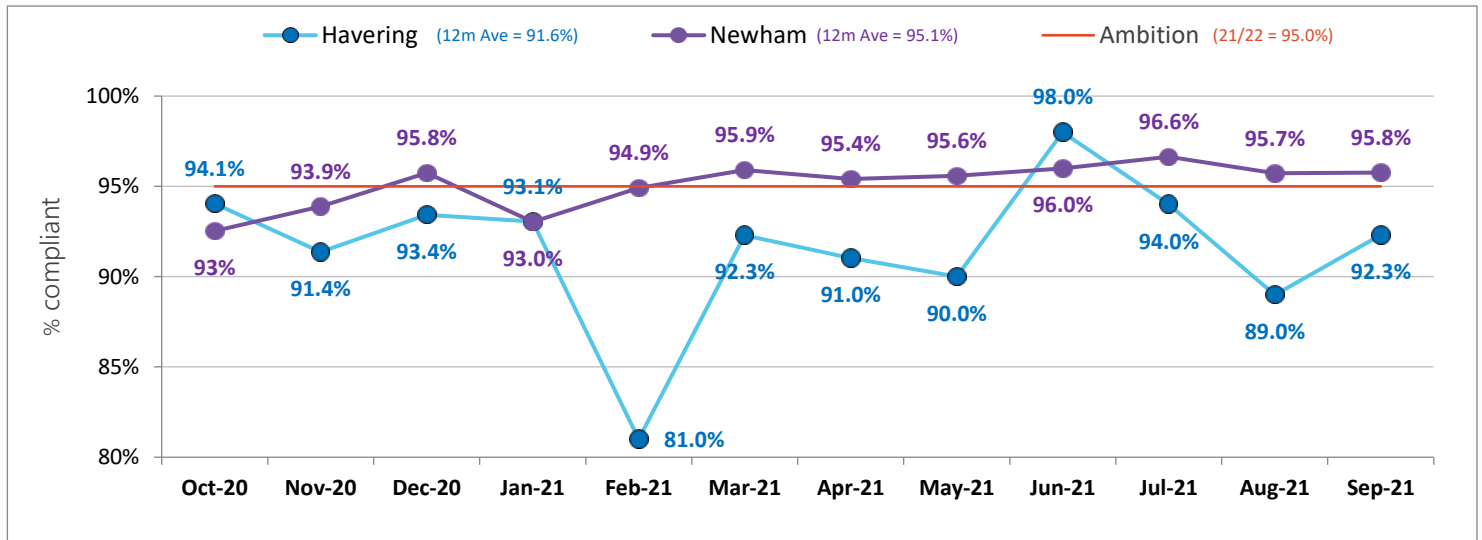
Newham Performance for the QTR <span style="color: #e91e63;">new measure</span>		Commentary							
Offer & subject to contract letter (within 7 days)		<p>The new working arrangements which saw the team move to issuing Contracts and Offers at the same time came in during 2020-21, is now established and there is no reported issues of the change.</p> <p>A total of 140 subject to contracts were sent in quarter 2, which is line of the average monthly demand of c40-50.</p> <p>The performance in the quarter is down on KPI level, but an improvement on quarter 1. This is partly a result in a reduction in contracts processed against quarter 1. It should be noted 8 contracts were issued on the 8th day of notification. Delays as a result of checking is being reviewed in the service and how this can be better managed going forward.</p>							
Ambition	<b>95.0%</b>								
This QTR	<b>80.6%</b>								
RAG	<span style="color: #ffc107;">●</span>								
DoT	<span style="color: #28a745;">↑</span>								
<p>Chart <span style="color: #e91e63;">Ambition +&gt;&gt;</span></p> <table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Month</th> <th>% Compliant</th> </tr> </thead> <tbody> <tr> <td>Jul-21</td> <td>84.8%</td> </tr> <tr> <td>Aug-21</td> <td>75.4%</td> </tr> <tr> <td>Sep-21</td> <td>92.0%</td> </tr> </tbody> </table>		Month	% Compliant	Jul-21	84.8%	Aug-21	75.4%	Sep-21	92.0%
Month	% Compliant								
Jul-21	84.8%								
Aug-21	75.4%								
Sep-21	92.0%								
Combined percentage of letters ( <b>offer / subject to contract</b> ) sent out to new starters within 7 days (Jul-21 to Sep-21)									



## Exchequer & Transactional Finance and HR

### Suppliers paid (within 90 days)

Rolling 12 months



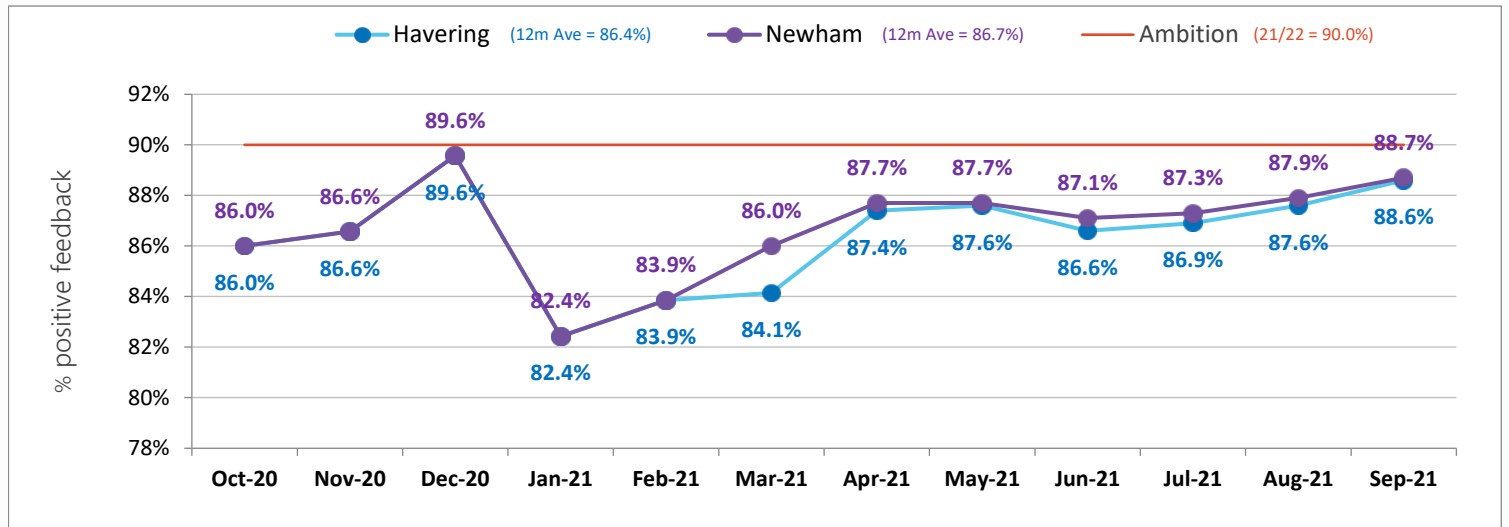
## Exception Report and Commentary

Havering Performance for the QTR			Commentary
Suppliers paid (within 90 days)			Performance has been affected by Users not approving or receiving goods on time.
Ambition	95.0%	Chart <span style="color: red;">Ambition +&gt;&gt;</span> 86% 88% 90% 92% 94% 96%	
This QTR	91.8%	Jul-21 <b>94.0%</b>	
RAG	<span style="color: yellow;">●</span>	Aug-21 <b>89.0%</b>	
DoT	<span style="color: red;">↓</span>	Sep-21 <b>92.3%</b>	
Percentage of payments made to suppliers (as a percentage of total amount payable) within 90 days (Jul-21 to Sep-21)			

## Technology & Innovation

### Customer satisfaction rating

Rolling 12 months



## Exception Report and Commentary

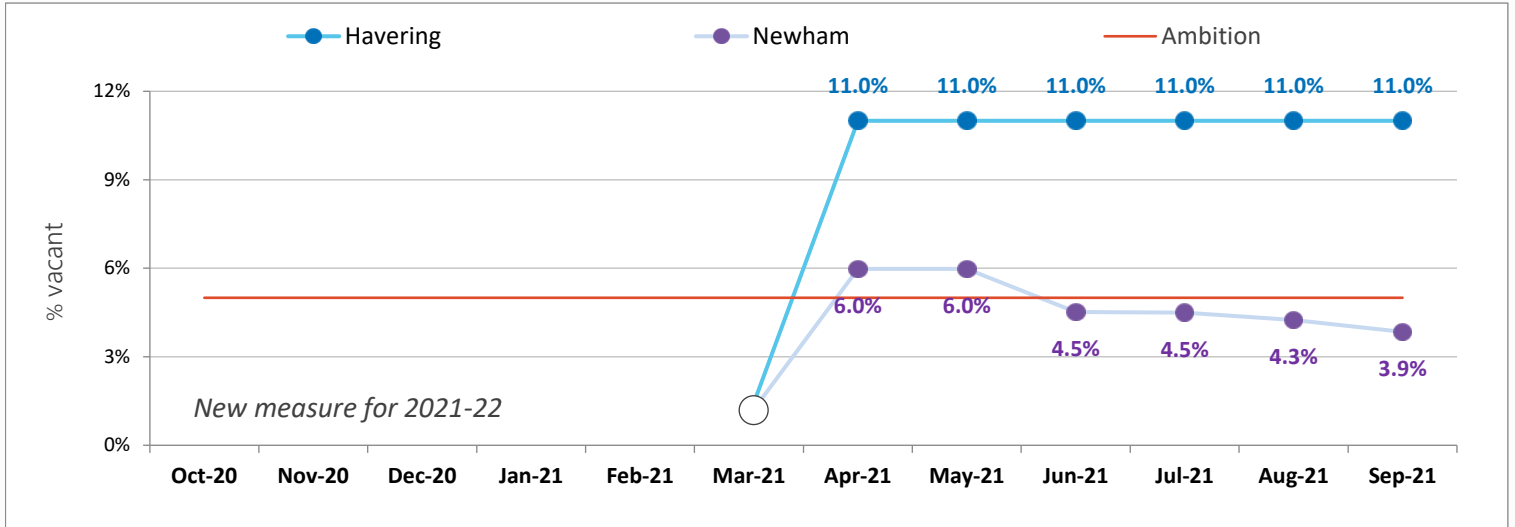
Havering Performance for the QTR			Commentary
Customer satisfaction rating			<p>Although customer satisfaction fell a short this quarter, the direction of travel has continued to be positive. Performance across both councils was consistent over the period.</p> <p>New processes are being implemented to ensure that customers are responded to more expeditiously and communication is conducted with a greater speed than previously. This, and other initiatives, should see a rise in the customer satisfaction rating.</p>
Ambition	90.0%	Chart <span style="color: red;">Ambition +&gt;&gt;&gt;</span> 86% 87% 88% 89%	
This QTR	87.7%	Jul-21 <b>86.9%</b>	
RAG	<span style="color: gold;">●</span>	Aug-21 <b>87.6%</b>	
DoT	<span style="color: green;">↑</span>	Sep-21 <b>88.6%</b>	
Percentage of customers who provided positive feedback to the IT Servicedesk, via Servicemanager (Jul-21 to Sep-21)			

Newham Performance for the QTR			Commentary
Customer satisfaction rating			<p>Although customer satisfaction fell a short this quarter, the direction of travel has continued to be positive. Performance across both councils was consistent over the period.</p> <p>New processes are being implemented to ensure that customers are responded to more expeditiously and communication is conducted with a greater speed than previously. This, and other initiatives, should see a rise in the customer satisfaction rating.</p>
Ambition	90.0%	Chart <span style="color: red;">Ambition +&gt;&gt;&gt;</span> 86% 87% 88% 89% 89%	
This QTR	88.0%	Jul-21 <b>87.3%</b>	
RAG	<span style="color: gold;">●</span>	Aug-21 <b>87.9%</b>	
DoT	<span style="color: green;">↑</span>	Sep-21 <b>88.7%</b>	
Percentage of customers who provided positive feedback to the IT Servicedesk, via Servicemanager (Jul-21 to Sep-21)			

