



ONESOURCE JOINT COMMITTEE AGENDA

9.30 am	Friday 18 November 2022	Room W4.06/7 Newham Dockside

COUNCILLORS:

LONDON BOROUGH OF HAVERING

Councillor Paul Middleton
Councillor Ray Morgon
Councillor Christopher Wilkins

LONDON BOROUGH OF NEWHAM

Councillor Luke Charters
Mayor Rokhsana Fiaz
Councillor Zulfiqar Ali

**For information about the meeting please contact:
Christine Elasser 01708 433675**

NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

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

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

2. MOBILE COMMUNICATIONS DEVICES

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

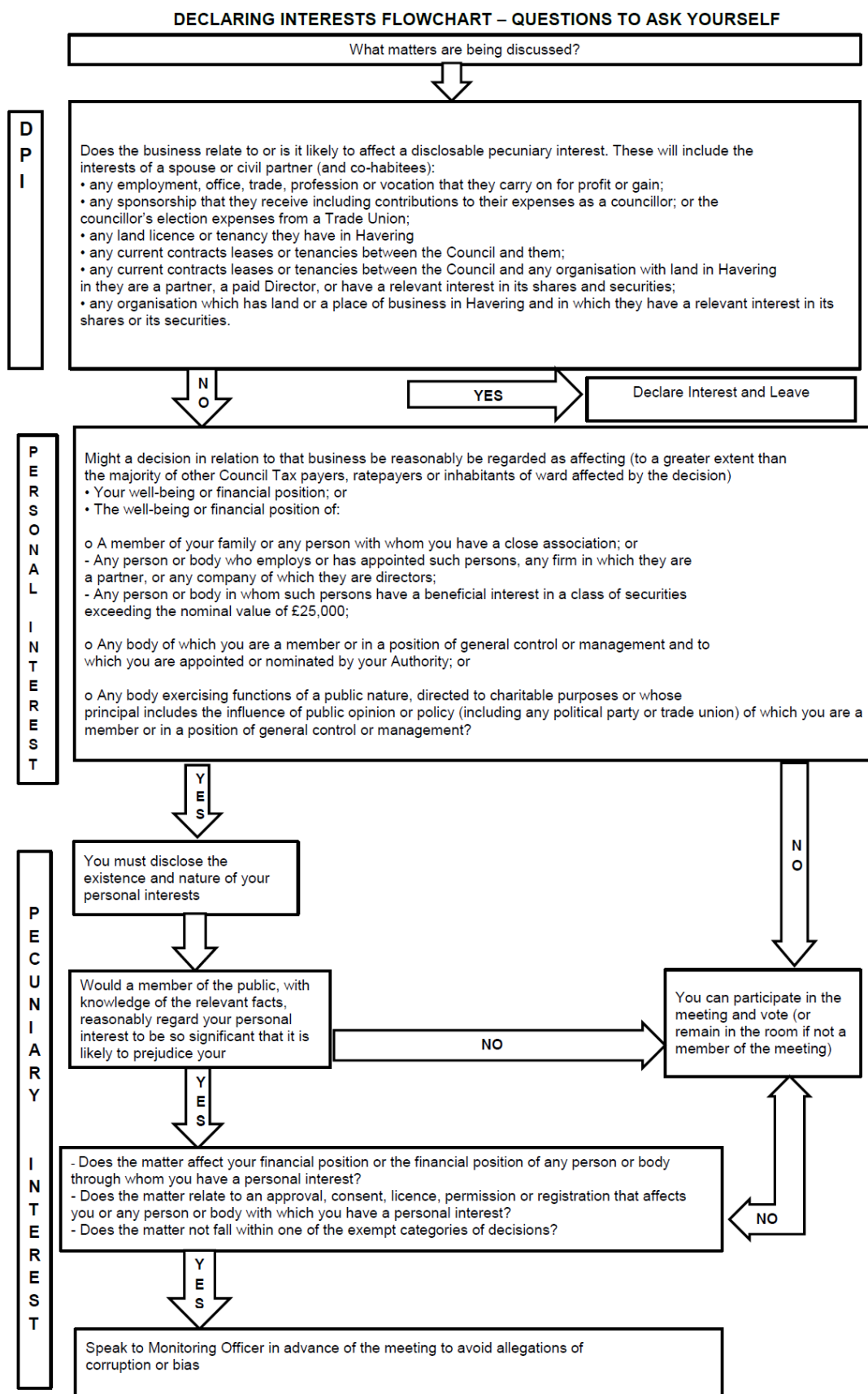
3. CONDUCT AT THE MEETING

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

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

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

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



AGENDA ITEMS

1 APOLOGIES

If any – receive.

2 DISCLOSURES OF INTEREST

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

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

3 MINUTES (Pages 1 - 4)

To agree as a correct record the minutes of the meeting held on 11 March 2022 (attached) and to authorise the Chairman to sign them.

4 Q1 PERFORMANCE REPORT (Pages 5 - 52)

Report and appendix attached.

5 FINANCE UPDATE REPORT (Pages 53 - 58)

Report attached.

EXCLUSION OF THE PUBLIC

To consider whether the public should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 3 and 4 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public on these grounds, the Sub-Committee to resolve accordingly on the motion of the Chairman.

6 UPDATE ON THE ONESOURCE REVIEW (Pages 59 - 72)

Report and appendix attached (not available to press or public).

**MINUTES OF A MEETING OF THE
ONESOURCE JOINT COMMITTEE
Council Chamber - Town Hall
11 March 2022 (9.45 - 11.00 am)**

Present:

COUNCILLORS

Havering Robert Benham, Roger Ramsey and Damian White

Newham Mayor Rokhsana Fiaz and Terry Paul

27 APOLOGIES

Apologies were received from Councillor Zulfiqar Ali who attended the meeting remotely via Zoom.

28 DISCLOSURES OF INTEREST

There were no disclosures of interests.

29 MINUTES

The minutes of the meeting held on 3 December 2021 were agreed as a correct record. There were no matters arising.

30 ONESOURCE STRATEGY 2020-23 PROGRESS REPORT FOR Q3

The oneSource Strategy 2020-2023 was originally published in February 2020 and set out the priorities for oneSource over the following three years, identifying the five strategic priorities for the organisation. These priorities were delivered in a number of ways, through service planning, through projects and activities, and via BAU.

The report, and the presentation attached in Appendix 1, provided an update on progress over Q3 2021-22. It included key activities from services, as well as an overview of the key projects that delivered this strategy. The report explained the changes that have taken place in one source over the last few months and addressed the plan for the organisation going forward. It was noted that a review of one source arrangements

should be discussed between the Councils' Leader/Mayor and the Chief Executives.

The Committee **noted** the one Source Strategy 2021-22 progress update for Q3 (October - December) presented in Appendix 1 to the report.

31 **ONESOURCE PERFORMANCE REPORT Q3**

The one source Performance Indicators formed part of the Providing Quality Assurance and Performance Management of Service Delivery Report that was agreed at Joint Committee and was reported to the Committee and partner Councils on a quarterly basis and presented the Performance Report for the third quarter (Oct -21 to Dec-21) of 2021-22.

It was noted that the procurement section of the report had not been presented accurately and should be disregarded on this occasion.

It was anticipated that income from debt collection would improve following the pandemic. Officers would circulate details of the proportion of agency staff and the level of legal costs. Details on the impact on collection rates of the Council Tax rebate could also be provided although it was noted that rebates would be administered separately to Council Tax accounts themselves.

The Committee **noted** the one source Performance Report for the third quarter of 2021-22 as shown in Appendix 1 of the report.

32 **TRANSFER OF SERVICES TO NEWHAM COUNCIL**

The transfer of the Newham Health & Safety function from oneSource to Newham Council with effect from 1st April 2022 including the transfer of Newham-employed staff and related salary budgets was proposed. Concern was raised by Havering Members that the report stated that Havering was looking to increase staff in this area when this was not the case. It was therefore suggested that approval of the arrangements be delegated to the Council Chief Executives in consultation with the Leader/Mayor of the respective Councils.

The Committee **agreed**:

- In principle to the transfer of the Newham Health & Safety function from OneSource to Newham Council with effect from 1st April 2022.
- To delegate authority to the Councils' Chief Executives, in consultation with the Mayor of Newham and Leader of Havering, to approve the detail of consequent financial and staffing arrangements.
- To delegate authority to the Director of Legal & Governance, to vary the terms of the oneSource agreement and, if necessary, update the oneSource Scheme of Delegation to reflect the transfer.

33 **WORKPLACE INVESTIGATION SERVICE**

It was explained that Newham would like to end its use of the workplace investigation service, which was a small team within the shared HR and Organisational Development function. The proposed arrangements for implementing the change and meeting the resulting cost were set out in the report.

The Committee **agreed**:

- That the Newham delegated function, in respect of the workplace investigation service would be removed from the one source shared service arrangement.
- To the proposed arrangements for implementing this change and meeting the resulting cost.
- To delegate the timescale for implementation to the one source Director of HR and Organisational Development, in consultation with the section 151 officer for each council.

34 **JOINT COMMITTEE FINANCE REPORT**

A summary of OneSource's period 10 forecast and the movement from period 6 was set out in the report.

Discussion occurred around scrutiny, review, and maintaining consistency and project management due to the vacancy of the oneSource Managing Director post. Some Members favoured recruiting a replacement urgently but it was noted that the Havering Chief Executive was currently providing additional scrutiny of oneSource matters. It was decided that further discussion would be taken offline and a mutual arrangement re any replacement for the Managing Director would be sought in conjunction with the Council Leaders and Chief Executives.

Savings of more than £3m were continuing to be pursued although it was accepted that there was a risk of these being impacted by a period of prolonged inflation.

The issue re outstanding monies due from the Evaluation Office remained unresolved and it was agreed that the Director of Asset Management should draft a letter from both Leaders to the Evaluation Office. It was also agreed that an update on social value in procurement should be brought to a future meeting of the Committee.

The Committee **agreed** to note the period 10 position and its improvement from the period 6 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.

It was also noted that this was Councillor Roger Ramsey's last meeting and the Committee thanked him for his support and guidance to oneSource.

Chairman

One Source Joint Committee

18th November 2022

Subject heading:

one source Performance Report, Q1 2022-23

Report author and contact details:

Liz Carswell, AD Performance, Policy and Programmes

Financial summary:

Not applicable

SUMMARY

The one source shared service reports performance on a quarterly basis, and these reports are scrutinised by the one source Joint Committee.

The current suite of performance measures were refreshed for 2022-23 and focus on performance in 4 key areas:

- The quality of service
- The income / expenditure (monetary) generated / incurred by the service
- The speed of service delivery
- The amount (volume) of service delivered.

These KPIs are underpinned by management information and data submitted by the one source Directorates. These, and the performance measures, have been identified by one source directors as key to monitoring and reporting to the Joint Committee and the partner boroughs.

The attached Q1 performance report (April – June of 2022-23) includes 1) summary data for the whole of the shared service; 2) performance reporting by Borough; and 3) detailed exception reports for any amber or red rated performance measure.

RECOMMENDATIONS

- I. To note the one source Performance Report for the first quarter of 2022-23 attached at Appendix 1.

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 Our KPI framework focusses on those performance measures that offer clear oversight and assessment of one source performance and direction of travel. The framework looks at performance in 4 key areas:
- The quality of service
 - The income / expenditure (monetary) generated / incurred by the service
 - The speed of service delivery
 - The amount (volume) of service delivered

The overall KPIs are underpinned by management information and data submitted by the individual one source Directorates.

- 1.3 This quarter (Q1) represents the first of a new reporting cycle and there have been a number of changes to the metrics reported for 2022-23, compared to the previous year. Primarily, these are:
- Two Newham measures have been removed, following the return of Health & Safety to unitary control.
 - Five of the six Procurement measures have been remodelled, following a review of the Directorate's performance monitoring.
 - The percentage figure for Legal and Governance customer satisfaction now reflects customer responses that rated the service Good, Very Good or Excellent. The level of Ambition has been revised upwards to reflect the change.
- 1.4 Altogether, one source reports on 99 metrics for 2022-23; two fewer than for the previous year. The total number of RAG rated measures included this quarter is 67, with the addition of 32 volumetric measures.
- 1.5 Of the 67 RAG rated measures:
- 50 are Continuous measures - where the target Ambition is constant for each quarter.
 - 17 are Cumulative measures - where the target Ambition represents an end-of-year expectation.

2. Performance report summary for quarter one

- 2.1 Overall like-for-like outcomes for one source this period are slightly down in comparison to the first quarter of 2021-22. However, the number of measures that met or exceeded the target ambition and rated Green this quarter held up fairly well, compared to Q.1 of 2021-22. There were fewer measures RAG rated Amber this

quarter, compared to the previous year, but the number of measures RAG rated Red has increased, compared to the same period.

one source	Quarter 1 of 2022-23		Quarter 1 of 2021-22	
RAG Rating	#	%	#	%
Green	33	33.3%	35	35.4%
Amber	5	5.1%	10	10.1%
Red	14	14.1%	10	10.1%
Not Measured	7	7.1%	9	9.1%
Volumetrics	40	40.4%	35	35.4%
Total Values	99		99	

- 2.2 **Asset Management** - Met or exceeded expectation in 10 out of 19 (53%) RAG rated measures. Action has been taken to address the income gap by actioning outstanding rent reviews and lease renewals. Good progress has been made in Newham, where the low vacancy rate has contributed to an increase in commercial income this quarter. In Havering, the Hilldene redevelopment has made units hard to let, leading to a higher than desirable vacancy rate and impacted on income generation. AM is looking to replace the present marketing agent with one who will be more proactive in addressing the current issues.
- 2.3 **Exchequer & Transactional** - Met or exceeded expectation in 12 out of 15 measures (80%), in 9 out of 12 (75%) RAG rated measures, despite the impact of a major restructure, incorporating a reduction in a number of posts, which went 'live' in May 22. Only three measures fell below target: 1) processing time for new HB claims (Havering); 3) supplier payment (Havering); and 2) debt collected by volume (Newham).
- 2.4 **Technology & Innovation** - Although data for the services is not available this period, the, Outturn figures for 2021-22 (latest available) show that IT met or exceeded expectation in 5 out of 6 (83%) RAG rated measures.
- 2.5 **Legal & Governance** - Met or exceeded expectation in 9 out of 12 (75%) RAG rated measures. Spending on external legal services for the first two months (April to May) of this year was significantly lower, compared to the same period in 2021-22, down by 37%.
- 2.6 **Procurement** - In total, 150 out of 156 (96%) projects in progress this period were on track, with no significant issues recorded. The percentage of in-borough spend across the current portfolio is calculated at 1.6% for Havering and 21.2% for Newham. Currently, all Procurement measures are Volumetrics.
- 2.7 **Human Resources & OD** - Met or exceeded expectation in 2 out of 7 (29%) RAG rated measures. At present, there is a significant focus within HR on supporting a number of restructures a situation which is anticipated to continue for some time. Consequently, steps have been taken to fill the current vacancies to continue to support the VRS programme and recruit an interim specialist resource to improve the

capacity and timeliness of job evaluations. Operational HR has an action plan in place to support the better management of all types of ER cases, with a particular in depth focus on sickness management across all Directorates.

- 2.8 Overall, one source achieved a Green RAG rating (*performance meeting, or exceeding expectation*) across 33 measures: 19 for Havering and 14 for Newham, Some of the disparity in outcomes between the boroughs is reflective of their relative size and some structural difference between the boroughs, as well as 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.
- 2.9 In addition to overall one source performance, this report provides a detailed breakdown of performance by Borough. For any indicators rated amber or red an exception report is also provided with a more in depth explanation of the performance issues and mitigation plans.

Legal implications and risks: Not applicable

Financial Implications and risks: Not applicable

HR Implications and risks: Not applicable

Appendices:

- 1 one source Performance Report, Q1 2022-23**

Performance



Report

2022-23

Quarter 1



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* see separate Finance Report.



Detailed (Exception) Reports

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26	Technology & Innovation	-
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* see separate Finance Report.

This Quarter

The report presents the one source performance data for Quarter 1 of 2022-23.

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Of the 67 RAG rated measures:

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one source

Business Development Team

Summary



Reports

Overview - Quarter 1 2022-23

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Asset Management

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Exchequer & Transactional

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Technology & Innovation

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Legal & Governance

Met or exceeded expectation in 9 out of 12 (75%) RAG rated measures. Spending on external legal services for the first two months (April to May) of this year was significantly lower, compared to the same period in 2021-22, down by 37%.

Procurement

In total, 150 out of 156 (96%) projects in progress this period were on track, with no significant issues recorded. The percentage of in-borough spend across the current portfolio is calculated at 1.6% for Havering and 21.2% for Newham. Currently, all Procurement measures are Volumetrics.

Human Resources & OD

Met or exceeded expectation in 2 out of 7 (29%) RAG rated measures. At present, there is a significant focus within HR on supporting a number of restructures a situation which is anticipated to continue for some time. Consequently, steps have been taken to fill the current vacancies to continue to support the VRS programme and recruit an interim specialist resource to improve the capacity and timeliness of job evaluations. Operational HR has an action plan in place to support the better management of all types of ER cases, with a particular in depth focus on sickness management across all Directorates.

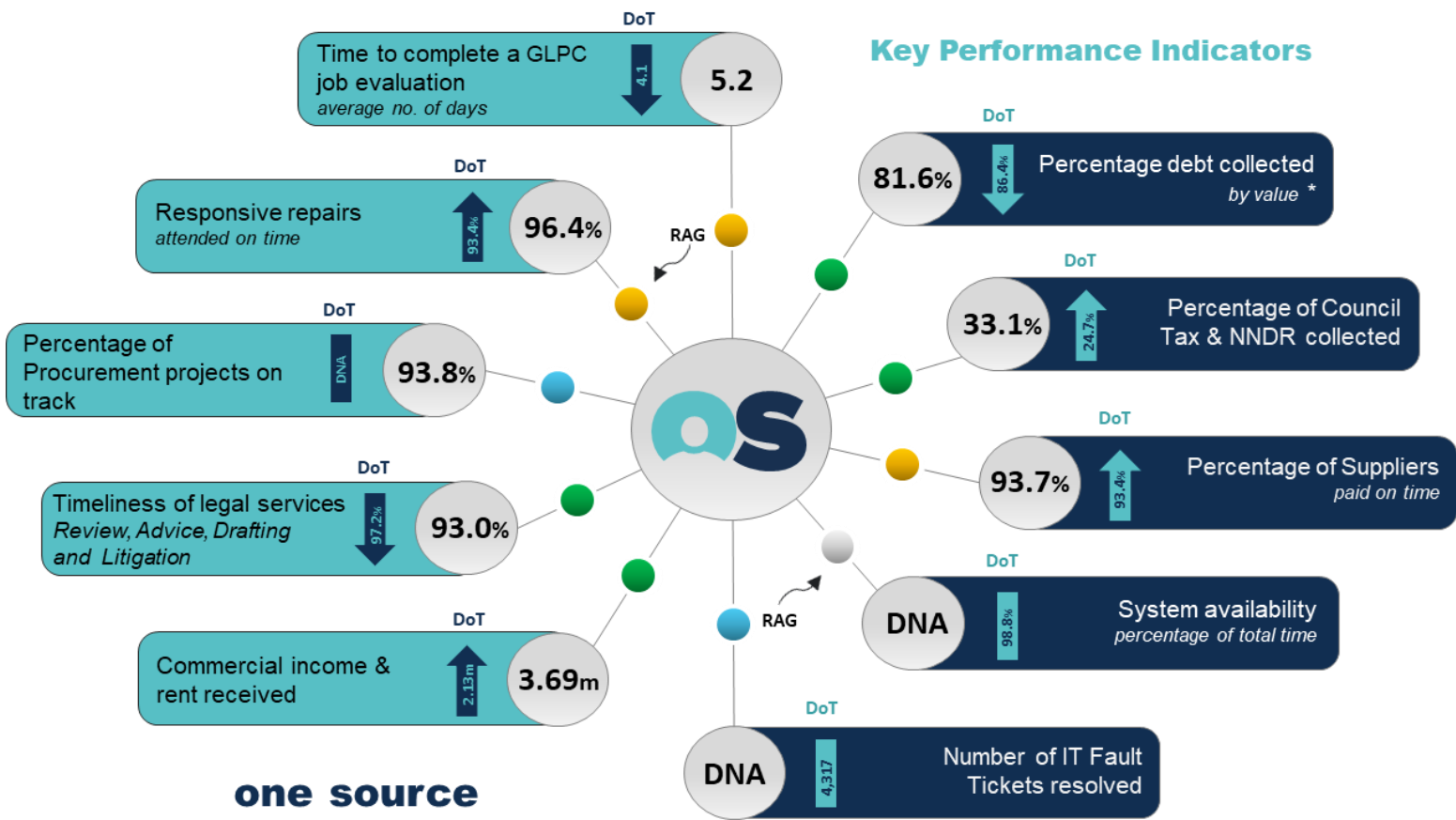


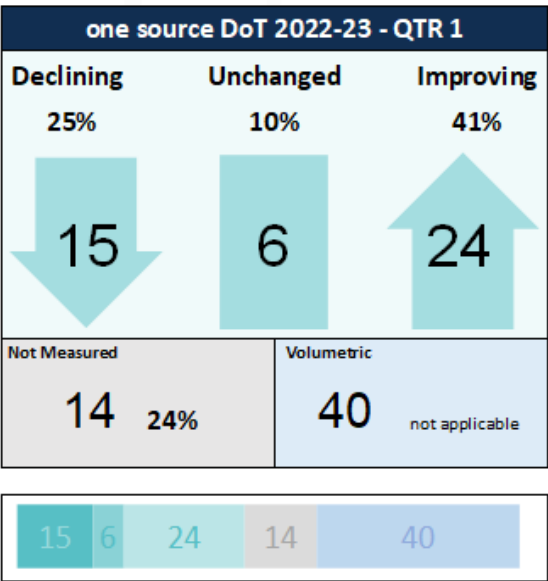
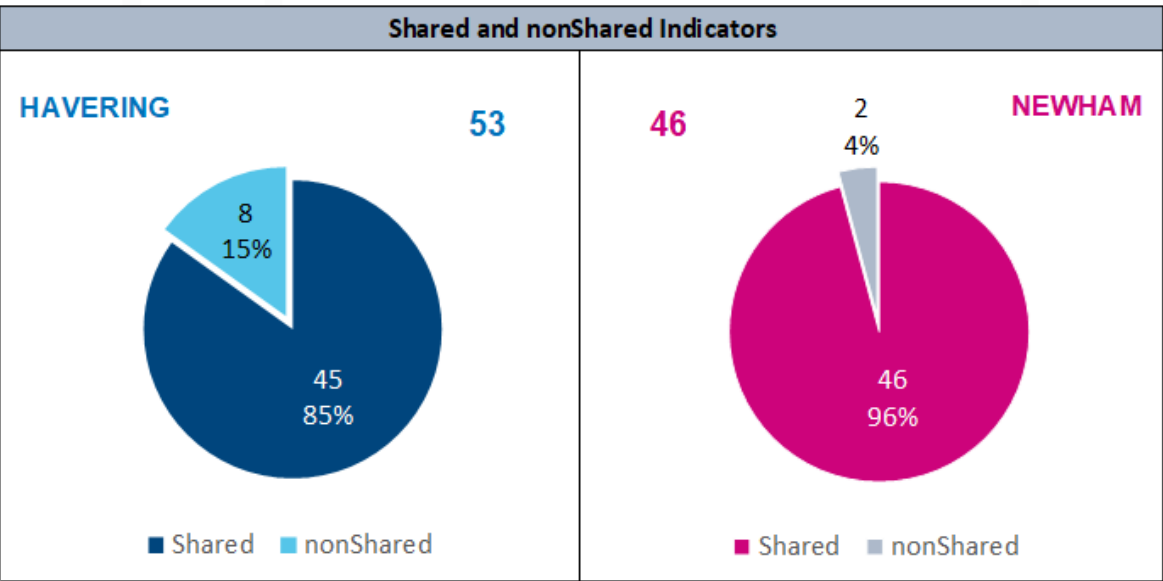
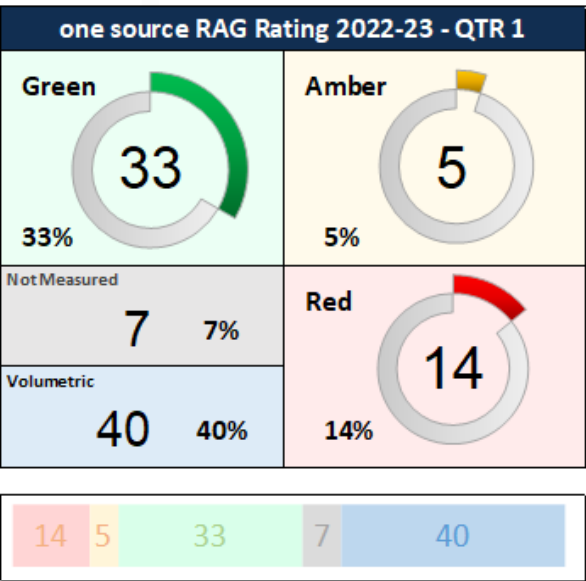
Commentary