## Asset Management

### Vacant assets within portfolio (as a percentage of whole)

Rolling 12 months



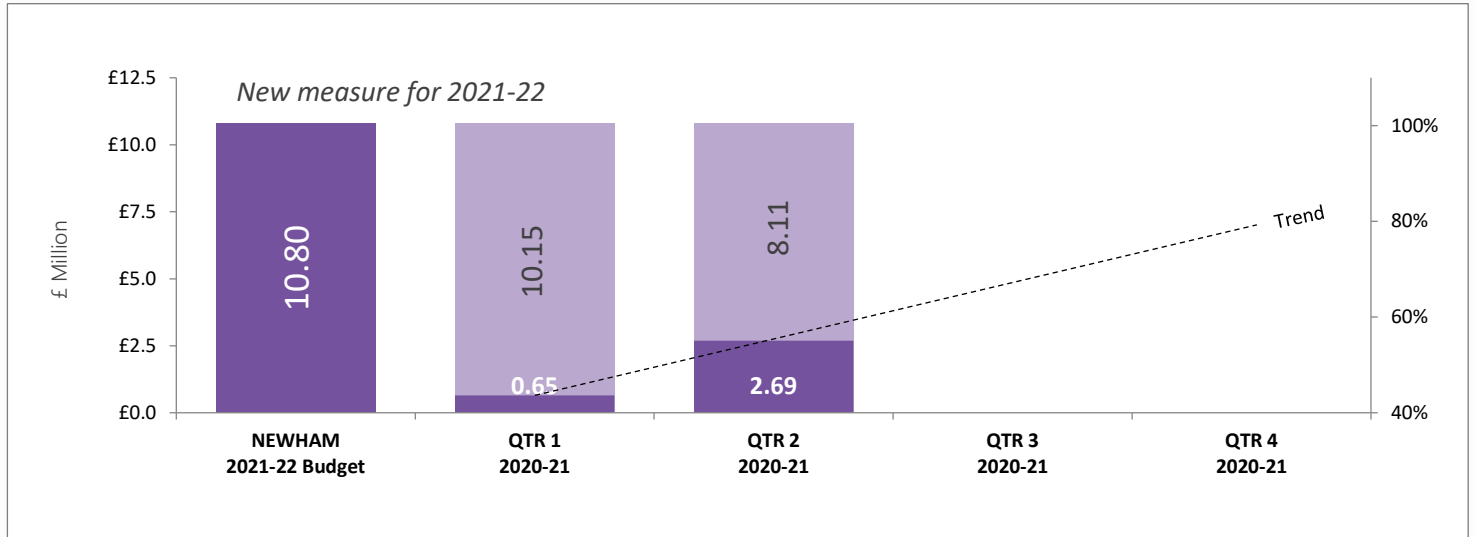
## Exception Report and Commentary

Havering Performance for the QTR		new measure		Commentary
Vacant assets within portfolio (as a percentage of whole)				Vacancy rates for the first three months of the year have been adversely affected by proposed redevelopments at Hilldene and High Street, Romford.
Ambition	5.0%	Chart	Ambition +>>	
This QTR	11%	0% 5% 10% 15%	Jul-21 11.0%	
RAG	<span style="color: red;">●</span>	Aug-21 11.0%		
DoT		Sep-21 11.0%		
The vacancy rate is equal to the percentage of vacant assets within portfolio as a percentage of the total portfolio (Jul-21 to Sep-21)				

## Asset Management

### Rent collection (rent collected -v- rent arrears)

Year-to-date



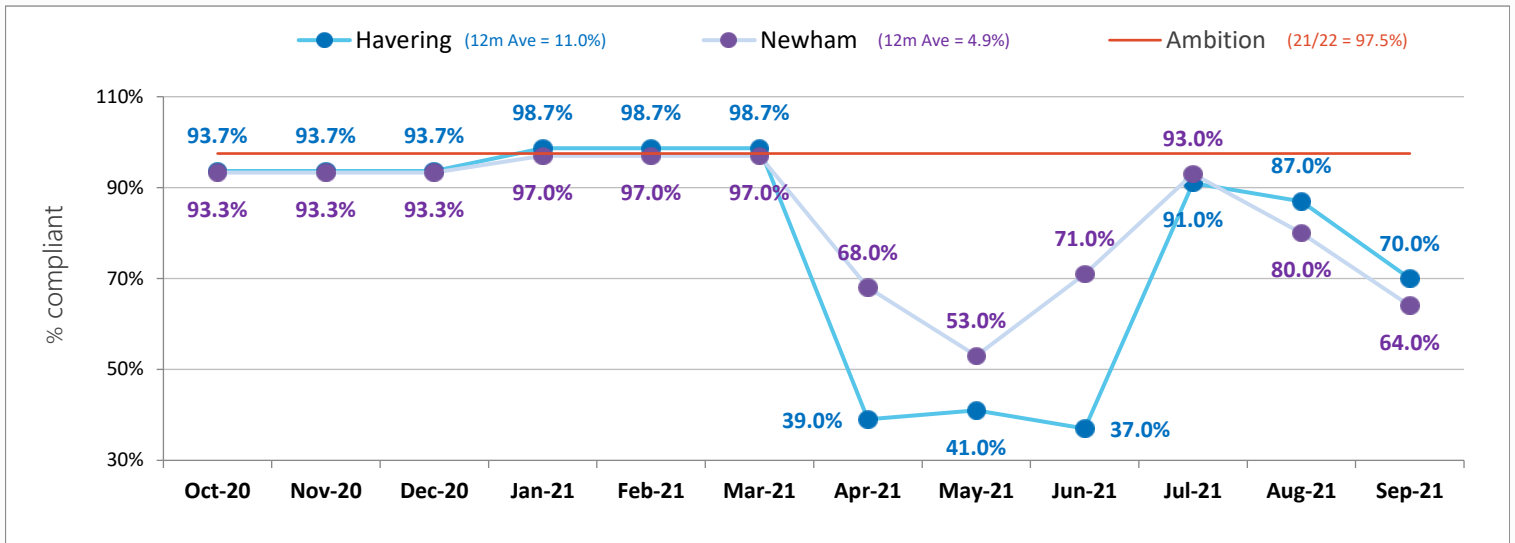
## Exception Report and Commentary

Newham Performance for the QTR		new measure		Commentary
Rent collection (rent collected -v- rent arrears)				
Ambition	£10.8m	Chart	Ambition +>>	
This QTR	£2.69m	£m	£0.0    £1.0    £2.0    £3.0	
RAG	<span style="color: red;">●</span>	Jul-21		
DoT		Aug-21		
		Sep-21	2.69	
The vacancy rate is equal to the percentage of vacant assets within portfolio as a percentage of the total portfolio (Jul-21 to Sep-21)				

## Asset Management

### Responsive repairs (attended by contractor on time)

Rolling 12 months



## Exception Report and Commentary

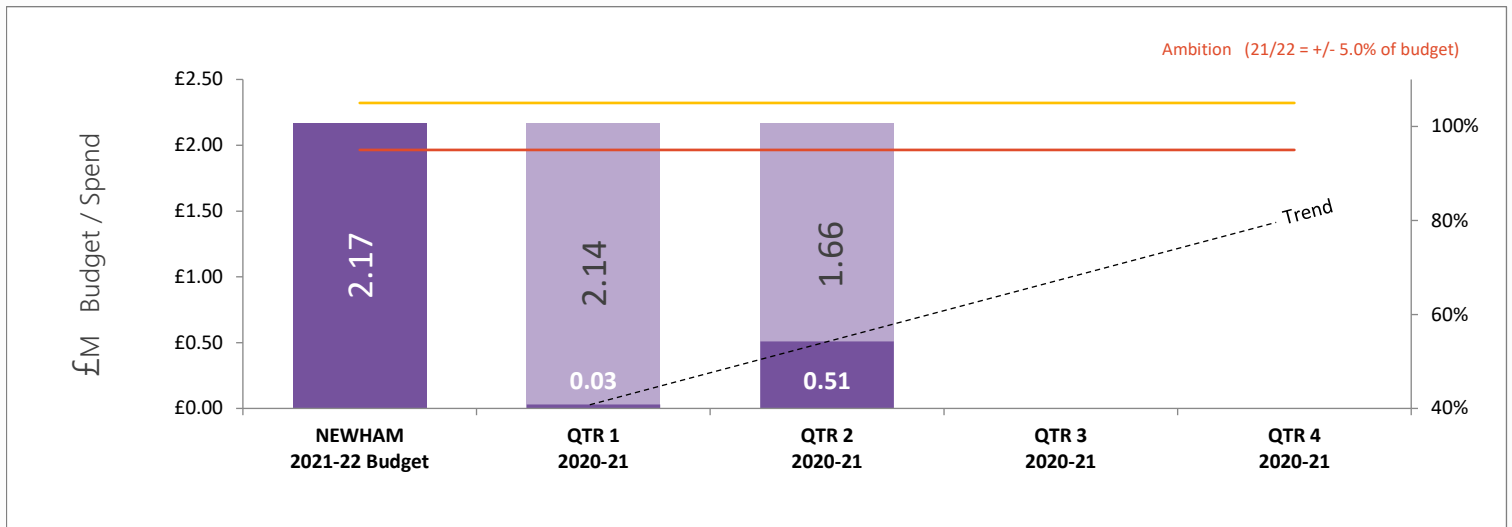
Havering Performance for the QTR <span style="color: #e91e63;">new measure</span>			Commentary
Responsive repairs (attended by contractor on time)			A lot of invoices are raised quarterly; consequently, an increase for the quarter is anticipated.
Ambition	<b>97.5%</b>	<b>Chart</b> <span style="color: #e91e63;">Ambition +&gt;&gt;</span> 0% 20% 40% 60% 80% 100% Jul-21 <b>91.0%</b> Aug-21 <b>87.0%</b> Sep-21 <b>70.0%</b>	
This QTR	<b>82.7%</b>		
RAG	<span style="color: red;">●</span>		
DoT	<span style="color: green;">↑</span>		
The vacancy rate is equal to the percentage of vacant assets within portfolio as a percentage of the total portfolio (Jul-21 to Sep-21)			

Newham Performance for the QTR <span style="color: #e91e63;">new measure</span>			Commentary
Responsive repairs (attended by contractor on time)			A lot of invoices are raised quarterly; consequently, an increase for the quarter is anticipated.
Ambition	<b>97.5%</b>	<b>Chart</b> <span style="color: #e91e63;">Ambition +&gt;&gt;</span> 0% 20% 40% 60% 80% 100% Jul-21 <b>93.0%</b> Aug-21 <b>80.0%</b> Sep-21 <b>64.0%</b>	
This QTR	<b>79.0%</b>		
RAG	<span style="color: red;">●</span>		
DoT	<span style="color: green;">↑</span>		
The vacancy rate is equal to the percentage of vacant assets within portfolio as a percentage of the total portfolio (Jul-21 to Sep-21)			

## Asset Management - Projects and Programmes

### School maintenance programme

In-year Budget v Actuals comparison



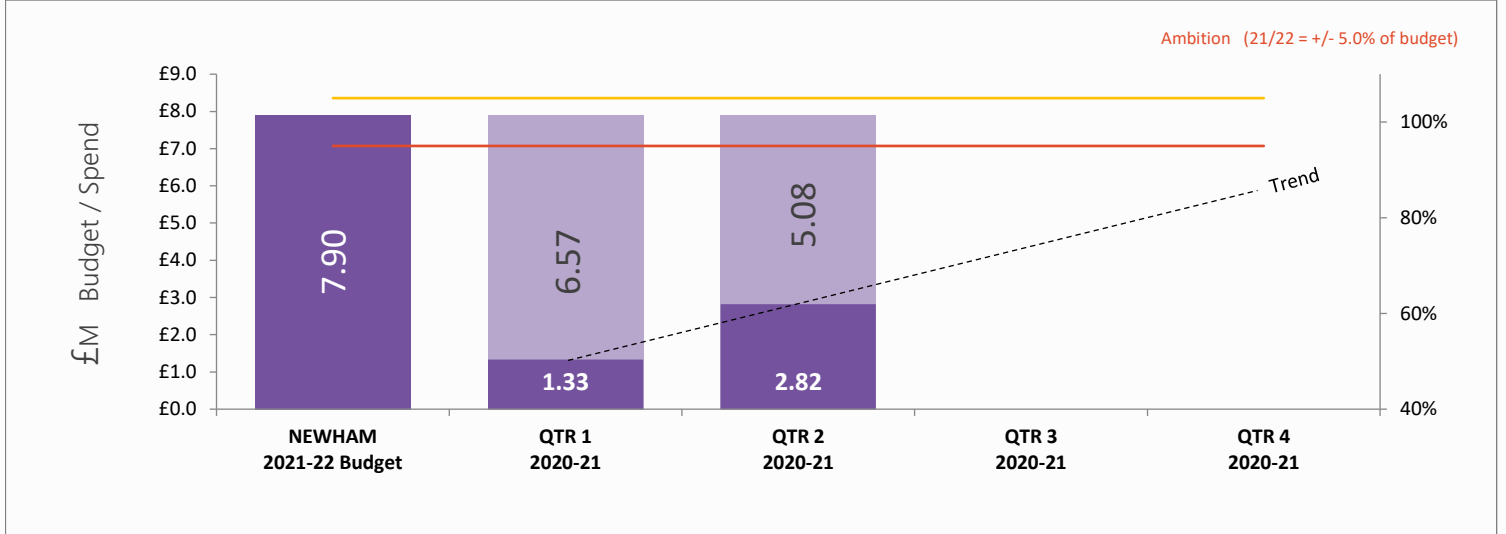
## Exception Report and Commentary

Newham Performance for the QTR <span style="color: #e91e63;">new measure</span>		Commentary		
School maintenance programme		A degree of slippage is possible, depending on whether the new tranche of projects can be delivered beyond Summer 2022		
Ambition	variance to budget <b>5.0%</b>			Chart £m £0.00 £0.20 £0.40 £0.60 Jul-21 £0.00 Aug-21 £0.00 Sep-21 <b>£0.51</b> 24.9% of budget spent
This QTR	<b>£0.51m</b>			
RAG	<span style="color: #ffc107;">●</span>			
DoT				
The school maintenance programme measure shows cumulative level of capital spend, reported quarterly against budget (Jul-21 to Sep-21)				