- Demand for Job evaluations has been high this quarter, up by 93 (198%) compared to the previous quarter. The time to complete a JE fell slightly below expectation.
- The timeliness of responsive repairs saw an improvement; actual performance is higher than that recorded due to persisting issues with receiving certificates in time.
- A high proportion of Procurement projects are on track to complete on time, with 150 out of 156 having no significant issues.
- The turnaround time for some legal services (*advice & litigation*) drifted a little this quarter. Time taken for review and drafting, however, saw an improvement.
- A focus on completing rent reviews and lease renewals has had a positive impact on commercial income received this quarter.

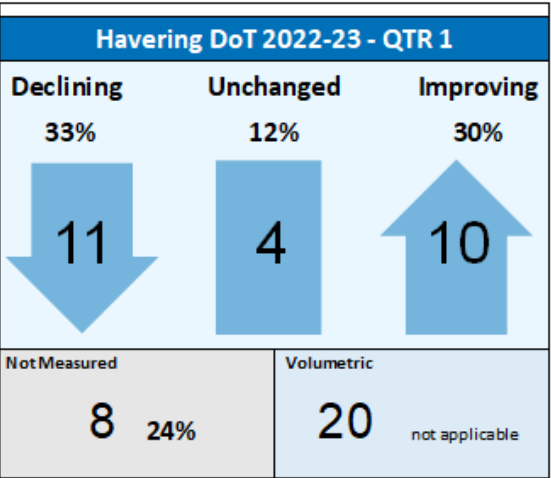
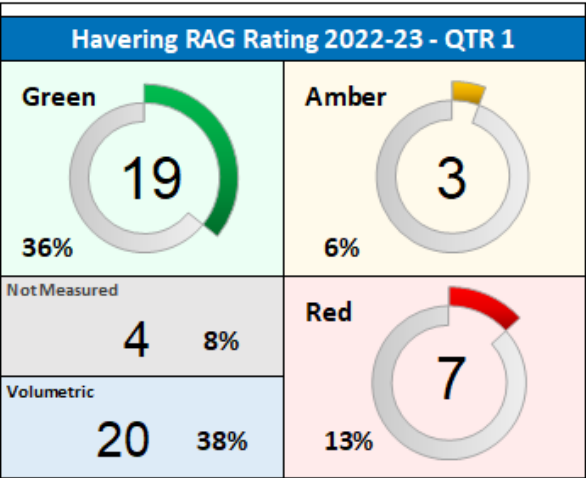
Commentary

- Debt collection has held up well, despite the loss of 6 posts, following a recent restructure.
- Rent arrears and bad debt continue to be affected by restrictions placed on the recovery of commercial rent.
- The percentage of timely payments made to suppliers fell slightly short of expectation; however, performance this quarter was better than the rolling 12 month average figure.
- Data is not available this quarter for system availability and fault tickets. The most recent figures show that the 2021-22 Outturn for:
 - System availability averaged 99.3% across the year, compared the target ambition of 99.5%
 - The average number of fault tickets raised per month was 2,260.

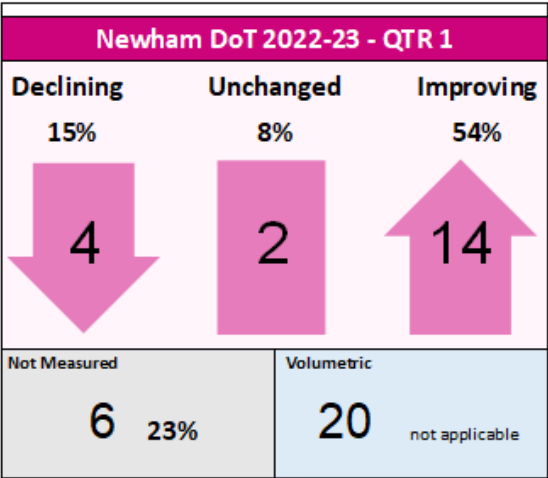
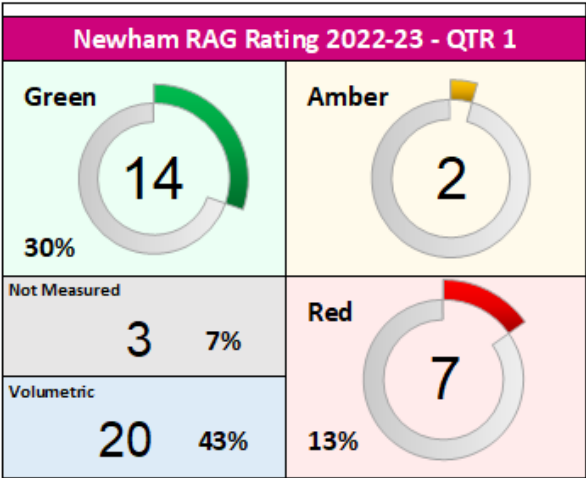




Havering Borough Breakdown



Newham Borough Breakdown





Key Performance Indicators

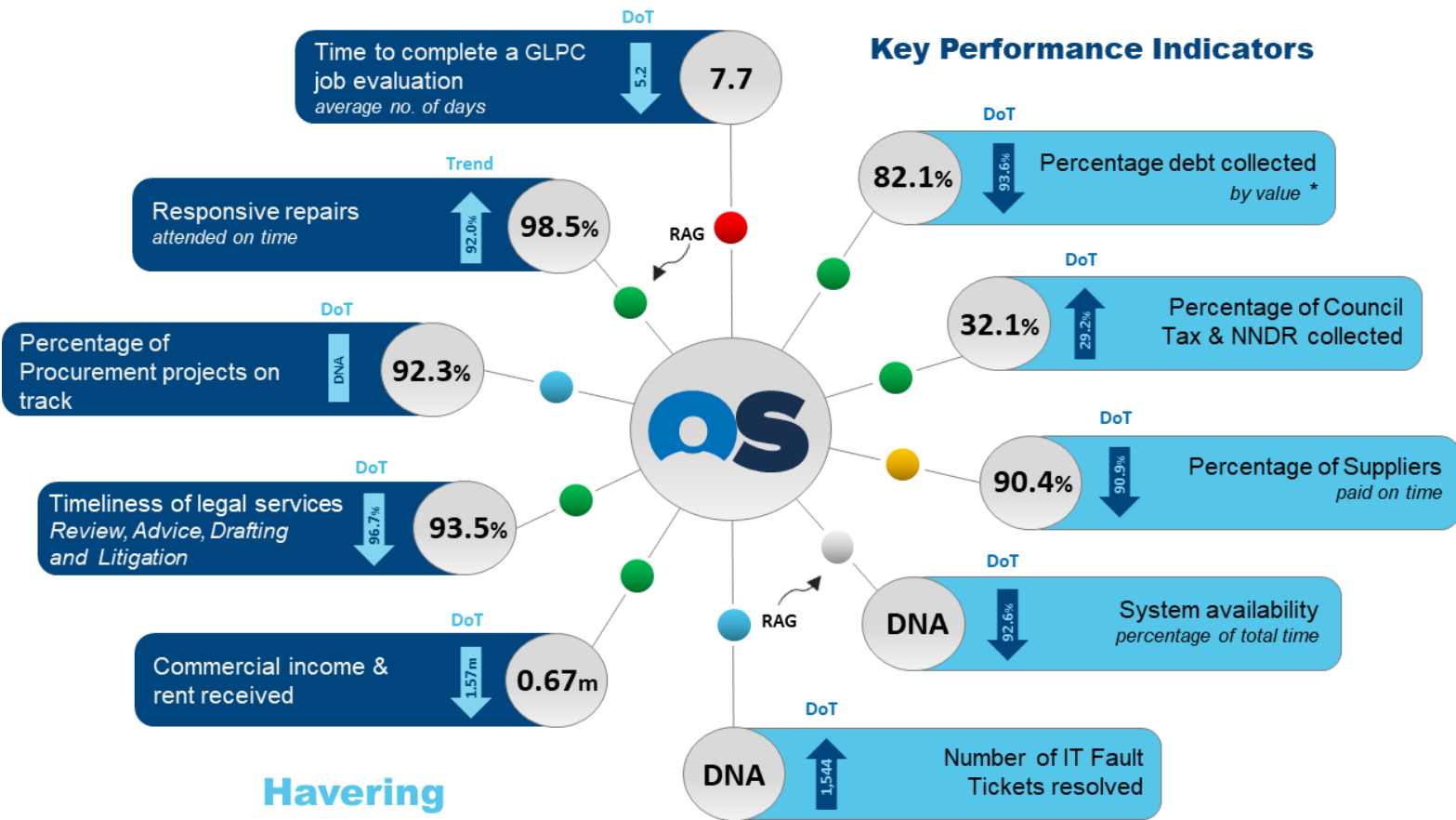
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Commentary

- Demand for Job evaluations increased this quarter and was 180% higher than the rolling 12 month average. The time to complete a JE fell below expectation.
- Responsive repairs took slightly longer to attend this quarter; although actual performance is higher than that recorded due to the late receipt of certificates.
- A high proportion of Procurement projects are on track to complete on time, with 48 out of 50 having no significant issues.
- The turnaround time for some legal services (*advice & litigation*) drifted a little this quarter. Time taken for review and drafting, however, saw an improvement.
- Commercial income under achieved this quarter. The team will focus on completing outstanding rent reviews and lease renewals.

Commentary

- Debt collection has held up well, despite the loss of 6 posts, following a recent restructure.
- Rent arrears and bad debt continue to be affected by restrictions placed on the recovery of commercial rent.
- A lower proportion of payments to suppliers were made in time this quarter, compared to the previous quarter, with the percentage falling slightly short of expectation.
- Data is not available this quarter for system availability and fault tickets. The most recent figures show that the 2021-22 Outturn for:
 - System availability averaged 99.6% across the year, compared the target ambition of 99.5%
 - The average number of fault tickets raised per month was 1,734.



* Quarter 4 of 2021-22 figures shown, as debt collection is 90 days in arrears.

one source Havering Corporate Scorecard - rolling 12 months				2021-22 QTR 2			2021-22 QTR 3			2021-22 QTR 4			2022-23 QTR 1			AVERAGE	This QTR	
CAT	DIR	MEASURE	AMBITION	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	(over 12 months)	RAG	DoT / Trend
Asset Management	FM	FM compliance inspections completed on time - <i>percentage (of total scheduled)</i>	97.0%	100.0%	99.0%	99.0%	98.0%	97.0%	99.0%	97.7%	97.0%	87.3%	99.1%	98.0%	99.3%	97.5%	<div></div>	<div></div>
		Responsive repairs (attended by contractor on time) - <i>percentage attended in time</i>	97.5%	91.0%	87.0%	70.0%	85.0%	86.0%	93.0%	94.4%	95.9%	85.8%	91.0%	85.0%	94.0%	88.2%	<div></div>	<div></div>
	H&S	Level of RIDDOR reporting - <i>number of reports</i>	Volumetric	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	<div></div>	<div></div>
		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%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	<div></div>	<div></div>
	Property	Annual commercial income (receivable contracted rent) - <i>x £million</i>	£4.39m	quarterly		£4.04m	quarterly		£4.07m	quarterly		£4.07m	quarterly		£4.20m	£4.09m	<div></div>	<div></div>
		Annual commercial income (contracted rent received) - <i>x £million</i>	£4.17m	quarterly		£1.69m	quarterly		£2.62m	quarterly		£3.72m	quarterly		£0.42m	£2.11m	<div></div>	<div></div>
		Vacancy rate (vacant assets within the portfolio) - <i>percentage (of total portfolio)</i>	<5%	quarterly		11.0%	quarterly		10.7%	quarterly		9.1%	quarterly		12.0%	10.7%	<div></div>	<div></div>
		Romford market income (forecast -v- actual) - <i>x £thousand</i>	£4.72k	£35,283	£37,338	£37,165	£39,419	£39,228	£39,228	£28,676	£28,878	£29,191	£26,621	£30,780	£30,355	£93,540	<div></div>	<div></div>
	Technical Services	School expansion programme (expenditure v budget) - <i>x £million</i>	£2.88m	quarterly		£2.61m	quarterly		£3.88m	quarterly		£4.72m	quarterly		£0.31m	£2.88m	<div></div>	<div></div>
		School maintenance programme (expenditure v budget) - <i>x £million</i>	£6.31m	quarterly		£9.11m	quarterly		£1.64m	quarterly		£2.18m	quarterly		£0.46m	£1.30m	<div></div>	<div></div>
		Other capital programme (expenditure v budget) - <i>x £million</i>	£2.85m	quarterly		£0.00m	quarterly		£0.23m	quarterly		£0.26m	quarterly		£1.21m	£0.33m	<div></div>	<div></div>
	Transport Services	Passenger Transport Service (PTS) customer satisfaction rating - <i>percentage</i>	98.5%	Survey conducted at the end of the year						annually		98.7%	not yet due			n/a	<div></div>	DNA
		External income generated (gross) - <i>x £million</i>	£1.13m	£62,607	£27,100	£30,769	£244,140	£289,672	£316,642	£390,000	£415,000	£466,855	£16,641	£64,236	£78,108	£200,148	<div></div>	<div></div>
Exchequer & Transactional	Council Tax & Benefits	Council Tax collected - <i>percentage collected</i>	96.2%	39.5%	48.5%	57.3%	66.1%	75.1%	83.9%	92.5%	94.4%	96.0%	12.7%	21.7%	30.5%	59.9%	<div></div>	<div></div>
		Time taken to process Housing Benefit (new claims) - <i>average no. of days</i>	20 w/days	10.0	13.0	12.0	9.0	9.0	12.0	18.0	18.0	21.0	25.0	29.0	33.0	17.4	<div></div>	<div></div>
		Time taken to process Housing Benefit (change of circumstances) - <i>average no. of days</i>	12 w/days	7.0	7.0	5.0	6.0	6.0	4.0	4.0	4.0	1.0	2.0	3.0	5.0	4.5	<div></div>	<div></div>
	People Transactional	Accuracy of payroll payments - <i>percentage</i>	99.9%	99.9%	99.9%	99.9%	99.8%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	<div></div>	<div></div>
		Offer letter and subject to contract (issued within 7 days) - <i>percentage in time</i>	95%	93.3%	100.0%	93.8%	97.1%	97.4%	70.8%	78.6%	100.0%	94.4%	100.0%	100.0%	100.0%	93.8%	<div></div>	<div></div>
	Revenues & Transactional Finance	NNDR collected - <i>percentage collected</i>	98.7%	34.0%	43.2%	51.6%	59.9%	70.3%	77.7%	85.9%	92.6%	98.0%	10.3%	22.6%	34.6%	56.7%	<div></div>	<div></div>
		Percentage of suppliers paid within 30 days - <i>percentage in time</i>	95.0%	94.0%	89.0%	92.3%	90.0%	88.0%	92.3%	88.8%	91.4%	92.5%	91.0%	87.5%	92.7%	90.8%	<div></div>	<div></div>
		Debt collected (by value) in 90 days * - <i>percentage collected in time</i>	80.0%	90.9%	96.4%	90.6%	91.5%	93.5%	95.8%	88.1%	84.4%	73.8%	90 days in arrears			89.5%	<div></div>	<div></div>
		Debt collected (by volume) in 90 days * - <i>percentage collected in time</i>	80.0%	80.7%	80.5%	80.4%	76.8%	79.9%	81.8%	82.0%	83.0%	75.8%	90 days in arrears			80.1%	<div></div>	<div></div>
Human Resources & OD	HR Ops	Time taken to conclude an ER case (disciplinary, grievance, capability) - <i>ave. no. of days</i>	90 w/days	99.0	100.0	101.0	110.0	101.0	103.0	96.8	94.7	96.2	95.2	97.5	96.9	99.3	<div></div>	<div></div>
		Time taken to conclude a sickness absence case - <i>average no. of days</i>	Volumetric	92.0	88.0	96.0	101.0	99.0	96.0	93.9	89.3	88.1	86.7	91.0	94.9	93.0	<div></div>	<div></div>
		Time taken to complete a job evaluation (GLPC) - <i>average no. of days</i>	5 w/days	5.5	3.4	5.0	8.2	3.3	5.7	0.0	2.9	3.4	7.4	12.6	5.3	5.2	<div></div>	<div></div>
		Disciplinary, Grievance and Capability cases concluded - <i>total number concluded</i>	Volumetric	49.0	51.0	54.0	51.0	54.0	46.0	51.0	48.0	47.0	44.0	41.0	41.0	48.1	<div></div>	<div></div>
		Sickness absence cases concluded - <i>total number completed</i>	Volumetric	67.0	69.0	77.0	78.0	81.0	83.0	86.0	91.0	90.0	89.0	87.0	75.0	81.1	<div></div>	<div></div>
		Job evaluations completed (GLPC) - <i>total number completed</i>	Volumetric	6.0	18.0	2.0	13.0	36.0	29.0	0.0	6.0	20.0	8.0	7.0	13.0	27.2	<div></div>	<div></div>
		Restructures completed - <i>total number completed</i>	Volumetric	2.0	1.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.6	<div></div>	<div></div>
	HROD	Agency workers employed - <i>percentage (of total workforce)</i>	TBC	19.1%	19.4%	19.1%	19.4%	20.3%	19.1%	19.1%	19.3%	19.5%	18.7%	18.4%	18.6%	19.2%	<div></div>	<div></div>
		Apprenticeship new starters - <i>percentage (of total workforce)</i>	2.3% (gov't)	0.21%	0.21%	0.56%	0.82%	0.86%	0.86%	1.00%	0.92%	1.44%	0.00%	0.00%	0.00%	0.57%	<div></div>	<div></div>

one source Havering Corporate Scorecard - rolling 12 months				2021-22 QTR 2			2021-22 QTR 3			2021-22 QTR 4			2022-23 QTR 1			AVERAGE	This QTR		
CAT	DIR	MEASURE	AMBITION	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	(over 12 months)	RAG	DoT / Trend	
Technology & Innovation	ICT	Major impact incidents - <i>total number of incidents</i>	Volumetric	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	DNA	DNA	DNA	0.0	<div></div>	DNA	
		ICT projects completed on time - <i>percentage (of total projects completed)</i>	Volumetric	67.0%	71.0%	72.0%	69.0%	70.0%	73.0%	DNA	DNA	DNA	DNA	DNA	DNA	70.3%	<div></div>	DNA	
		Cyber security incidents reported to the ICO - <i>total number reported (per quarter)</i>	24 reports (p.qtr)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	DNA	DNA	DNA	0.0	<div></div>	DNA
		System availability - <i>percentage (of total time)</i>	99.5%	99.7%	99.6%	99.7%	99.8%	99.8%	99.9%	99.7%	98.2%	99.5%	DNA	DNA	DNA	99.5%	<div></div>	DNA	
		Technology adoption ratio - <i>quotient</i>	Volumetric	N/A	291	283	301	314	323	306	322	329	DNA	DNA	DNA	309	<div></div>	DNA	
	IT Servicedesk	ICT customer satisfaction rating - <i>percentage</i>	90.0%	86.9%	87.6%	88.6%	81.5%	82.1%	81.5%	87.5%	89.5%	90.0%	DNA	DNA	DNA	86.1%	<div></div>	DNA	
		Fault Tickets raised by staff - <i>total number of tickets raised</i>	Volumetric	713	417	612	514	612	418	383	846	745	DNA	DNA	DNA	584	<div></div>	DNA	
		Service requests made by staff - <i>total number of requests made</i>	Volumetric	1025	635	835	945	882	758	713	1224	959	DNA	DNA	DNA	886	<div></div>	DNA	
Legal & Governance	Community	Time to obtain care orders - <i>average no. of weeks</i>	<26 weeks	59.3	No data	45.6	30.6	76.0	55.7	DNA	DNA	DNA	93.6	No data	54.9	59.4	<div></div>	DNA	
	Cross Service	Legal & Governance customer satisfaction rating - <i>percentage</i>	95%	100.0%	85.0%	96.0%	100.0%	100.0%	100.0%	95.0%	100.0%	79.0%	100.0%	100.0%	100.0%	96.3%	<div></div>	<div></div>	
		Spend on external Barristers & Solicitors (through LBLA framework) - <i>x £thousand</i>	Volumetric	£37,929	£31,985	£42,987	£20,639	£36,551	£34,248	£15,855	£42,016	DNA	£11,582	£16,073	DNA	£28,987	<div></div>	<div></div>	
		Savings on external Barristers & Solicitors (through LBLA framework) - <i>x £thousand</i>	Volumetric	£17,906	£16,907	£20,997	£4,319	£15,406	£13,112	£5,281	£19,360	DNA	£5,661	£7,164	DNA	£12,611	<div></div>	<div></div>	
		Legal Services	Quality of legal decision making - <i>percentage</i>	85%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	<div></div>	<div></div>
	Timely provision of legal advice & conduct of litigation - <i>percentage of total</i>		85.0%	100.0%	100.0%	100.0%	96.5%	94.0%	100.0%	100.0%	100.0%	98.0%	100.0%	83.0%	100.0%	97.6%	<div></div>	<div></div>	
	Timely review and drafting of documents - <i>percentage of total</i>		83.0%	98.3%	66.7%	100.0%	100.0%	100.0%	100.0%	91.5%	93.3%	96.3%	97.3%	100.0%	96.3%	95.0%	<div></div>	<div></div>	
	Planning	Time taken to complete planning agreements - <i>average no. of months</i>	<6 months	0.0	0.0	5.0	4.0	5.0	4.0	4.0	4.0	4.0	6.0	6.0	6.0	4.0	<div></div>	<div></div>	
Procurement	Strategic Procurement Unit	Percentage of Procurement projects on track - <i>percent age (of total with no issues)</i>	Volumetric	<i>quarterly</i>	0.0%	<i>quarterly</i>	0.0%	<i>quarterly</i>	0.0%	<i>quarterly</i>	DNA	<i>quarterly</i>	92.3%	30.8%	<div></div>	DNA			
		Number of Procurement initiations received - <i>total number received</i>	Volumetric	<i>quarterly</i>	0.0	<i>quarterly</i>	2.0	<i>quarterly</i>	39.0	<i>quarterly</i>	61.0	25.5	<div></div>	DNA					
		Number of Procurement project initiations that are SPU led - <i>total number received</i>	Volumetric	<i>quarterly</i>	new KPI	<i>quarterly</i>	new KPI	<i>quarterly</i>	52.0	<i>quarterly</i>	85.2%	85.2%	<div></div>	DNA					
		Percentage of project initiations that are SPU led - <i>percentage (of total initiations)</i>	Volumetric	<i>quarterly</i>	new KPI	<i>quarterly</i>	new KPI	<i>quarterly</i>	new KPI	<i>quarterly</i>	24.0	8.8	<div></div>	DNA					
		Number of procurement projects completed - <i>total number completed</i>	Volumetric	<i>quarterly</i>	4.0	<i>quarterly</i>	4.0	<i>quarterly</i>	3.0	<i>quarterly</i>	1.6%	1.6%	<div></div>	DNA					
		Percentage of in-borough spend - <i>percentage (of total spend)</i>	Volumetric	<i>quarterly</i>	new KPI	<i>quarterly</i>	new KPI	<i>quarterly</i>	new KPI	<i>quarterly</i>	1.6%	1.6%	<div></div>	DNA					