## Asset Management - Projects and Programmes

### School expansion programme

In-year Budget v Actuals comparison



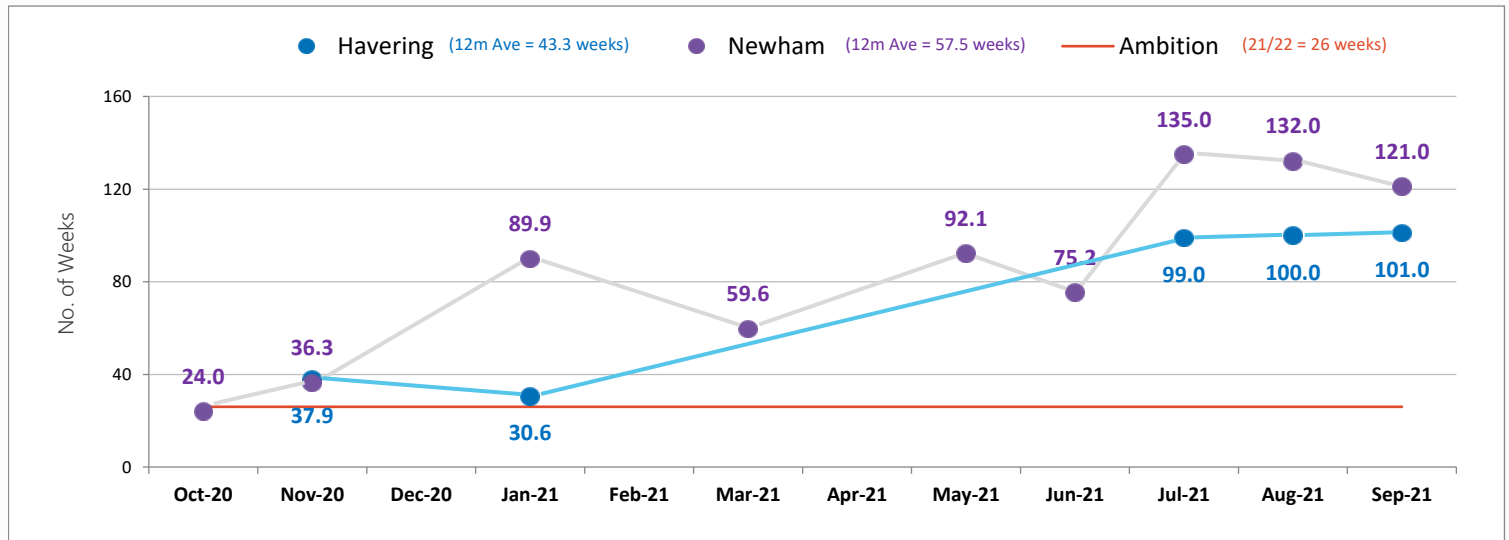
## Exception Report and Commentary

Newham Performance for the QTR		new measure	Commentary
School expansion programme			Possible slippage in respect of Primary Expansions (awaiting agreement to release retentions), SEND upgrade (Sandringham Primary project being revised) and/or Secondary Expansions (cost variations being addressed that will affect potential costs and spend profile)
Ambition	variance to budget <b>5.0%</b>	<b>Chart</b> <<+ Ambition £m £0.00 £1.00 £2.00 £3.00	
This QTR	<b>£2.82m</b>	Jul-21 £0.00 Aug-21 £0.00 Sep-21 <b>£2.82</b>	
RAG		53.2% of budget spent	
DoT			
The school expansion programme measure shows cumulative level of capital spend, reported quarterly against budget (Jul-21 to Sep-21)			

## Legal & Governance

### Average time to obtain care orders

Rolling 12 months



## Exception Report and Commentary

Havering Performance for the QTR			Commentary
Average time to obtain care orders			Well below target. This is Covid related. Shortage of court rooms at the beginning of lockdown has resulted in cases not being finished. All LAs are experiencing the same issues.
Ambition	26 weeks	Chart <span style="color: red;">Ambition +&gt;&gt;&gt;</span> 0 30 60 Jul-21 <b>59.3</b>	
This QTR	82 weeks	Aug-21 <b>No orders</b>	
RAG	<span style="color: red;">●</span>	Sep-21 <b>45.6</b>	
DoT			
Average number of weeks taken to obtain a Care Order (Jul-21 to Sep-21) <i>Note: the ambition of 26 weeks is imposed on the Court Service, but monitored by Legal Services</i>			

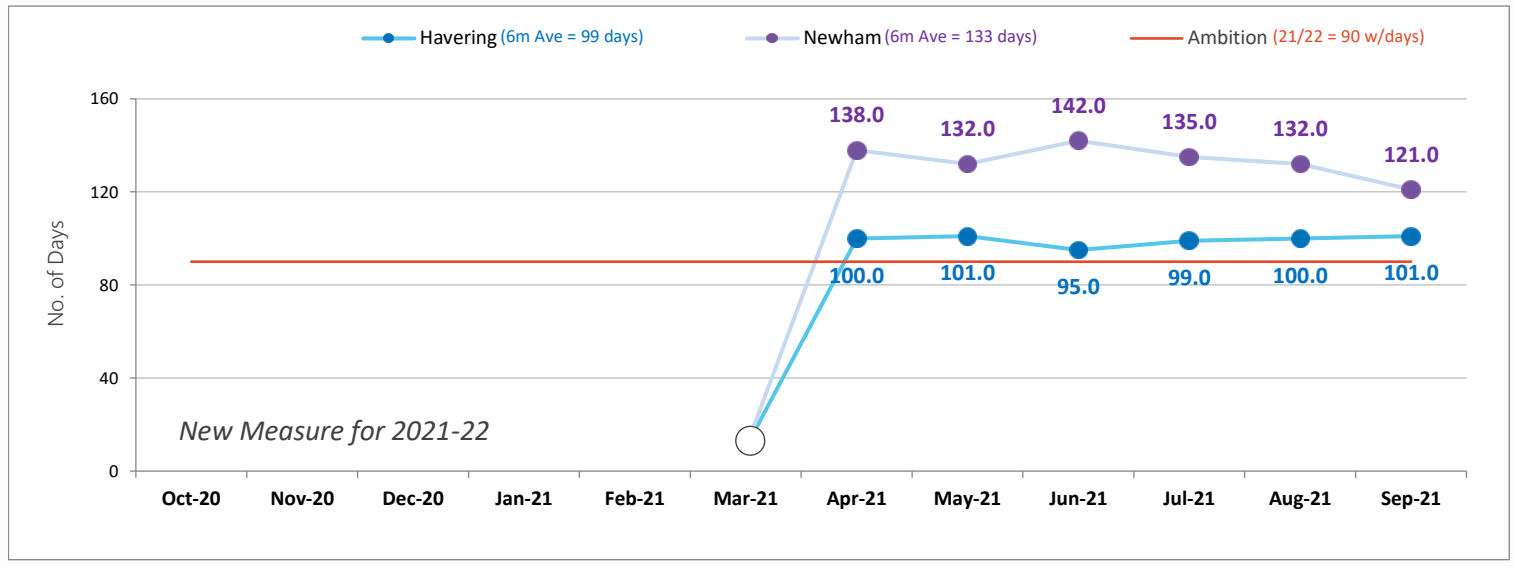
Newham Performance for the QTR			Commentary
Average time to obtain care orders			Covid has had significant impact on length of cases, numbers of hearings and costs. Lack of available dates for final hearing has meant cases go on for longer but are dynamic and continue to use resources.
Ambition	26 weeks	Chart <span style="color: red;">Ambition +&gt;&gt;&gt;</span> 0 30 60 Jul-21 <b>42.0</b>	
This QTR	82 weeks	Aug-21 <b>41.0</b>	
RAG	<span style="color: red;">●</span>	Sep-21 <b>No orders</b>	
DoT	<span style="color: green;">▲</span>		
Average number of weeks taken to obtain a Care Order (Jul-21 to Sep-21) <i>Note: the ambition of 26 weeks is imposed on the Court Service, but monitored by Legal Services</i>			



## Human Resources and OD

### Time taken to conclude an ER case

Rolling 12 months



## Exception Report and Commentary

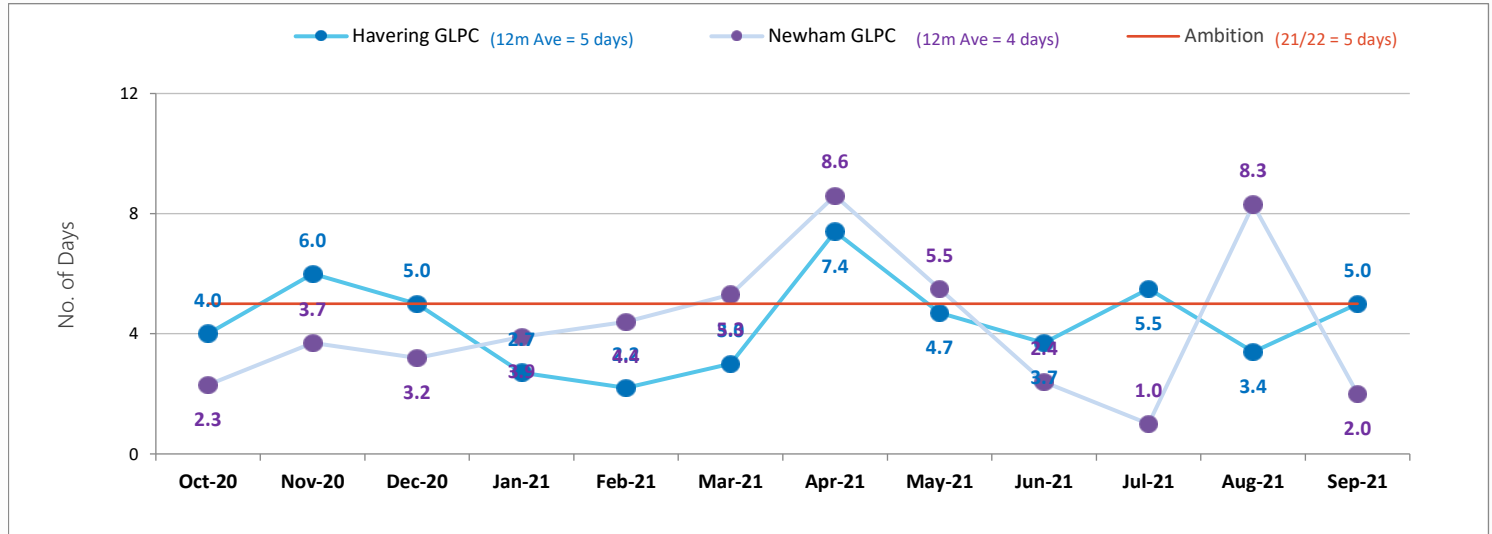
Havering Performance for the QTR			new measure	Commentary
Time taken to conclude an ER case				
Ambition	90 days	<b>Chart</b> <span style="color: red;">Ambition +&gt;&gt;</span> 98 99 100 101 102 Jul-21 99.0 Aug-21 100.0 Sep-21 101.0		Timeliness of casework at Havering is generally good and the 90 working day target has been missed because of a small number of complex cases.  Future actions planned to further improve performance include: <ul style="list-style-type: none"> <li>a review of the disciplinary, grievance and capability policies and associated support for managers</li> <li>faster escalation to senior managers when a manager is not progressing a case towards a timely resolution</li> </ul>
This QTR	101 days			
RAG	<span style="color: yellow;">●</span>			
DoT	<span style="color: red;">↓</span>			
Average number of working days taken to conclude a disciplinary, grievance, capability, sickness case (Jul-21 to Sep-21)				

Newham Performance for the QTR			new measure	Commentary
Time taken to conclude an ER case				
Ambition	90 days	<b>Chart</b> <span style="color: red;">Ambition +&gt;&gt;</span> 110 120 130 140 Jul-21 135.0 Aug-21 132.0 Sep-21 121.0		While arrangements for robustly monitoring and managing casework have been significantly improved, performance against the 90 working day target is impacted by a number of especially complex cases that have taken an extended period of time to resolve.  Future actions planned to further improve performance include: <ul style="list-style-type: none"> <li>a review of the disciplinary, grievance and capability policies and associated support for managers</li> <li>faster escalation to senior managers when a manager is not progressing a case towards a timely resolution</li> </ul>
This QTR	121 days			
RAG	<span style="color: red;">●</span>			
DoT	<span style="color: green;">↑</span>			
Average number of working days taken to conclude a disciplinary, grievance, capability, sickness case (Jul-21 to Sep-21)				