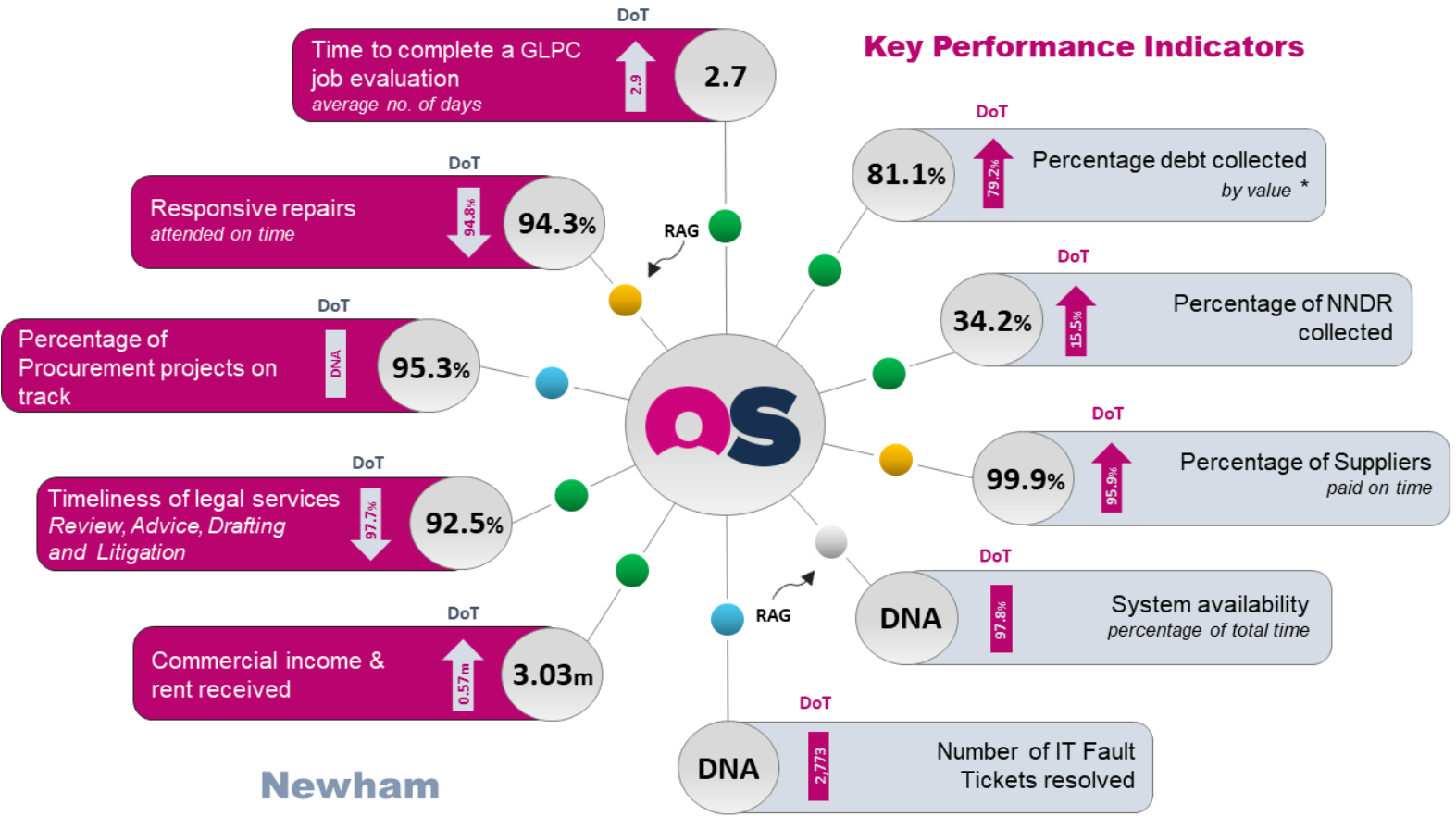
Key Performance Indicators

Commentary

- Demand for Job evaluations has been high this quarter, up by 91 (433%) compared to the previous quarter. Despite this, the time to complete a JE met expectation.
- The timeliness of responsive repairs declined this quarter; actual performance, however, is higher than that recorded due to issues that persist with receiving certificates in time.
- A high proportion of Procurement projects are on track to complete on time, with 102 out of 106 having no significant issues.
- The turnaround time for some legal services (*advice & litigation*) drifted a little this quarter. Time taken for review and drafting, however, saw an improvement.
- Commercial performed well this quarter, largely due to the completion of rent reviews and lease renewals.

Commentary

- Debt collection has held up well, despite the loss of 6 posts, following a recent restructure.
- Rent arrears and bad debt continue to be affected by restrictions placed on the recovery of commercial rent.
- A higher proportion of payments to suppliers were made in time this quarter, compared to the previous quarter, with the percentage 1.9% above expectation.
- Data is not available this quarter for system availability and fault tickets. The most recent figures show that the 2021-22 Outturn for:
 - System availability averaged 99.0% across the year, compared the target ambition of 99.5%
 - The average number of fault tickets raised per month was 2,786.



* Quarter 4 of 2021-22 figures shown, as debt collection is 90 days in arrears.

one source Newham Corporate Scorecard - rolling 12 months				2021-22 QTR 2			2021-22 QTR 3			2021-22 QTR 4			2022-23 QTR 1			AVERAGE	This QTR	
CAT	DIR	MEASURE	AMBITION	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	(over 12 months)	RAG	DoT /Trend
Asset Management	FM	FM compliance inspections completed on time - <i>percentage (of total scheduled)</i>	97.0%	100.0%	100.0%	100.0%	100.0%	99.0%	95.0%	100.0%	89.0%	93.0%	96.0%	97.0%	90.0%	96.6%	<div></div>	<div></div>
		Responsive repairs (attended by contractor on time) - <i>percentage attended in time</i>	97.5%	93.0%	80.0%	64.0%	98.0%	99.0%	70.0%	95.5%	92.1%	96.8%	90.0%	80.0%	86.0%	87.0%	<div></div>	<div></div>
	Property	Annual commercial income (receivable contracted rent) - <i>x £million</i>	£10.46m	quarterly		£11.52m	quarterly		£11.73m	quarterly		£11.78m	quarterly		£12.76m	£11.95m	<div></div>	<div></div>
		Annual commercial income (contracted rent received) - <i>x £million</i>	£9.79m	quarterly		£2.69m	quarterly		£5.18m	quarterly		£9.05m	quarterly		£3.03m	£4.99m	<div></div>	<div></div>
		Vacancy rate (vacant assets within the portfolio) - <i>percentage (of total portfolio)</i>	<5%	4.5%	4.3%	3.9%	3.7%	3.3%	3.2%	5.7%	4.9%	4.8%	DNA	3.2%	3.2%	4.1%	<div></div>	<div></div>
	Technical Services	School expansion programme (expenditure v budget) - <i>x £million</i>	£15.99m	quarterly		£2.82m	quarterly		£4.19m	quarterly		£6.11m	quarterly		£5.52m	£4.66m	<div></div>	<div></div>
		School maintenance programme (expenditure v budget) - <i>x £million</i>	£1.60m	quarterly		£0.51m	quarterly		£0.79m	quarterly		£0.36m	quarterly		£0.01m	£0.41m	<div></div>	<div></div>
Exch & Transact'l	People Transactional	Accuracy of payroll payments - <i>percentage</i>	99.9%	99.7%	99.7%	99.4%	99.1%	99.7%	99.4%	99.6%	99.5%	99.8%	99.6%	99.9%	99.3%	99.6%	<div></div>	<div></div>
		Offer letter and subject to contract (issued within 7 days) - <i>percentage in time</i>	95%	84.8%	75.4%	92.0%	95.6%	93.5%	81.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	93.5%	<div></div>	<div></div>
	Revenues & Transactional Finance	NNDR collected - <i>percentage collected</i>	98.7%	34.0%	42.2%	52.2%	60.1%	67.8%	79.0%	86.0%	90.8%	96.4%	9.3%	22.8%	34.2%	56.2%	<div></div>	<div></div>
		Percentage of suppliers paid within 30 days - <i>percentage in time</i>	95.0%	96.6%	95.7%	95.8%	95.7%	96.8%	96.8%	94.9%	95.9%	96.9%	95.8%	97.5%	97.4%	96.3%	<div></div>	<div></div>
		Debt collected (by value) in 90 days * - <i>percentage collected in time</i>	80.0%	69.8%	73.6%	64.4%	69.5%	71.9%	96.3%	75.4%	89.9%	78.0%	90 days in arrears			76.6%	<div></div>	<div></div>
		Debt collected (by volume) in 90 days * - <i>percentage collected in time</i>	80.0%	68.4%	71.1%	65.8%	64.4%	66.0%	68.6%	71.0%	69.0%	59.3%	90 days in arrears			67.0%	<div></div>	<div></div>
Human Resources & OD	HR Ops	Time taken to conclude an ER case (disciplinary, grievance, capability) - <i>ave. no. of days</i>	90 w/days	135.0	132.0	121.0	124.0	119.0	115.0	119.4	118.2	116.3	115.2	109.0	99.6	118.6	<div></div>	<div></div>
		Time taken to conclude a sickness absence case - <i>average no. of days</i>	Volumetric	99.0	101.0	90.0	81.0	78.0	79.0	80.8	75.6	80.1	85.4	89.0	86.6	85.5	<div></div>	<div></div>
		Time taken to complete a job evaluation (GLPC) - <i>average no. of days</i>	5 w/days	1.0	8.3	2.0	10.3	1.7	0.1	1.0	0.2	1.9	3.3	3.3	1.5	2.9	<div></div>	<div></div>
		Time taken to complete a job evaluation (HAY) - <i>average no. of days</i>	Volumetric	7.6	9.6	7.8	14.8	5.0	4.4	1.0	0.0	6.0	9.3	1.5	3.8	5.9	<div></div>	<div></div>
		Disciplinary, Grievance and Capability cases concluded - <i>total number concluded</i>	Volumetric	89.0	94.0	88.0	77.0	72.0	66.0	61.0	62.0	63.0	62.0	72.0	73.0	73.3	<div></div>	<div></div>
		Sickness absence cases concluded - <i>total number completed</i>	Volumetric	73.0	79.0	81.0	73.0	73.0	73.0	70.0	73.0	84.0	89.0	97.0	106.0	80.9	<div></div>	<div></div>
		Job evaluations completed (GLPC) - <i>total number completed</i>	Volumetric	3.0	10.0	3.0	27.0	11.0	12.0	1.0	5.0	12.0	20.0	33.0	24.0	27.2	<div></div>	<div></div>
		Job evaluations completed (HAY) - <i>total number completed</i>	Volumetric	8.0	15.0	6.0	4.0	1.0	5.0	1.0	1.0	1.0	11.0	19.0	5.0	6.4	<div></div>	<div></div>
		Restructures completed - <i>total number completed</i>	Volumetric	3.0	1.0	2.0	0.0	1.0	0.0	2.0	0.0	0.0	0.0	1.0	0.0	0.8	<div></div>	<div></div>
	HR OD	Agency workers employed - <i>percentage (of total workforce)</i>	TBC	14.6%	15.3%	15.5%	15.5%	15.8%	12.5%	13.7%	14.0%	13.5%	14.0%	13.6%	14.3%	14.4%	<div></div>	<div></div>
		Apprenticeship new starters - <i>percentage (of total workforce)</i>	2.3% (gov't)	0.76%	0.82%	0.91%	1.10%	1.33%	1.58%	1.53%	2.25%	2.21%	0.11%	0.82%	0.82%	1.19%	<div></div>	<div></div>

one source Newham Corporate Scorecard - rolling 12 months				2021-22 QTR 2			2021-22 QTR 3			2021-22 QTR 4			2022-23 QTR 1			AVERAGE	This QTR	
CAT	DIR	MEASURE	AMBITION	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	(over 12 months)	RAG	DoT / Trend
Technology & Innovation	ICT	Major impact incidents - <i>total number of incidents</i>	Volumetric	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	DNA	DNA	DNA	0.0		DNA
		ICT projects completed on time - <i>percentage (of total projects completed)</i>	Volumetric	65.0%	68.0%	71.0%	74.0%	71.0%	69.0%	DNA	DNA	DNA	DNA	DNA	DNA	69.7%		DNA
		Cyber security incidents reported to the ICO - <i>total number reported (per quarter)</i>	24 reports (p.qtr)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	DNA	DNA	DNA	0.0		DNA
		System availability - <i>percentage (of total time)</i>	99.5%	99.5%	99.8%	99.7%	99.2%	98.1%	96.0%	98.9%	99.0%	99.4%	DNA	DNA	DNA	98.8%		DNA
		Technology adoption ratio - <i>quotient</i>	Volumetric	267	289	279	299	291	303	281	311	330	DNA	DNA	DNA	295		DNA
	IT Servicedesk	ICT customer satisfaction rating - <i>percentage</i>	90.0%	87.3%	87.9%	88.7%	82.6%	81.4%	83.4%	91.0%	94.9%	99.0%	DNA	DNA	DNA	88.5%		DNA
		Fault Tickets raised by staff - <i>total number of tickets raised</i>	Volumetric	1098	1021	908	884	915	974	612	1010	933	DNA	DNA	DNA	928		DNA
		Service requests made by staff - <i>total number of requests made</i>	Volumetric	1670	1713	2041	1428	1555	1403	885	1331	1159	DNA	DNA	DNA	1,465		DNA
Legal & Governance	Community	Time to obtain care orders - <i>average no. of weeks</i>	<26 weeks	42.0	41.0	No data	20.3	57.2	17.4	DNA	DNA	DNA	No data	88.5	38.6	43.6		DNA
		Legal & Governance customer satisfaction rating - <i>percentage</i>	95%	100.0%	85.0%	96.0%	100.0%	100.0%	100.0%	95.0%	100.0%	79.0%	100.0%	100.0%	100.0%	96.3%		
	Cross Service	Spend on external Barristers & Solicitors (through LBLA framework) - <i>x £thousand</i>	Volumetric	£80,710	£37,915	£137,745	£58,454	£69,908	£47,952	£58,454	£69,908	DNA	£57,156	£61,131	DNA	£67,933		
		Savings on external Barristers & Solicitors (through LBLA framework) - <i>x £thousand</i>	Volumetric	£31,380	£11,806	£57,559	£23,578	£26,083	£19,428	£23,578	£26,083	DNA	£28,472	£28,987	DNA	£27,695		
	Legal Services	Quality of legal decision making - <i>percentage</i>	85%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	80.7%	100.0%	93.3%	80.0%	100.0%	100.0%	96.2%		
		Timely provision of legal advice & conduct of litigation - <i>percentage of total</i>	85.0%	96.0%	100.0%	96.0%	100.0%	97.0%	100.0%	94.0%	98.0%	99.0%	68.6%	100.0%	100.0%	95.7%		
		Timely review and drafting of documents - <i>percentage of total</i>	83.0%	94.3%	100.0%	98.0%	100.0%	96.0%	100.0%	91.7%	93.7%	96.7%	97.3%	94.0%	96.0%	96.5%		
	Planning	Time taken to complete planning agreements - <i>average no. of months</i>	<6 months	2.0	3.0	5.0	6.0	7.0	6.0	6.5	6.5	7.0	7.0	7.0	8.0	5.9		
Procurement	Strategic Procurement Unit	Percentage of Procurement projects on track - <i>percentage (of total with no issues)</i>	Volumetric	quarterly	66.7%	quarterly	75.0%	quarterly	DNA	quarterly	95.3%	79.0%		DNA				
		Number of Procurement initiations received - <i>total number received</i>	Volumetric	quarterly	2.0	quarterly	4.0	quarterly	62.0	quarterly	0.9	17.2		DNA				
		Number of Procurement project initiations that are SPU led - <i>total number received</i>	Volumetric	quarterly	new KPI	quarterly	new KPI	quarterly	new KPI	quarterly	105.0	105.0		DNA				
		Percentage of project initiations that are SPU led - <i>percentage (of total initiations)</i>	Volumetric	quarterly	new KPI	quarterly	new KPI	quarterly	new KPI	quarterly	53.0%	53.0%		DNA				
		Number of procurement projects completed - <i>total number completed</i>	Volumetric	quarterly	21.0	quarterly	6.0	quarterly	3.0	quarterly	60.0	22.5		DNA				
		Percentage of in-borough spend - <i>percentage (of total spend)</i>	Volumetric	quarterly	new KPI	quarterly	new KPI	quarterly	new KPI	quarterly	21.2%	21.2%		DNA				

Havering



Performance Dashboards



Property Services

- Contracted rent received was low this quarter. Action is being taken to mitigate the income gap by actively pursuing rent reviews and lease renewals that remain outstanding.
- Bad debt have proved challenging this quarter, with returns down 59% on the first quarter of last year.
- Issues contributing to the poor vacancy rate revolve mainly around Hildene, where units are hard to let, given impending redevelopment. Steps are being taken to manage the situation more pro-actively and we are replacing the marketing agent due to a lack of performance.
- Unusually low footfall and some drop in attendance from regular Romford market traders has contributed to a lower than

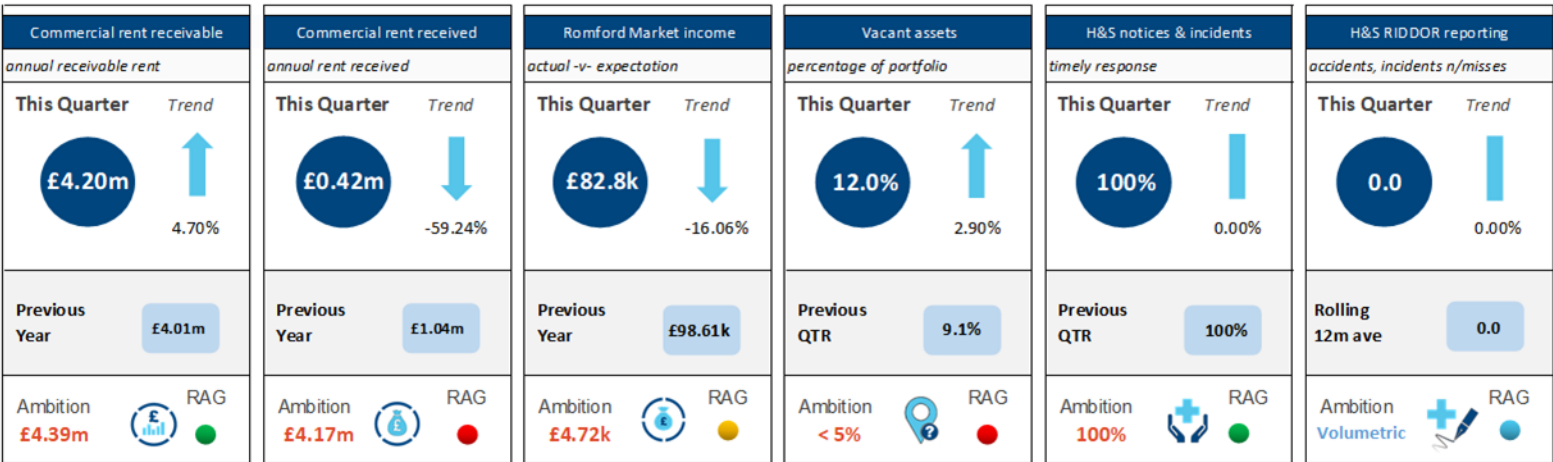
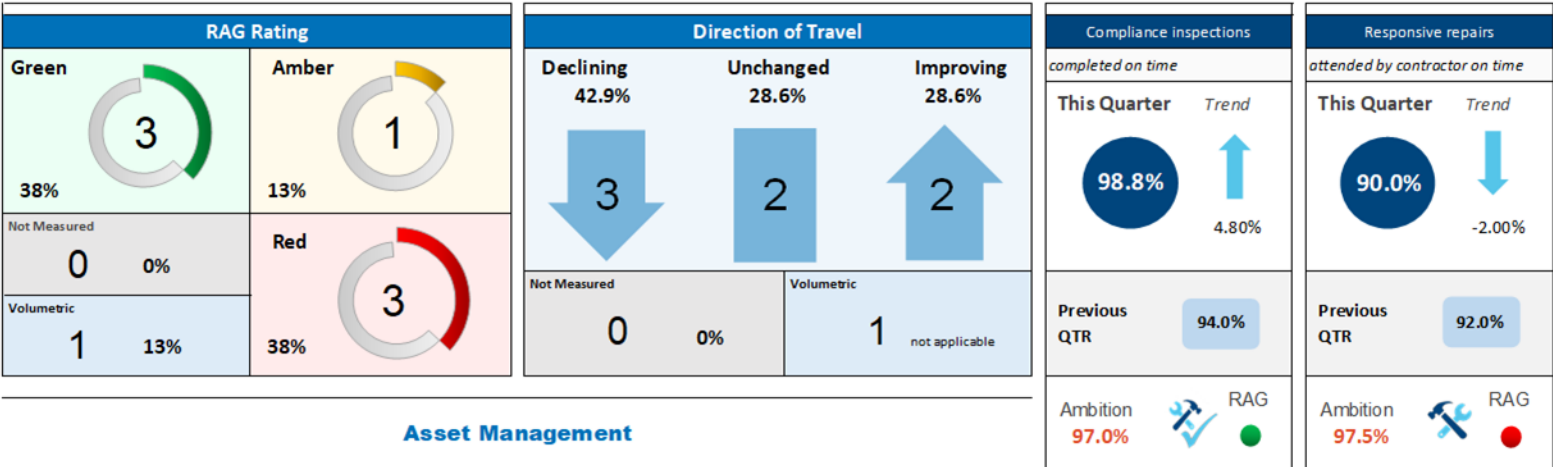
expected return this quarter. Despite this, we have achieved steady income during this period, falling only just

Facilities Management

- This quarter’s data for inspections is likely to be higher than the headline figure this quarter, as a number of certificate for June are still awaited.
- Works updates from campus managers and contractors for responsive repairs are still awaited for July.

Health & Safety

- No RIDDORs during this quarter. Only support meetings are currently taking place at present due to resource problems post the split with Newham.
- No notices have been received in the first quarter. All serious incidents reported to H&S have been followed up.



Exchequer & Transactional

Revenues & Transactional Finance

- NNDR is on target to meet the ambition.
- Supplier payments were slightly below expectation this quarter. The Accounts Payable team have reminded services of the need to take timely action, as incorrect and late receipts cause delays to the payment.
- The service has undergone a major restructure with the loss of 6 posts. The service is transitioning its processes to adapt to the reduction in cadre. It is expected that performance will improve in Q.2 & Q.3.