## Human Resources and OD

### Time taken to complete a GLPC job evaluation

Rolling 12 months



## Exception Report and Commentary

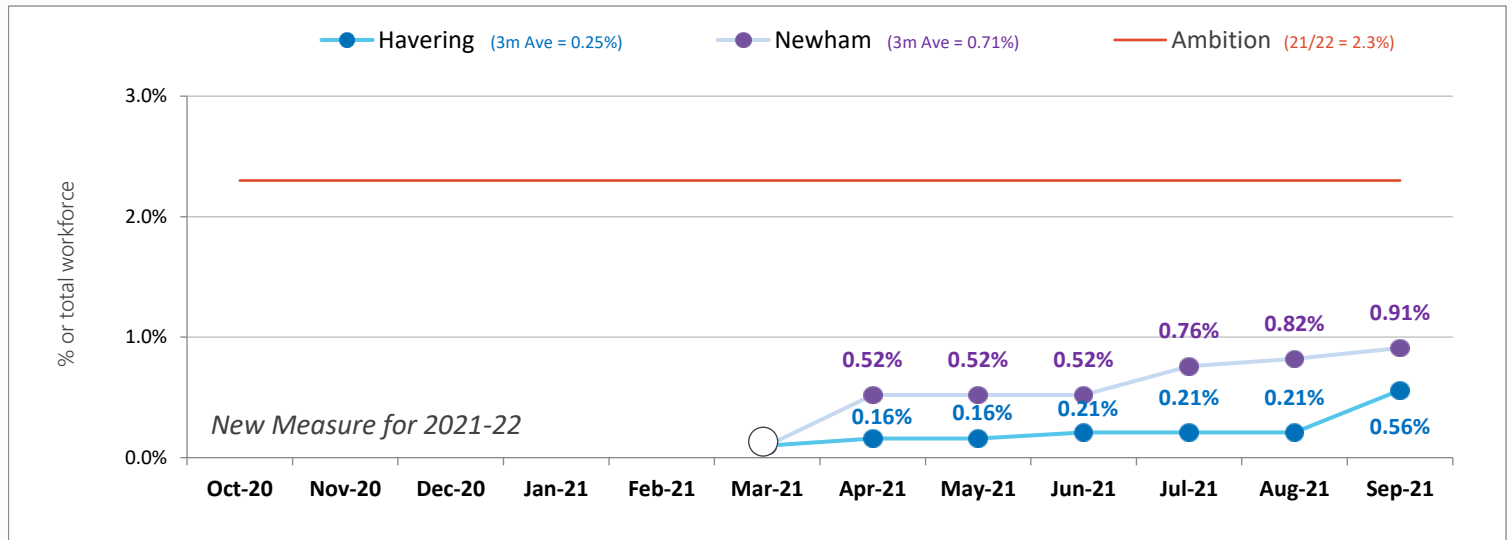
Performance for the QTR			Commentary
Time taken to complete a GLPC job evaluation			<p>Job evaluation timeliness is improving month-on-month, despite the significant increase in demand associated with restructures.</p> <p>Job evaluations take place at a weekly panel meeting, which means that - unless the panel has follow up queries to put to the relevant manager - all evaluations should be completed within five working days.</p>
Ambition	5 days	Chart <span style="color: red;">&lt;&lt;+ Ambition</span> 	
This QTR	6 days		
RAG	<span style="color: red;">●</span>		
DoT	<span style="color: red;">↓</span>		
Average number of working days taken to complete a GLPC job evaluation. Figures for HAY evaluations are included for comparison only (Jul-21 to Sep-21)			

Performance for the QTR			Commentary
Time taken to complete a GLPC job evaluation			<p>Job evaluation timeliness is improving month-on-month, despite the significant increase in demand associated with restructures.</p> <p>Job evaluations take place at a weekly panel meeting, which means that - unless the panel has follow up queries to put to the relevant manager - all evaluations should be completed within five working days.</p>
Ambition	5 days	Chart <span style="color: red;">&lt;&lt;+ Ambition</span> 	
This QTR	6 days		
RAG	<span style="color: red;">●</span>		
DoT	<span style="color: red;">↓</span>		
Average number of working days taken to complete a GLPC job evaluation. Figures for HAY evaluations are included for comparison only (Jul-21 to Sep-21)			

## Human Resources and OD

### Apprenticeship new starters

Rolling 12 months



## Exception Report and Commentary

Havering Performance for the QTR			Commentary
Apprenticeship new starters			<p>The number of apprenticeship starts is expected to increase significantly in the second quarter, following a corporate campaign to recruit existing employees into leadership and project management apprenticeships.</p> <p>Progress against individual directorate targets is monitored and reported regularly to the Apprenticeship Levy Working Group and Senior Leadership Team.</p> <p>Further actions planned to increase the use of apprenticeships include:</p> <ul style="list-style-type: none"> <li>introduction of the data analyst apprenticeship</li> <li>procurement of a range of service-specific apprenticeships, including within public health and social care</li> <li>further internal promotion of apprenticeships in leadership and management</li> </ul>
Ambition	<b>2.3%</b>	Chart <span style="color: red;">Ambition +&gt;&gt;&gt;</span> 0.0% 0.2% 0.4% 0.6%	
This QTR	<b>0.56%</b>	Jul-21 <b>0.21%</b> Aug-21 <b>0.21%</b> Sep-21 <b>0.56%</b>	
RAG			
DoT			
New employees starting an apprenticeship with the council as a percentage of the overall workforce (Apr-21 to Jun-21)			



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## APPENDIX A

### Performance Reporting Framework

#### Type of Performance Measure

Measures are classified as either: Continuous; Cumulative; or Volumetric.

##### Continuous Measures

Continuous measures have a quarterly ambition set. Achievement is RAG rated against the ambition and Direction of Travel is compared to either the previous quarter's achievement or a rolling 12-month average.

##### Cumulative Measures

Cumulative measures have an end-of-year ambition set. The achievement RAG rating is predictive and based on progress made to the end-of-year outturn figure. Direction of Travel is compared to either the same quarter of the previous year or a rolling 12-month average.

##### Volumetric Measures

Volumetric measures have no set ambition and do not receive a RAG rating. Direction of Travel is compared to either the previous year's outturn benchmark value or a rolling 12 month average.

#### Category of Performance Measures

Performance measures grouped into one of four categories. The measure category is identified by the icon appearing to the left of the category description below.



##### Quality

Key performance indicators that focus on the quality of service delivered to the customer. Performance is expressed as a percentage.



##### Monetary

Key performance indicators that deliver a monetary value to the customer. Performance may be measured in terms of monetary income/expenditure or expressed as a percentage.



##### Speed

Key performance indicators where time is of the essence and measures how quickly a service is delivered to the customer. Performance is expressed as a period of time or as a percentage.



##### Volume

Key performance indicators that measure the quantity delivered and presents a broad measure of service availability to meet customer demand. Performance is expressed as a numerical value,

#### Hierarchy of Performance Measures

Some measures are 'cross-cutting' in that they provide an indication of performance across more than one category, for example achievement in both quality and speed. To avoid 'double-counting, where a measure is 'cross-cutting' it is placed into the highest ranking category applying the following hierarchy: 1) Quality; 2) Monetary; 3) Speed; and 4) Volume.

#### RAG and DoT Comparison - adjustment of 2020-21 measures

The current 21/22 framework reports on 102 metrics 2020-21, whereas the previous framework for 20/21 reported on a 122 metrics. For the one source Performance Summary (pp.7&8) section, the 2020-21 metrics have been adjusted to allow for a closer 'like-for-like' comparison. Conversion of the data was achieved by selecting the closest performance measures from the 20/21 data to compare with the 21/22 data. For the RAG rating, this has removed 20 Green, 5 Amber and 2 Red rated outcomes from the overall total for 20/21. For Direction of Travel, which was measured differently in previous reports, this has added 8 measures to the 'Not measured' outcome.

# APPENDIX B

## Directorate Tables

### Exchequer & Transactional Services

Director: Sarah Bryant						QTR Performance Summary Table		
LA	Directorate	Service Area	KPI Performance Measure	Category	21-22 Ambition	21-22 / QTR 1	RAG Rating	DoT
Page 66 Havering	Exchequer & Transactional Services	Council Tax & Benefits	Percentage of Council Tax collected	Monetary	97%	30.7%	Green	Improving
			Time taken to process Housing Benefit (new claims) - average no. of days	Speed	20 days	15 days	Green	Declining
			Time taken to process Housing Benefit (change of circumstances) – ave. no. of days	Speed	11 days	6 days	Green	Improving
		People Transactional	Percentage of accurate payroll payments	Quality	100%	100.0%	Green	Unchanged
			Offer letter and subject to contract issued - within 7 days	Speed	95.0%	94.9%	Green	not measured
		Revenues & Finance Transactional	Percentage of suppliers paid - within 30 days	Monetary	95.0%	98.0%	Green	not measured
			Percentage of debt collected (by value) - in 90 days	Monetary	80.0%	91.9%	Green	not measured
			Percentage of debt collected (by volume) - in 90 days	Speed	80.0%	79.7%	Green	not measured
			Percentage of NNDR collected	Monetary	98.7%	27.8%	Green	Improving
		Newham	People Transactional	Percentage of accurate payroll payments	Quality	100%	99.8%	Amber
Offer letter and subject to contract issued within 7 days	Speed			95.0%	76.0%	Red	not measured	
Revenues & Finance Transactional	Percentage of suppliers paid within 30 days		Monetary	95.0%	15.5%	Green	not measured	
	Percentage of debt collected (by value) in 90 days		Monetary	80.0%	95.7%	Red	not measured	
	Percentage of debt collected (by volume) in 90 days		Monetary	80.0%	73.3%	Red	not measured	
	Percentage of NNDR collected		Speed	98.7%	64.1%	Amber	Improving	



## Technology & Innovation

Director: Patrick Montgomery						QTR Performance Summary Table				
LA	Directorate	Service Area	KPI Performance Measure	Category	21-22 Ambition	21-22 / QTR 1	RAG Rating	DoT		
Havering	Technology & Innovation	ICT	Number of major impact incidents	Volume	24 incidents	1 incident	Green	new measure		
			Percentage of projects completed on time - % of total projects completed	Speed	Volumetric	68.0%	Volumetric	new measure		
			Number of cyber security incidents reported to the ICO	Volume	Volumetric	0	Volumetric	new measure		
			System availability - % of total time	Quality	99.5%	99.6%	Green	Declining		
			Technology adoption quotient	Volume	Volumetric	242	Volumetric	new measure		
		Servicedesk	Customer satisfaction rating - percentage	Quality	90.0%	87.2%	Amber	Improving		
			Number of Fault Tickets raised	Volume	Volumetric	1,674	Volumetric	new measure		
			Number of Service Requests raised	Volume	Volumetric	3,102	Volumetric	new measure		
		Newham	Technology & Innovation	ICT	Number of major impact incidents	Volume	24 incidents	1 incident	Green	new measure
					Percentage of projects completed on time - % of total projects completed	Speed	Volumetric	42.0%	Volumetric	new measure
Number of cyber security incidents reported to the ICO	Volume				Volumetric	0	Volumetric	new measure		
System availability - % of total time	Quality				99.5%	99.4%	Green	Declining		
Technology adoption quotient	Volume				Volumetric	172	Volumetric	new measure		
Servicedesk	Customer satisfaction rating - percentage			Quality	90.0%	87.5%	Amber	Improving		
	Number of Fault Tickets raised			Volume	Volumetric	2,786	Volumetric	new measure		
	Number of Service Requests raised			Volume	Volumetric	4,891	Volumetric	new measure		