People Transactional Services

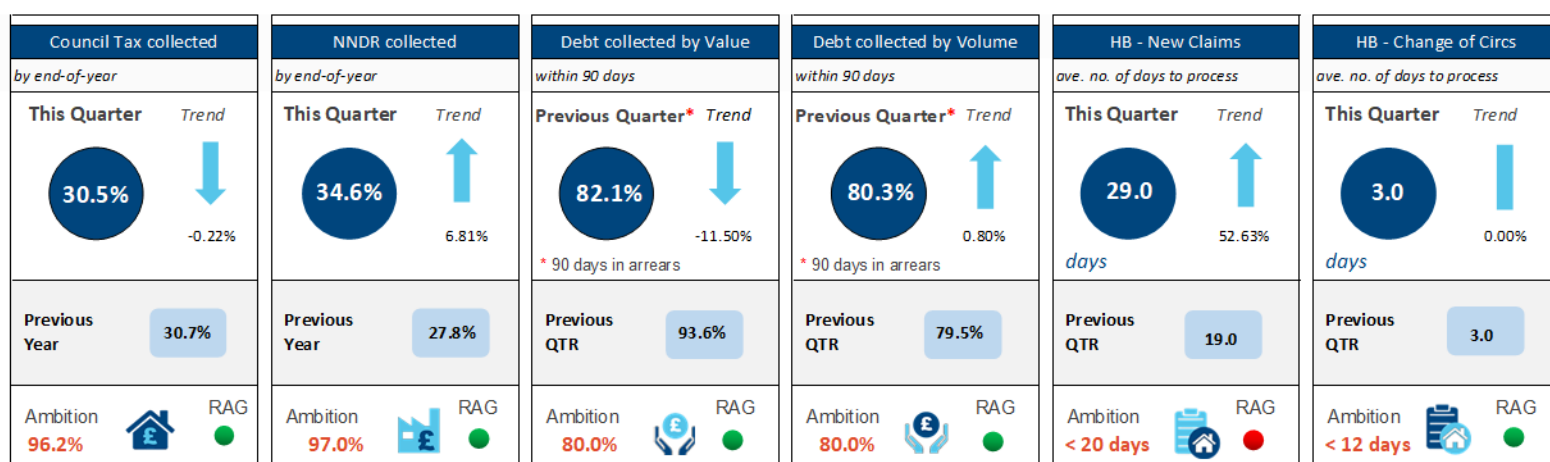
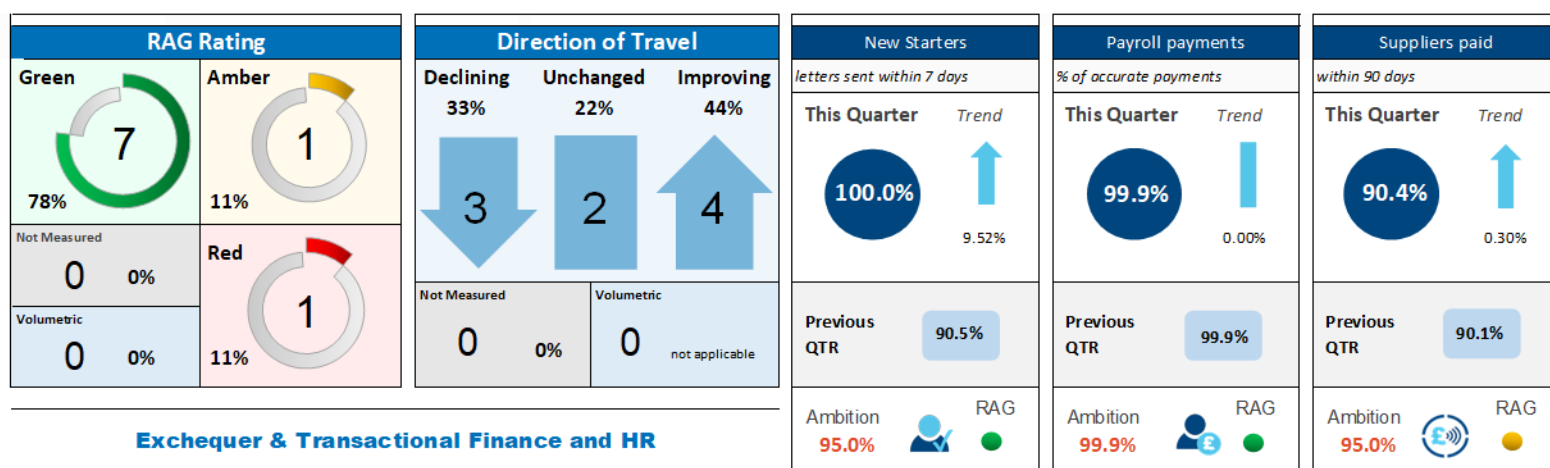
- The data for Q.1 includes the processing of 41,315 payments with just 33 errors. A resignation in May added a pressure to the team with temporary resources starting in July. The KPI's do not include any data

related to increments.

- Restructure went live in May 22 with the teams now working across both authorities to add resilience and support the timeliness of adverts and compliance checks to be concluded. For Q.1 a total of 63 subjects to offer contracts were sent within 7 days.

Council Tax & Benefits

- Q.1 is particularly busy period following the issue of council tax bills and benefit notifications. CT collection is currently on track to achieve target, but Covid-19 and cost of living crisis is likely to impact on collection as the year progresses.
- A significant amount of time and resource was invested in automating the change in circumstance processes in 2021-22 that has reflected in performance for 2022-23.



Legal & Governance

Having

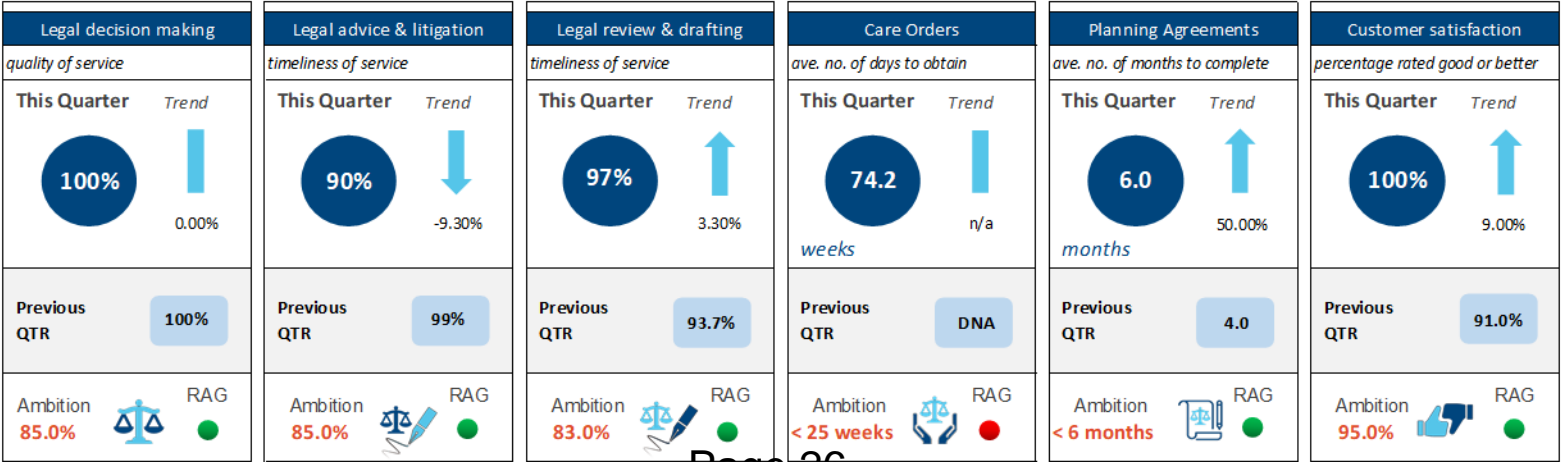
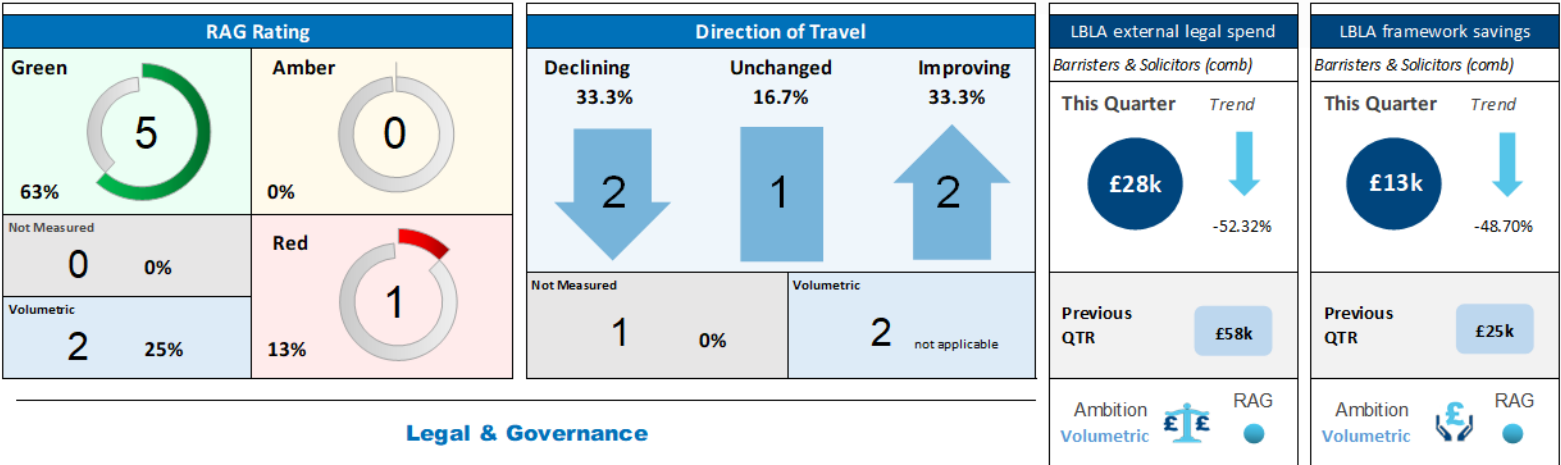
Legal Services

- Legal services met or exceeded the ambition in four of the six key indicators this quarter, with quality of legal decision making achieving 100% for the fifth quarter in a row.
- This quarter, advice and litigation was delivered less quickly, whilst review and drafting took a shorter time to complete, compared to quarter 4 of 2022-22.
- Customer satisfaction for legal services failed to achieve the ambition this period and had declined this quarter, compared to the previous quarter. Very few survey results were received this quarter and of those several returned a 'satisfactory' rating.

External Legal Spend

* Figures for LBLA external legal spend and LBLA framework savings include April and May only.

- Spend on barristers and solicitors for the first two months of this quarter was 52.2% lower than for the equivalent period last year in Apr-22 and May-22.
- Year-to-date
- Spend for the year to May 81% down, compared to the same period last year, since there had been significant expenditure on large planning matters.
 - Savings made through LBLA framework have also reduced, due to the decrease in spending during the quarter.