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## Asset Management

Director: Mark Butler						QTR Performance Summary Table			
LA	Directorate	Service Area	KPI Performance Measure	Category	21-22 Ambition	21-22 / QTR 1	RAG Rating	DoT	
Page 48 88 062P Newham	Asset Management	FM	Percentage of FM compliance inspections completed on time	Speed	97%	100%	Green	Improving	
			Percentage of responsive repairs attended by contractor on time	Speed	97.5%	39%	Red	Declining	
		H&S	Level of RIDDOR reporting	Volume	Volumetric	4	Volumetric	Reducing	
			Timely response to H&S Notices & Serious Incidents - % of responses in time	Speed	100%	100.0%	Green	Unchanged	
		Property	Annual commercial income – contracted rent receivable (x £million)	Monetary	£3.96m	£4.01m	Green	Improving	
			Annual commercial income – contracted rent received (x £million)	Monetary	£3.96m	£1.04m	Green	new measure	
			Vacancy rate - percentage of portfolio vacant as a % of whole	Volume	<5%	11.0%	Red	new measure	
			Romford market income forecast -v- actual (x £thousand)	Monetary	£178k	£98.6k	Green	Improving	
		Technical Services	School expansion programme expenditure v budget (x £million)	Monetary	£6.83m	£1.61m	Green	new measure	
			School maintenance programme expenditure v budget (x £million)	Monetary	£4.99m	£0.163m	Amber	new measure	
			Other capital programme expenditure v budget (x £million)	Monetary	£0.119m	£0.00m	n/a	new measure	
		Transport	Customer satisfaction rating (PTS)	Quality	99%	QTR 4 only	n/a	n/a	
			External income generated (gross)	Monetary	£345k	QTR 4 only	n/a	n/a	
		Newham	FM	Percentage of FM compliance inspections completed on time	Speed	97%	98.7%	Green	Improving
				Percentage of responsive repairs attended by contractor on time	Speed	97.5%	64%	Red	Declining
			H&S	Level of RIDDOR reporting	Volume	Volumetric	0	Volumetric	Reducing
Timely response to H&S Notices & Serious Incidents - % of responses in time	Speed			100%	100%	Green	Unchanged		
Property	Annual commercial income – contracted rent receivable (x £million)		Monetary	£10.8m	£11.26m	Green	Improving		
	Annual commercial income – contracted rent received (x £million)		Monetary	£10.8m	£0.565m	Green	new measure		
	Vacancy rate - percentage of portfolio vacant as a % of whole		Volume	<5%	5.5%	Green	new measure		
P&P	School expansion programme expenditure v budget (x £million)		Monetary	£7.90m	£1.33m	Amber	not measured		
	School maintenance programme expenditure v budget (x £million)		Monetary	£2.17m	£0.03m	Amber	not measured		
	Other capital programme expenditure v budget (x £million)		Monetary	£2.58m	DNA	Amber	not measured		





## Legal & Governance

Director: Daniel Fenwick						QTR Performance Summary Table		
LA	Directorate	Service Area	KPI Performance Measure	Category	21-22 Ambition	21-22 / QTR 1	RAG Rating	DoT
Havering	Legal & Governance		Average time to complete planning agreements	Speed	<6 months	4 months	Green	Improving
			Average time to obtain care orders	Speed	<26 weeks	no orders made	n/a	n/a
			Customer Satisfaction Rating	Quality	91%	96.0%	Green	Improving
			Spend on external Barristers & Solicitors through LBLA framework	Monetary	Volumetric	£170,098	Volumetric	Increasing
			Savings on external Barristers & Solicitors through LBLA framework	Monetary	Volumetric	£89,886	Volumetric	Increasing
			OVERALL quality of legal decision making	Quality	85.0%	100.0%	Green	new measure
			OVERALL timely provision of legal advice & conduct of litigation	Speed	85.0%	99.0%	Green	new measure
		OVERALL timely review and drafting of documents	Speed	83.0%	96.4%	Green	new measure	
Newham			Average time to complete planning agreements	Speed	<6 months	8 months	Red	Unchanged
			Average time to obtain care orders	Speed	<26 weeks	82 weeks	Red	Declining
			Customer Satisfaction Rating	Quality	91%	96.0%	Green	Improving
			Spend on external Barristers & Solicitors through LBLA framework	Monetary	Volumetric	£216,227	Volumetric	Increasing
			Savings on external Barristers & Solicitors through LBLA framework	Monetary	Volumetric	£85,859	Volumetric	Reducing
			OVERALL quality of legal decision making	Quality	85.0%	95.0%	Green	new measure
		OVERALL timely provision of legal advice & conduct of litigation	Speed	85.0%	98.9%	Green	new measure	
	OVERALL timely review and drafting of documents	Speed	83.0%	97.8%	Green	new measure		



## Procurement

Director: Rose Younger						QTR Performance Summary Table		
LA	Directorate	Service Area	KPI Performance Measure	Category	21-22 Ambition	21-22 / QTR 1	RAG Rating	DoT
Havering	Procurement	Strategic Procurement Unit	Percentage of Procurement projects on track - % of total in-progress	Quality	TBD	7.1%	n/a	new measure
			Number of Procurement projects in progress	Volume	Volumetric	0.0	Volumetric	new measure
			Number of Procurement projects completed	Volume	Volumetric	10.0	Volumetric	new measure
			Number of Contracts awarded on time	Speed	Volumetric	1.0	Volumetric	new measure
			Savings % against Procurement value	Monetary	TBD	DNA	n/a	new measure
			Savings Plans	Monetary	TBD	DNA	n/a	new measure
Newham		Strategic Procurement Unit	Percentage of Procurement projects on track - % of total in-progress	Quality	TBD	12.2%	n/a	new measure
			Number of Procurement projects in progress	Volume	Volumetric	5.0	Volumetric	new measure
			Number of Procurement projects completed	Volume	Volumetric	23.0	Volumetric	new measure
			Number of Contracts awarded on time	Speed	Volumetric	9.0	Volumetric	new measure
			Savings % against Procurement value	Monetary	TBD	DNA	n/a	new measure
			Savings Plans	Monetary	TBD	DNA	n/a	new measure



## Human Resources & OD

Director: Ben Plant						QTR Performance Summary Table				
LA	Directorate	Service Area	KPI Performance Measure	Category	21-22 Ambition	21-22 / QTR 1	RAG Rating	DoT		
Havering	Human Resources & OD	HROD	Percentage of Council employees that are Agency workers - % of total workforce	Quality	Volumetric	19.7%	Volumetric	new measure		
			Percentage of new Apprenticeship starters - % of total workforce	Quality	2.3% (set by gov't)	0.21%	Amber	new measure		
		HR Operations	Average time to conclude an ER case (disciplinary, grievance, capability) - no. of days	Speed	90 w/days	94	Amber	new measure		
			Average time to conclude a sickness absence case - no. of working days	Speed	Volumetric	95	Volumetric	new measure		
			Average time to complete a job evaluation (GLPC) - no. of working days	Speed	5 w/days	5	Green	Improving		
			Number of cases (disciplinary, grievance, capability) concluded	Volume	Volumetric	45	Volumetric	Increasing		
			Number of sickness absence cases concluded	Volume	Volumetric	67	Volumetric	Increasing		
			Number of job evaluations completed (GLPC)	Volume	Volumetric	54	Volumetric	Increasing		
			Number of restructures completed	Volume	Volumetric	4	Volumetric	new measure		
		HROD	Percentage of Council employees that are Agency workers - % of total workforce	Quality	12.0%	14.3%	Amber	new measure		
			Percentage of new Apprenticeship starters - % of total workforce	Quality	2.3% (set by gov't)	0.52%	Amber	new measure		
		Newham	Human Resources & OD	HROD	Average time to conclude an ER case (disciplinary, grievance, capability) - no. of days	Speed	90 w/days	142	Red	new measure
					Average time to conclude a sickness absence case - no. of working days	Speed	Volumetric	129	Volumetric	new measure
				HR Operations	Average time to complete a job evaluation (GLPC) - no. of working days	Speed	5 w/days	6.1	Red	Declining
Average time to complete a job evaluation (HAY) - no. of working days	Speed				Comparison only	6.2	Comparison only	Comparison only		
Number of cases (disciplinary, grievance, capability) concluded	Volume				Volumetric	87	Volumetric	Reducing		
Number of sickness absence cases concluded	Volume				Volumetric	65	Volumetric	Reducing		
Number of job evaluations completed (GLPC)	Volume				Volumetric	44	Volumetric	Reducing		
Number of job evaluations completed (HAY)	Volume				Volumetric	34	Volumetric	Reducing		
Number of restructures completed	Volume	Volumetric	4	Volumetric	new measure					



## End of Performance Report



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**ONESOURCE JOINT  
COMMITTEE**

**3<sup>rd</sup> December 2021**

**Subject heading:**

Overview of the one source approach to trading

**Report author and contact details:**

Simon Pollock, Executive Director,  
One Source

**Financial summary:**

Not applicable

**SUMMARY**

Trading with other councils is a central plank of the strategy for the delivery of savings within one source, and there is an emphasis within the organisation to try and increase the amount of external revenue being generated.

This report, and the presentation attached at Appendix A, provides an overview of the one source approach to trading, outlining the current situation, our ethos and offer and an indication of how we will fulfil our future ambitions in this area.

**RECOMMENDATIONS**

1. To note the one source approach to trading presented in Appendix A.

**REPORT DETAIL**

**1. Background**

- 1.1 Trading and income generation have been integral to one source since its inception in 2014. However the ambitions attached to trading have varied over the years. Time and experience have now led to a more measured approach to trading, recognising that whilst certain areas of the organisation are ripe for trading, others are not.
- 1.2 It is also recognised that trading needs to be pursued alongside our primary focus of delivering services to the partner councils and not at the expense of this, and the one source Commercial

Protocol (see appendix B), which was ratified by the Joint Committee in July 2019, sets out the agreed approach to one source shared services undertaking work for external clients.

## **2. one source approach to trading**

- 2.1 Trading with other councils is a central plank of the strategy for the delivery of savings within one source, and there is an emphasis within the organisation to try and increase the amount of external revenue being generated.
- 2.2 The presentation attached at Appendix A gives an overview of our current approach to trading, including our offer and ethos and our future ambitions for trading. It also gives a high level overview of our current contracts and trading income.
- 2.3 Referencing our future ambitions, it is recognised that that the global pandemic has interfered with the development of our trading ambitions, and attempts to expand trading to other councils has effectively been paused for many months. As we emerge from the pandemic we have a renewed approach and commitment to increasing our trading income and the presentation outlines the key activities that we will undertake to support this.

### **Appendices:**

- A. **Overview of the one source approach to trading**
- B. **One source Commercial Protocol**



# Overview of the one source approach to trading

JOINT COMMITTEE

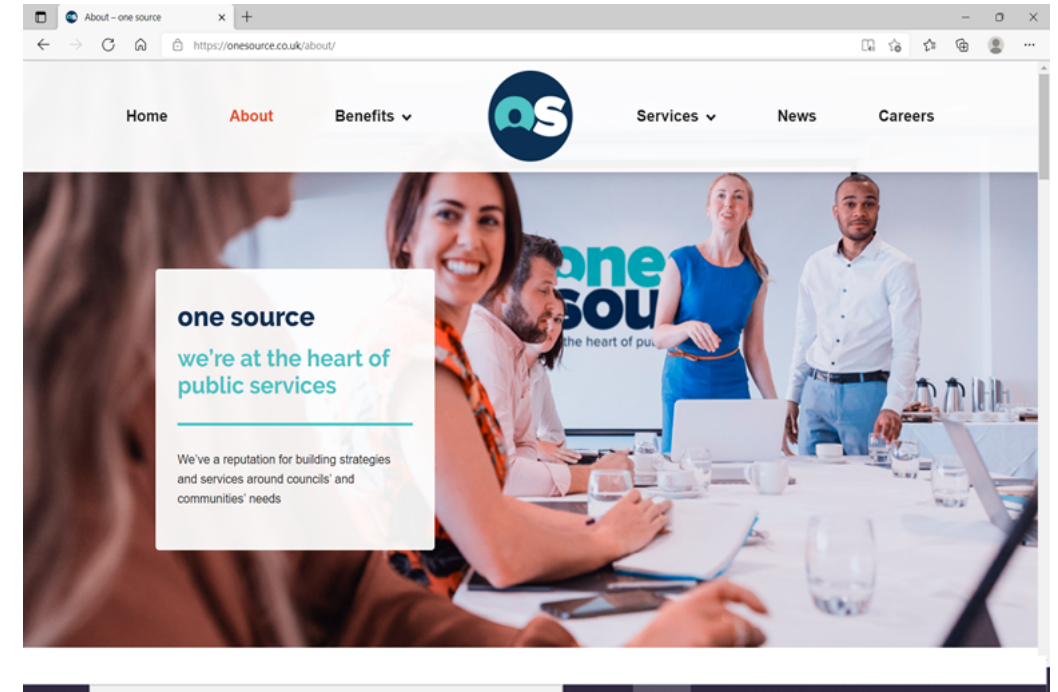
DECEMBER 2021



# Introduction and background

- ▶ When one source was first set up in 2014 it was with an expectation that it would develop further than the original shared service arrangement between the two partner councils of Newham and Havering. There were strong ambitions that the organisation would have a significant trading presence within the public sector industry.
- ▶ This was explicitly developed with the 'Transition to Trading' strategy pursued in 2016/17, which had the stated intention of moving the organisation to a fully trading model.
- ▶ However, time and experience have tempered those original ambitions into something more realistic, and it is now recognised that whilst certain areas of the organisation are ripe for trading, others are not.
- ▶ It is also recognised that trading needs to be pursued alongside our primary focus of delivering services to the partner councils and not at the expense of this.
- ▶ The organisation now looks to take a rather more measured approach to trading, whereby we concentrate on marketing those service areas that can trade effectively, and develop those areas that have possibilities for trading. But recognising that this cannot apply wholesale across the organisation. We concentrate our efforts where we can make most profit.

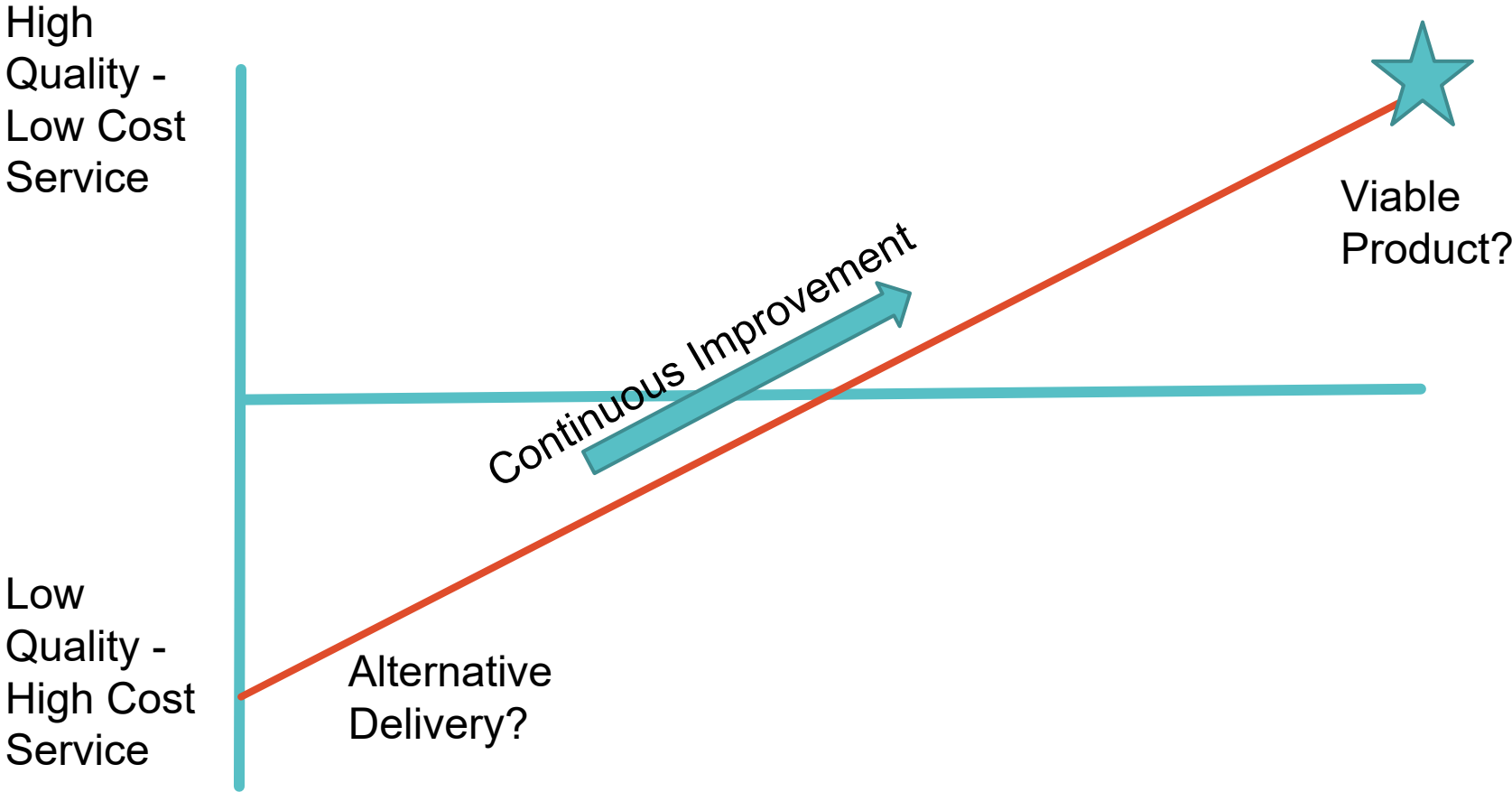
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# Product Selection – based on service effectiveness

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# The one source Commercial Protocol

- ▶ In recognition of this more measured approach to trading, the one source Commercial Protocol was developed and was ratified by the Joint Committee in July 2019.
- ▶ In essence it recognises the benefits of trading, but not at the expense of delivering services to the Partner Councils:

*“Following the 2018 elections, the partner Councils considered and agreed the future direction of the Council and their approach to external work. The key priorities for oneSource are:*

- *A primary focus on delivering services to support the corporate priorities of each partner council.*
- *A relentless focus on quality and value for money as an in-house shared service*
- *A readiness to deliver services to external partners recognising the benefits of generating income for the partner authorities; but only where it does not have a detrimental impact on the services delivered to the partner authorities.”*

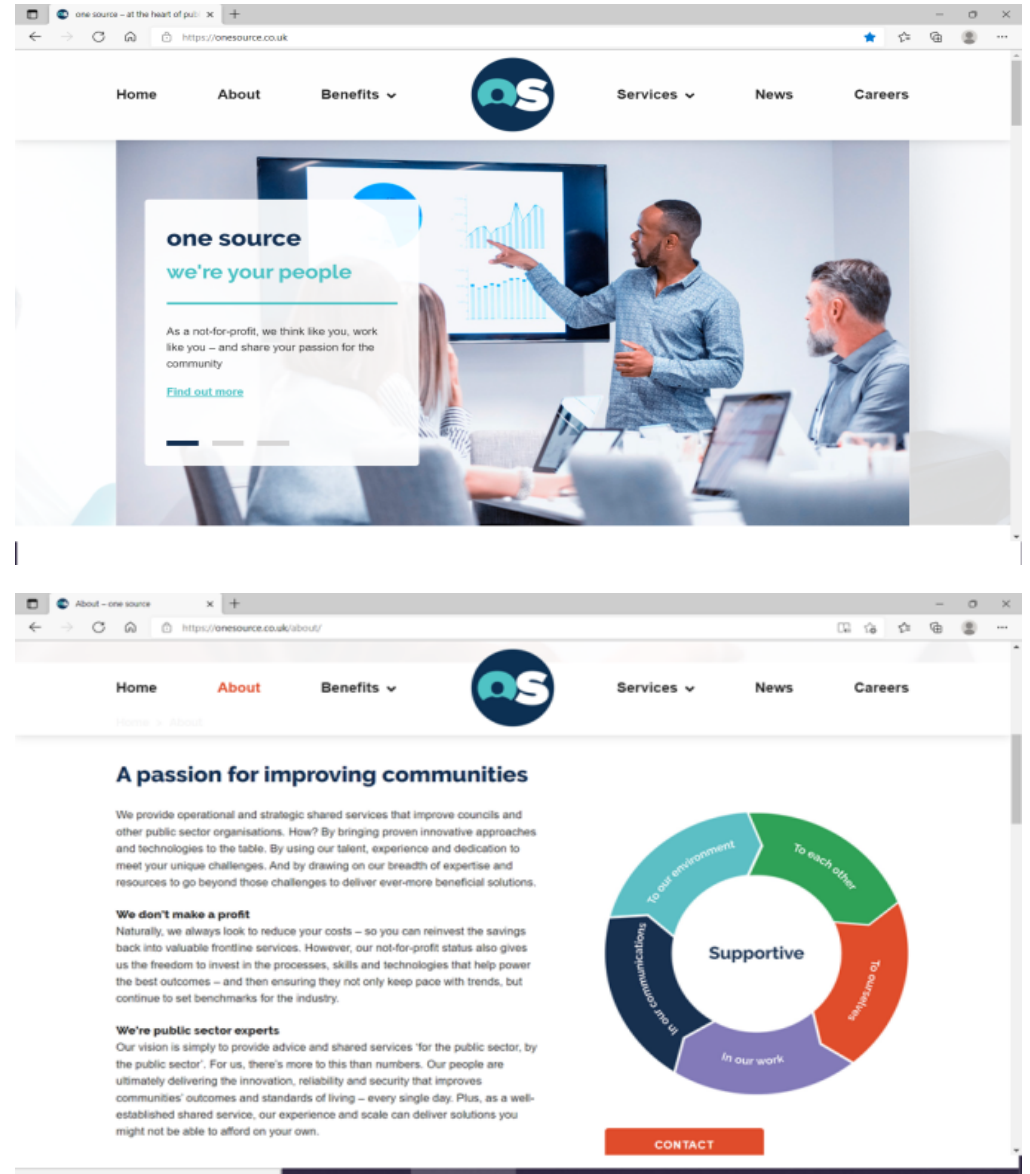
- ▶ The full Commercial Protocol is attached at Appendix B

# Our current approach:

## Shared Services done right - Working at the heart of public services

- ▶ Our current approach to marketing our services focuses on three broad pillars:
  1. A solid presence in the market place backed up with a professional, gateway website that allows people to understand the breath of our services and our ethos and approach.
  2. An understanding that there is rarely a 'one size fits all' product that can be mass marketed. Instead we increase our trading contracts through exploiting individual networks and leads, and with bespoke solutions. So our website and literature focuses on encouraging conversations to facilitate this.
  3. We focus on those services that have can and do trade successfully (e.g. our ethical enforcement service) to help increase their reach.

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# Product preparation and route to market



<p>Process engineering</p> <p>Automation</p> <p>Management Excellence</p> <p>Productivity</p> <p>IT Products</p> <p>Economies of scale</p>	<p>Can include all or some of the council's overheads – eg Dem Services</p> <p>Must be reasonable mix of overheads in case of challenge</p> <p>No statutory definition of which costs are included</p>	<p>Must be high enough to avoid "state aid"</p> <p>Must be low enough to comply with LG goods and Services Act</p> <p>Price band above should be in the region of acceptable market price</p>	<p>Ensure that our colleagues are aware of which services we are trading and their USPs in order to recommend to their contacts</p>	<p>Ensure that our target market are aware of the services that we are trading</p>	<p>Experience shows that the best leads come from personal contacts</p>	<p>Send the expert practitioner to talk to the potential client – you don't buy plumbing off a salesperson, you buy off a plumber</p>	<p>Professional bid documents and tailored costings prepared by in house bid team</p>	<p>Signing of inter-authority agreement including implementation and exit costs</p>
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# Offer & Ethos: our competitive edge

In a competitive market place, we focus on the things that make us stand out from the crowd, and make us attractive to potential clients.

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## We provide services “for the public sector, by the public sector”

At the heart of this is our focus on, and expertise in, the public sector. We know our industry, we are passionate about public service, and we understand the challenges of the public sector.



## We offer bespoke services

Our people have a deep understanding of the public sector and its unique challenges. We build solutions around the way each organisation works – whether that is providing a complete function, like IT or Asset Management; or helping organisations tactically, for example securing PPE equipment.



## Our governance

Our approach makes things simpler. As we are a section 101 delegation, public sector organisations generally don't need to manage a tender process.



# Shared Services Trading – tilting the playing field

- ▶ Private sector costings need to include provision for corporation tax, shareholder dividends, contingency funding, net profit etc.
- ▶ In contrast, public sector costings do not need to include corporation tax, dividends, profit - meaning that our price can be lower or our “margin” higher.
- ▶ Private sector often resort to off-shoring to reduce costs/increase margin – this may not be acceptable to our public sector colleagues.
- ▶ Public sector to public sector “contracts” can be done by delegation of powers avoiding lengthy procurement exercises.
- ▶ Private sector will not always pass on reductions in the cost of delivering a service.
- ▶ The public sector are in a position where they are obliged to pass on reductions if the contract starts making money above the recovery of overheads.
- ▶ Ethos of the two parties in a public sector/public sector relationship is likely to closely align, creating an important feeling of affinity.

# Current trading relationships

- ▶ We work with public sector clients across London and the south of England, including Barking and Dagenham, Essex, Harrow and Tower Hamlets.
- ▶ We have circa. 200 fixed term and variable Pay As You Go (PAYG) contracts with councils, schools and other public sector organisations, providing services including Ethical Enforcement, Payroll, Health & Safety, Legal services, Transport, ICT and HR.
- ▶ We generate circa. £1.3m income from trading each year.
- ▶ Our contacts range in size from variable PAYG for as little as £100 to fixed term contracts worth £100k.

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# Future ambitions for trading

- ▶ We see trading with other Councils as a central plank of the strategy for the delivery of savings within one source.
- ▶ Whilst the standard approach to delivering savings is to focus on general efficiencies, it is recognised that there is a limit on what can be achieved through general reductions in budgets without it impacting on core operational activities.
- ▶ Therefore alongside other initiatives there is an emphasis within one source to try and increase the amount of external revenue being generated.
- ▶ However the impact of the pandemic on other councils has meant delayed opportunities to increase one source's trading activities and, whilst 2 boroughs are in advanced stages for procuring ethical enforcement services from one source, more opportunities have not yet become available.



# Future ambitions for trading

- ▶ For the future, greater emphasis is being put on increasing our trading activities by:
  - ▶ Increasing the central resources in one source – we will be including Marketing Communications expertise as part of the Strategic Delivery Unit restructure to support one source services in their trading activities.
  - ▶ Continuing to develop our marketing strategy and materials.
  - ▶ Bespoke and specific help to the ‘star performers’ – those services that have an established and successful trading profile to try and increase their presence in the market place.
- ▶ Business improvement support offered to those services who can further develop their services for trading.
- ▶ Establishment of a Trading Board within one source to enable collaboration, shared learning and bring together central support resources.



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## Commercial Protocol

### Purpose

This Protocol sets out the oneSource Joint Committee agreed approach to oneSource shared services undertaking work for external clients. oneSource services will follow the Protocol when undertaking external work in addition to any governance requirements of the partner councils.

### Context

oneSource is the in-house shared services of Newham, Havering and Bexley Councils established in April 2014 with Bexley joining in April 2016. Newham & Havering share over 20 mainly corporate services and Bexley are a partner council for Finance and Transactional & Exchequer Services.

All oneSource services for the partner councils are provided as a non-commercial shared service governed by a joint committee of members from each authority. At its inception, one of the agreed aims and success measures for oneSource was to provide its services on a commercial basis to external councils and generating income for the partner authorities. Most services had income targets to reflect this priority.

oneSource services have met this aim and successfully undertakes work for a range of clients – primarily other councils, council owned companies and schools – and the surplus is largely used to fund oneSource services reducing the net cost to the partner councils.

Further expansion as primarily commercial services making profits for the partner councils would require by law consideration of the establishment of oneSource, or some of its services, as a wholly owned commercial company. However, oneSource services can lawfully provide services as an in-house service to other public sector bodies, including all local authorities and make a surplus under the Local Authorities (Goods and Services) Act 1970.

Following the 2018 elections, the partner Councils considered and agreed the future direction of the Council and their approach to external work. The key priorities for oneSource are:

- A primary focus on delivering services to support the corporate priorities of each partner council.
- A relentless focus on quality and value for money as an in-house shared service
- A readiness to deliver services to external partners recognising the benefits of generating income for the partner authorities; but only where it does not have a detrimental impact on the services delivered to the partner authorities.

An Improvement Plan is in place to deliver the priorities and this Protocol provides more detailed guidance on how oneSource services will undertake work for external clients.

## Sharing Opportunities

oneSource is based on the principles of sharing resources and expertise between the partner councils. Put simply, shared services means where employees of the sharing authorities work jointly on the delivery of services to all of the councils. The oneSource model allows for other councils to join and share one or more services with the partner councils, just as Bexley joined in 2016. Shared services also exist in other areas of each Council's services and is a mutually beneficial and non-commercial form of collaboration.

The benefits of sharing services are:

- Increased resilience of services through shared expertise and resources
- Savings through the economies of scale and eliminating unnecessary duplication
- Sharing innovation and solutions between and across councils
- Attractive and enhanced career opportunities for staff
- Limited regulation and bureaucracy – compared to externalising inhouse services.

The potential risks of sharing services are:

- Slipping into a client / contractor type of relationship
- Losing focus on partner council priorities
- Balancing different needs of partner authorities and avoiding “one size fits all” where it is not appropriate.

The Joint Committee in principle welcomes opportunities to share services between the partner authorities and with new partners. oneSource services will continue to be open to delivering and proposing mutually beneficial sharing between the partner Councils, e.g. in areas of common working like smarter working and accommodation reviews.

This is conditional upon the sharing of services not having a detrimental effect on the key oneSource priorities set out above – particularly supporting the delivery of partner council priorities.

Therefore, if any sharing opportunities arise, the Executive Director will:

- Consult informally with the relevant officers and members in each partner authority
- If agreed to proceed, prepare an outline business case for consideration by each partner authority

If there is agreement to progress the opportunity, the Executive Director will seek approval for the project formally in accordance with the governance processes of the partner authorities

## Commercial Opportunities

The Joint Committee recognises the benefits of commercialisation and this can be viewed within the context of reductions in Central Government grant, caps on Council Tax Increases

and savings required as part of the MTF process. The use of a more commercial approach to providing services to mitigate the financial pressures can be seen as a way of safeguarding service delivery and standards.

This is reflected in the approach to existing and new commercial opportunities for oneSource and the partner authorities.

### Existing Commercial Opportunities

oneSource will continue to undertake external work where:

- It is successfully doing so, i.e. delivering high quality services and income to the partner Councils
- Where there is a market opportunity for its services, such as health and safety training, ad hoc legal work and consultancy services
- Where services have the capacity to undertake additional work

There is a need to ensure that the exploration of any commercial opportunities does not undermine the in house focus on delivery of excellent service and the in house service provision.

The Executive Director will keep all external work under review and report to the partner Councils (via the commissioning leads and lead member) and, appropriate, the Joint Committee. This review will take into account the impact on the delivery of the partner councils' priorities and the quality of services delivered to the partner authorities.

Where necessary, the governance processes in the partner authorities will be followed in the continuation and expansion of existing commercial work.

### New Commercial Opportunities

The Joint Committee will consider new commercial opportunities for oneSource where they are supported by a business case agreed by the partner councils. Whilst the Improvement Plan is successfully delivered, oneSource will not proactively market its services on a commercial basis. However, oneSource's experience is that new opportunities can arise on an ad hoc basis through contacts or approaches from external bodies for assistance. Such opportunities can range from "one off" requests for advice or support through to the ongoing provision of services. Further, oneSource has undertaken ad hoc work as a means of marketing the services with external bodies with a view to developing a working relationship with the body but also to enhance oneSource's reputation in the public sector, especially with local authorities, as a leading in house shared service provider.

This part of the Protocol sets out how oneSource will adopt a proportionate approach to such opportunities led by the Executive Director.

#### *"One off" or ad hoc requests for support*

The Director will carry out a brief analysis of whether it is beneficial to the interests of the partner authorities to agree to undertake the work. The analysis will consider:

- The legal powers to undertake the work
- The service's capacity to undertake the work
- The benefits of undertaking the work in terms of income (i.e. surplus); costs; commercial experience; reputational benefit and market penetration; commercial risk
- The impact on service provision and capacity to the partner authorities

This is not a finite list of considerations and, where appropriate, consultation with the partner authorities will take place and monitoring arrangements put in place. The level of detail required will be proportionate to the scale and risk of the opportunity and any decision making will comply with the governance requirements of the partner authorities.

### *New opportunities for service provision to external customers*

Where an external organisation requests oneSource to carry out or submit a quote or bid for ongoing service provision, the following process will be followed as a minimum. The table below outlines additional steps that will be considered to ensure any proposal is fully considered.

- The Executive Director will prepare an outline business case for the commercial opportunity taking into account the factors set out above and any other relevant factor / information.
- The outline business case will be considered by the commissioning leads in each authority and lead members.
- If it is agreed to proceed with the opportunity, the Executive Director will prepare a final business case and consult with and obtain the necessary approvals in accordance with the partner councils' governance procedures.

In each case, the detail required for the business case will be proportionate to the nature and scale of the commercial opportunity.

When planning to offer services to external customers and drafting business cases, the service must ensure that the following principles are met:

- There is no detrimental impact on the shared service provision to the 3 partner councils and does not undermine the in-house focus
- Effective performance measures and costings are included.
- Decisions are informed by analysis of the current market and benchmarking utilising good quality data in order to understand the services place in any potential market.
- A risk register is prepared and taken into account
- Alternative delivery models are considered where appropriate but any proposal should not include the externalisation of any service.
- That systems are in place to continually assess the benefits of providing external services e.g income/cost forecasting.
- To assess whether the proposed activities that are undertaken are lawful or commercially or financially sound.

### **Implementing the Commercial Protocol**

The table below outlines the process for the identification, development and implementation of income generation and commercial opportunities.

Opportunity Arises	<p>Liaise with external organisation and notify commissioners</p> <p>Record in Business Development Team</p> <p>Initial assessment for potential for undertaking the work</p> <p>Identify where income could come from e.g fees and charges, surplus and financial business case</p> <p>Identify legal powers to provide the service / in the model proposed.</p> <p>Discuss at OMT for initial consideration and sense check</p>
Develop Draft Business Case	<p>Prepare adequate business case.</p> <p>Submit to commissioners and lead members for consultation on way to proceed</p>
Approval to proceed to develop Full Business Case	<p>Present case to OMT for review</p> <p>Consultation with commissioners and lead members, as required</p>
Final Approval	<p>Seek necessary approvals from each authority</p> <p>Where necessary, delegate authority to reach agreement with external organisation</p>
Agreement with external and Implementation	<p>Agree terms and start date.</p> <p>Mobilise resources</p> <p>Establish communication plan if necessary. (where necessary, refer any new decisions back)</p>
Ongoing Monitoring	<p>Monitoring of benefits and assumptions made as part of the business case.</p> <p>Financial planning to identify areas for expansion.</p>
Review	<p>Regular review as part of budget setting process.</p>

## Governance

Decisions in respect of shared services and commercial work for external organisations will be made in accordance with partner authorities Schemes of Delegation and / or the delegated powers of the oneSource Joint Committee.

In addition to the decision making requirements, the Executive Director will ensure that the commissioners and lead members are fully informed and consulted on proposals (taking into account their views on whether broader consultation is required within the relevant authority).

As external work can vary from assistance on an individual matter taking 2 hours to a proposal to provide one or more services, the level of governance required will be proportionate to the nature and scale of the relevant decision.

The Joint Committee will receive regular reports on commercial activity and income at its meetings.



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**ONESOURCE JOINT  
COMMITTEE**

**3<sup>rd</sup> December 2021**

**Subject heading:**

Direct Debit Incident 23 July 2021

**Report author and contact details:**

Sarah Bryant  
(sarah.bryant@onesource.co.uk) &  
Patrick Montgomery  
(patrick.montgomery@onesource.co.  
uk)

**SUMMARY**

The attached report outlines the background, impact, and follow up actions associated with the Direct Debit incident that took place at Havering Council on 23<sup>rd</sup> July 2021.

**RECOMMENDATIONS**

1. To note the Direct Debit incident review report presented in Appendix 1.

**REPORT DETAIL**

Please see the attached report at Appendix 1 for background, impact and follow-up actions

**Appendices:**

1. Direct Debit incident 23 July 2021 report

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## Direct Debit Incident 23 July 2021 – oneSource Sarah Bryant & Patrick Montgomery

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### Background

On the 23<sup>rd</sup> July 2021, a collection of 533 Direct Debits (DD) for London Borough of Havering Music School, Shop Rents, Market Traders Licences and Trade Waste customers was processed missing the decimal point with result of the amount taken increasing by 100. This changed the actual total figure of £53,174.45 to £5,317,445.00 which were then subsequently debited from customer accounts.

The cause of the missing decimal point was a bug in the recently upgraded Bacway software on the specific Accounts Receivable (AR) direct debit file type. The missing decimal point was subsequently not spotted in two control stages of manual payment file verification process first by IT and then by Accounts Received (AR) teams.

### Chronology

- 2<sup>nd</sup> July 2021, the Bacway software was upgraded to keep it in line with security standards.
- 12<sup>th</sup> July 2021, a file was generated from the Account Receivables (AR) module of FUSION (FUSION is the financial system used across all services within Havering Council) for the collection of 533 Direct Debit payments totalling £53,174.45. The DDs were for Music School, Shop Rents, Market Traders Licences and Trade Waste.
- 23<sup>rd</sup> July 2021, the AR direct debit file was processed and the incorrect totals were debited from customer accounts
- 23<sup>rd</sup> July 2021, a customer alerted the council to the error, this was investigated and all other payment files stopped until they were tested. Work began at Havering Council to confirm what customers could do to either stop the direct debit, or to ensure funds were credited back.

## **Further Detail**

### **Current Process**

The current process for these files is for the AR team to log the request with IT to process. The IT Service Desk team was allocated the IT service request for processing the Direct Debit file and as part of work on that request checked the integrity of the file, however, did not spot that the decimal point was missing that had been added on the Bacs submission. When reading the number in the service request the main part of the numbers were exactly the same as on the submission and it appeared that the file had not been altered. The file was then passed onto the AR team for final verification and agreement for processing.

The AR team was required, as part of their verifications, to confirm accuracy on number of transactions and value. This included checking on the BACS file:

- Item numbers
- Value of direct debits
- Processing date

Although the member of staff undertaking this verification had been trained, this was the first time that the member of staff had run the DD process.

In addition, further IT checks should have been completed. The IT operator and supervisor should have also picked up the incorrect value and this should have been reconciled against the totals in the file submitted. However these colleagues also failed to identify that the decimal point was missing.

The AR member of staff checked the BACS file and as the value showed as "531745500" it was assumed this was correct as the member of staff was unaware that the value was incorrect compared to others.

Instead of following the documented process the AR team member emailed the member of IT who processed the file the following morning asking if they had to do anything further with the report. The member of IT advised the AR team member that they didn't need to do anything with the report, assuming that it had already been checked the day before. The BACSTEL report should have been checked to the number of items, value, processing date and sun number which had not been done.

### **BACS Upgrade:**

The BACS software used required an upgrade in order to keep it secure and to allow for the continued processing of BACS payments. This was completed on the 2<sup>nd</sup> July 2021. This was seen as a fairly straightforward upgrade by IT and Finance, and specific upgrade documentation was not provided by the supplier Bottomline. The services were not involved in the upgrade as this was seen as a technical upgrade only. As part of the upgrade different payment profiles, including the problem direct debit profile, were upgraded and a check with the bank was done to confirm the

revised files were active with no errors. Testing however was not sufficiently extensive to detect & resolve the error in the direct debit payment profile. Subsequently the first direct debit payment file run on the 23<sup>rd</sup> of July encountered this problem, and once the error was detected on the 23<sup>rd</sup> all other payment profiles was reviewed with no other errors found.

## **Training**

IT: All IT staff members involved in the processing of payments had been trained with process documentation provided and the member of staff involved in this error had processed previous files without issues.

AR: The AR Team Lead trained the Senior AR team member remotely by sharing screens to run the AR direct debits.

## **Lessons learnt**

1. A review on the process was undertaken as part of an incident management workshop.
2. The process has been changed and agreed with all relevant parties. Process documentation has been update made the process flow clearer, updated to reflect the additional checks can be done virtually (was on paper before) and added standard wording to be included in the email requesting confirmation back from the person who raised the request that the file is either OK or not.
3. More extensive testing and documentation of upgrades of key IT systems like BACS payment is required and is being led by appropriate IT management.
4. Additional checks to be carried out by more than one member of staff in the AR team.
5. Meetings have been held within both IT and AR teams to emphasize roles and responsibilities, checks and controls to ensure they are fully aware of the failures in this incident and the accountability of their role in approving a BACs file. An updated check list has been produced to be completed when running the direct debits, and staff have also been informed they need to use the check list, which has added in extra controls. This has also been followed up with all staff to ensure they all process work correctly and to check their work for accuracy.
6. Extra checks are also now in place with the AR Team, to ensure the staff follow the details in the check list and before the BACS report is sent from IT operators it is checked by an IT supervisor and when received by AR it is checked by the Senior who has run the direct debits in the AR system, to confirm Item numbers, value, processing date and sum number is correct, then it is emailed to Sharron Harris to verify the figures and items submitted and then returned to the IT operators confirming the information on the BACS files is correct.
7. All team members who are responsible for control checks have been identified, and made aware their responsibilities to ensure that the Council does not suffer further financial and reputational damage.

8. Incident highlight the need to accelerate plans to move validation & processing of financial files from IT Service Desk to Finance CBST team. This will allow for greater oversight and understanding of these files and what the correct data should be.

### **Staff Action**

All staff involved are fully aware of the impact this has had to residents and businesses. All staff have shown remorse in this and have assisted fully with investigations and helping to resolve the problem.

Two colleagues within the IT Service Desk team were involved, the member of staff who processed the BACS file and another involved in the Bacway upgrade.

Two colleagues within the AR team were involved, the Team Lead and a Senior AR Officer. It is the senior duty to check the total on the BACS file. However, as it was Senior AR officer's first time and training was completed remotely a further check and control should have been included by the trainer (the team lead). This would have minimised the risk of failure or error.

Meetings have taken place with HR to explore and identify relevant management action in full consideration of the facts and events leading up to the incident, including the IT upgrade to BACS error, failure of multiple process check points across both teams, along with the active participation of resolving and rectifying the issues.

The following actions have been completed:-

- Conduct and standards setting letter to all members of staff involved outlining individual errors, impact, responsibility, management responsibility (where appropriate) and revised process.
- An agreed action plan with completion dates

All letters included a paragraph that if these standards are not met it will result in more formal action in line with the HR Disciplinary policy.

**ONESOURCE JOINT  
COMMITTEE**

3<sup>rd</sup> December 2021

**Subject heading:**

**oneSource Financial Position as at  
Period 6 2021/22**

**Report author and contact details:**

**Dave McNamara – (Interim)  
Director of Finance**  
[Dave.mcnamara@oneSource.co.uk](mailto:Dave.mcnamara@oneSource.co.uk)

**Financial summary:**

The OneSource period 6 forecast is a variance of £7.2m against the 2021/22 budget. This is an improvement of (£2.2m) from the period 3 position of £9.4m.

**SUMMARY**

A summary of OneSource’s period 6 forecast and the movement from period 3 is set out in the table below:

Description	Period 6 (end of September)			Period 3	
	Budget (£000)	Forecast (£000)	Variance (£000)	Variance (£000)	Movement (£000)
Newham Non-Shared	-9,095	-5,966	3,129	3,485	-356
Havering Non-Shared	-1,514	537	2,051	2,123	-72
Shared	2,759	4,850	2,091	3,813	-1,722
<b>Total One Source</b>	<b>-7,850</b>	<b>-579</b>	<b>7,271</b>	<b>9,421</b>	<b>-2,150</b>

**RECOMMENDATIONS**

The joint committee are asked to note the period 6 position and its improvement from the period 3 as well as the continued work being undertaken by the oneSource management team to further reduce the projected overspend and bring spend back in line with budgets.

## REPORT DETAIL

### 1. oneSource shared

- 1.1 There is a forecasted overspend of £2.1m against budget within the oneSource shared area which is an improvement of £1.7m on the period 3 position of £3.8m. Of the forecasted overspend it is calculated that £1m is due to the London Borough of Havering and £1.1m is due to the London Borough of Newham.
- 1.2 The improvement between period 3 and period 6 reflects the progress made to date in delivering items outlined in the budget recovery action plan which was reported at the last Joint Committee meeting in August combined with a reduction in the use of agency and holding vacancies wherever possible.
- 1.3 The remaining forecasted overspend of £2.1m is derived from an inability to collect enforcement fees to the same extent as pre-pandemic levels within the transactional and exchequer service £0.5m, a delay in implementing the ICT restructure £0.4m and a delay in delivering targets held within Business Services pending progression of implementation plans £0.5m coupled with the cumulative effect of a number of smaller variances across a range of other areas.
- 1.4 The ICT restructure is currently at the stage of consultation with HR and Trade Unions; The ICT restructure for Target Operating Model is progressing, the Service is in the second phase of the restructure. Phase 2 identified savings of £95k from reduction of IT management posts supporting existing IT services although this phase is a dependency for phase 3. It is anticipated that the duration for phase 3 will stretch beyond the timeline originally agreed which will mean the restructure will be partly delivered in 21/22.
- 1.5 Recent changes to rules regarding the collection of enforcement fees should result in an increase in income in the second half of the year. The oneSource management team continue to work towards the items outlined in the budget recovery plan reported to the Joint Committee at the last meeting and as and when progress with delivery is made the forecasts will be updated accordingly.

### 2. Newham non-shared

- 2.1 Newham non-shared is forecasting an overspend of £3.1m. This is an improvement of £0.4m from the period 3 position of £3.5m. The movement is due to an improvement in the forecast within the ICT service where a review of forecast in the One Bill cost centre for private contractors which in period 3 was £0.6m, this has been reduced to £0.2m thereby driving down projected costs
- 2.2 The majority of the Newham non-shared forecasted overspend is derived from the £2.8m procurement savings target which is held in this area which is currently forecasted as unachieved. However, it should be noted that a large amount of activity has taken place in this area over recent months, the impact of which should soon be reflected in the forecast in this area. A new gateway process has been implemented which has already identified a significant amount of savings, however, these are not factored into the period 6 forecast as



yet because they either relate to capital, non-general fund budgets and/or aren't due to commence until next financial year. A ten week savings discovery exercise is due to be undertaken within the next month with the aim of expediting the identification of even more opportunities for procurement driven savings. The upcoming procurement restructure is designed to ensure these opportunities are acted on and the associated savings are delivered.

2.3 The remainder of the forecasted pressure in the Newham non-shared area relates to Asset Management premises budgets where a combination of essential maintenance and compliance work, business rates costs and energy inflation costs are contributing to projected overspends. A backlog of maintenance and compliance work has built up in some areas such as the depot pending the outcome of a review of the corporate property strategy. Some of the back log of maintenance is now being undertaken as the works are required to keep the properties in good order.

2.4 Furthermore, a revaluation exercise is awaited in connection with Dockside where the rates exceed the budgets by £0.5m; should the rates be set at a lower level this will be backdated and will help to bring costs back in line with budget albeit there will be an associated detrimental impact on the Council's collection fund. The increasing cost of energy prices has been flagged as part of the 2022/23 budget setting process.

### **3. Havering non-shared**

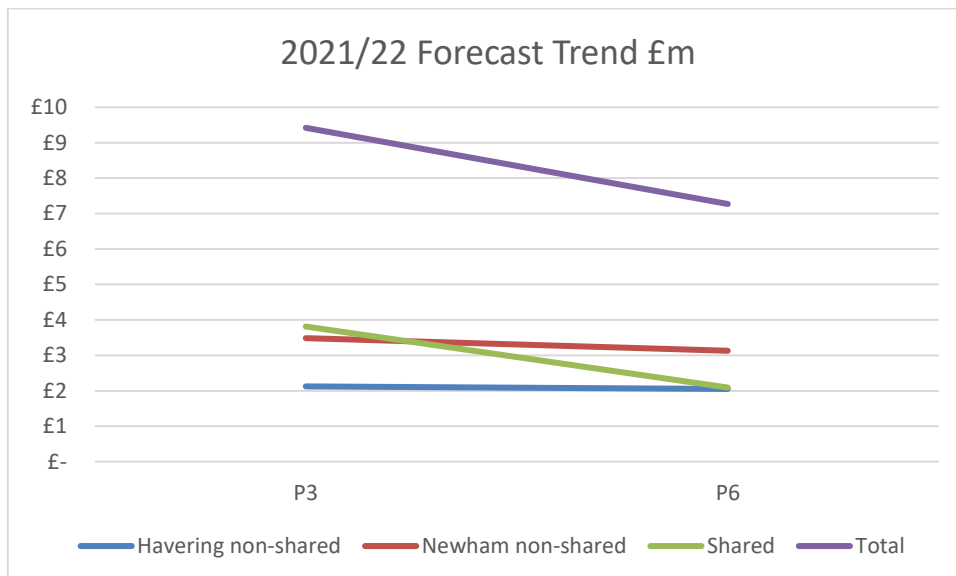
3.1 Havering non-shared is forecasting an overspend of £2.1m; this is the same as the forecast at period 3.

3.2 The majority of the Havering non-shared forecasted overspend, £1.7m, is due to pressures within the Asset Management area. These include historic income pressures of approx. £0.3m associated with Romford Market income which have been exacerbated by a decline in trade due to the pandemic by an additional £0.2m. Furthermore, the Transport Service is forecasting a shortfall of income against target of £0.4m due to the loss of a couple of external contracts and a decline in the number of school trips in the spring and summer terms and the savings target of £0.6m associated with the decant of mercury house remains unachieved due to the relocation of the CCTV control room which cannot take place until Phase 1 of the Town Hall project is complete in April 2022. The longstanding shortfall of income in relation to Romford Market has been flagged as part of 2022/23 budget setting processes and it is hoped an upturn in activity associated with the ending of restrictions will address the pandemic-related element of the pressure in this area. Similarly, the Transport Service are anticipating an improvement in the level of income generated from schools' contracts in the autumn term. Progress in delivering the Mercury House savings target not expected this year due the complexities in moving the CCTV control room which cannot take place until Phase 1 of the Town Hall project is complete.

### **4. General Trajectory**

4.1 The current forecasted overspend is a combination of delays to the delivery of savings and pressures associated with covid-19, particularly in the area of income generation. The oneSource management team have been tasked with bringing the projected overspend back into line with budget as far as possible between now and year end. Much of their activity centres around progressing the items outlined in the budget recovery plan and the impact of this action can be seen in the general trend the forecasts have taken over the course of the last few months (outlined in the graph **Page 101**

4.2 The expectation is that as economic conditions improve and recovery more generally, then so too will the aforementioned pressures the budgets are experiencing in terms of covid related income loss. This coupled with the increased activity taking place to deliver procurement savings will hopefully result in a further improvement to the forecasts as at period 9 although it is noted that inflation across a number of cost-types might mitigate some of this progress.



**Legal implications and risks:**

**Financial Implications and risks:**

There are no financial implications resulting directly from the recommendations set out in this report, however, the report itself makes reference to the projected overspend of the oneSource budgets and the actions taken to redress this which in itself is of financial significance to both Councils. The oneSource Finance team will continue to work with the services to reduce their projected overspends and will continue to report on the progress of this through monthly monitoring and reporting processes.

**HR Implications and risks:**

**Background Papers**