Strategic Procurement Unit

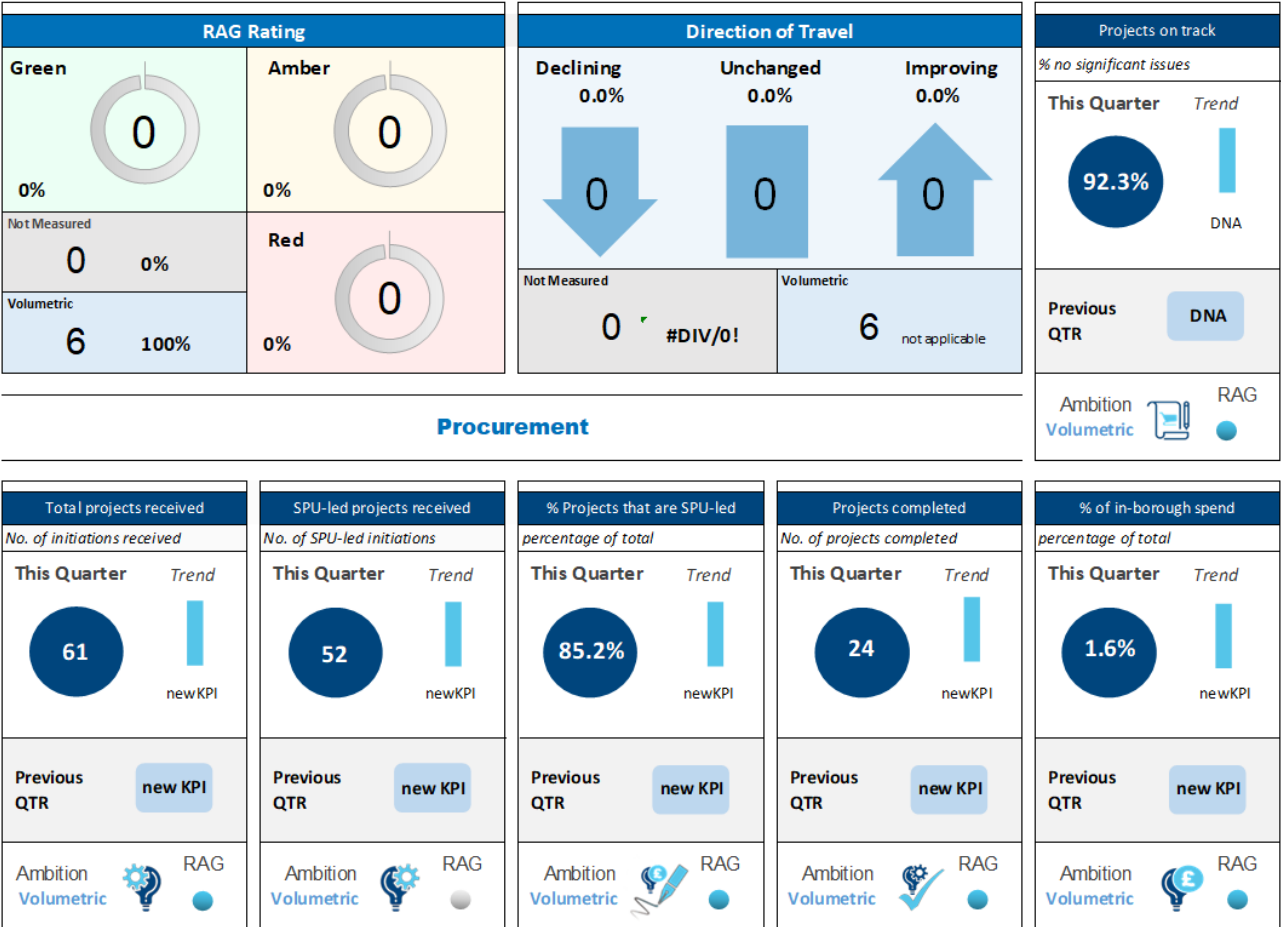
Performance measures for the Strategic Procurement Unit have been revised and improved for 2022-23.

Consequently, Direction of Travel data is not available for this quarter, but will be available from quarter 2 onwards.

Strategic Procurement

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Human Resources
& OD

Having

HR Operations

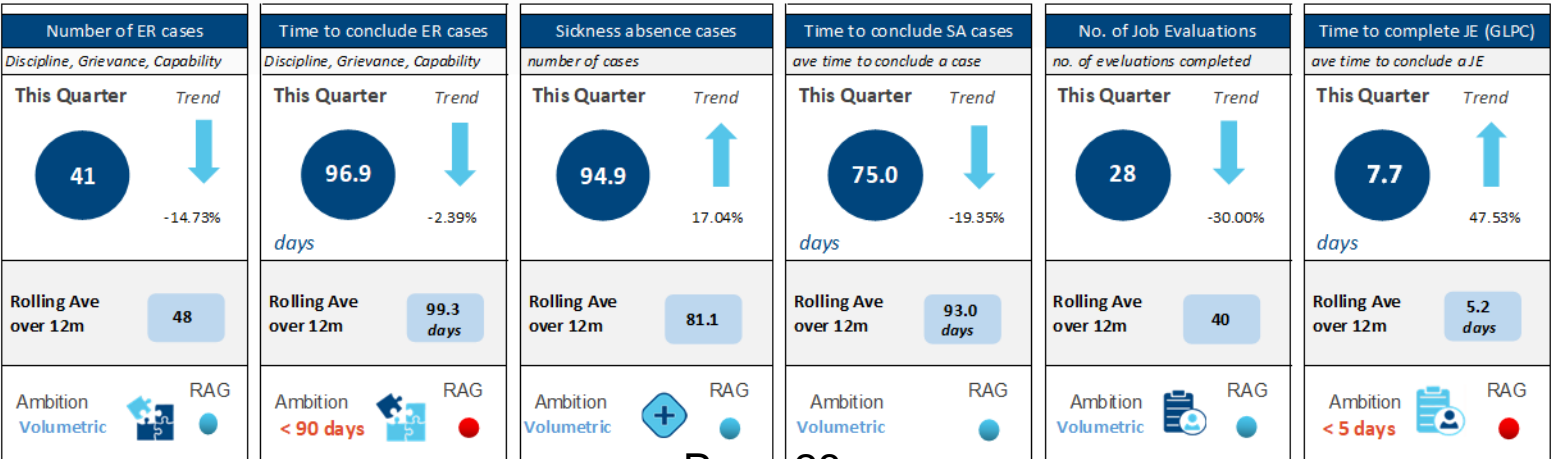
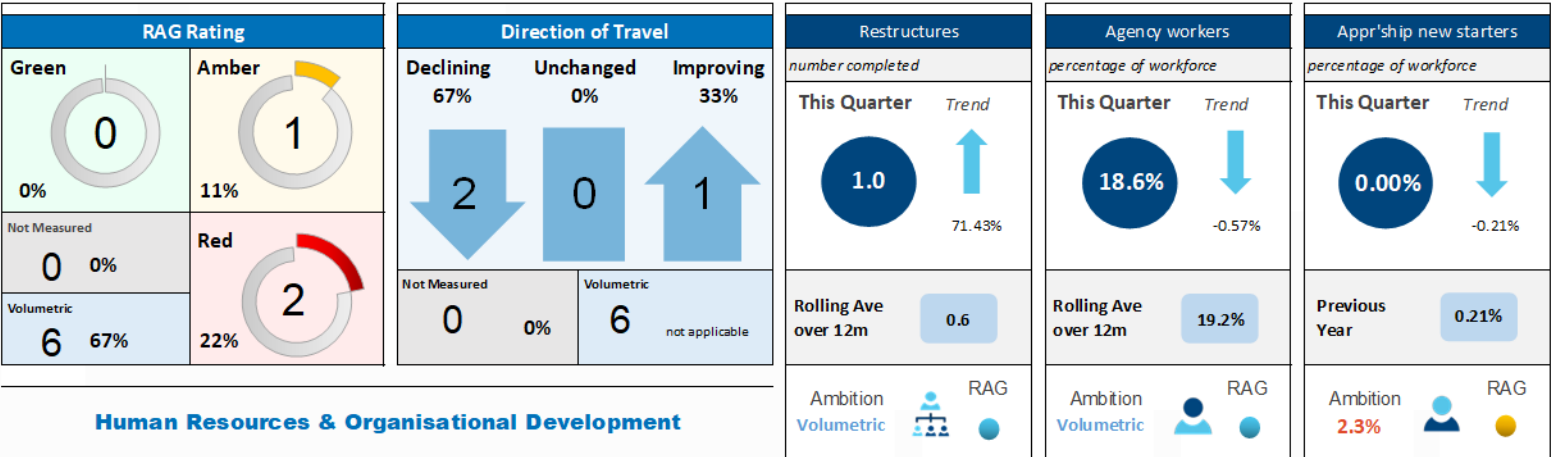
- The necessary focus on providing support and resources for restructures and the VRS programme, coupled with some operational vacancies within the team, has meant that progress towards the target ambition this quarter for the timeliness of job evaluations and ER cases has been slower than we would have liked. We have recruited a specialist job evaluation to support going forward.
- Notwithstanding, the time taken to conclude an ER cases this quarter remains lower than the average for last year and we have strengthened our grip in escalating specific concerns and delays to managers.
- The time taken to conclude sickness absence cases increased slightly this

quarter, compared to the rolling 12 month average figure.

- We are currently providing support for a large number of proposed restructures. This quarter saw the completion of one restructure.

HR&OD

- Apprenticeship engagement sessions are being held to target: 1) Individual department meetings re-incorporating apprenticeships into teams post-restructure; 2) Engagement with schools; 3) Sessions to Networks e.g. Young Professional Networks
- This quarter saw a reduction in the percentage Agency staff within the workforce.





Havering Technical Services

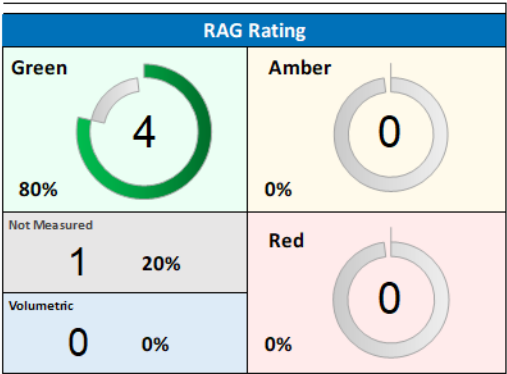
Technical services performance framework is a client-lead, long-term programme and subject to change during the year.

- A number of school expansion schemes are pending a start as the new financial year commences.
- The school maintenance programme expenditure programme is due to begin imminently at the end of the summer term.

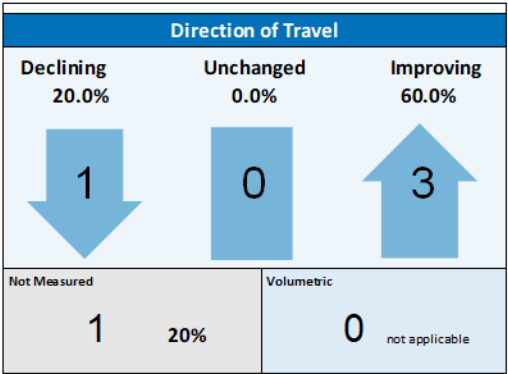
Havering Transport Services

Transport services is a non-shared Havering service, delivered by one source.

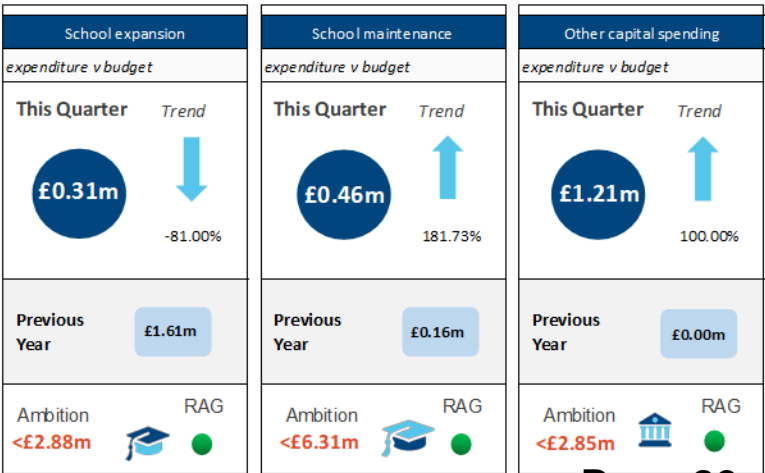
- The customer satisfaction survey is held annually. It was last conducted in Q.4 of 2021-22 and recorded a satisfaction level of 98.7%.
- Although down on the last quarter of 2021-22, the projected indication is that external income is on target to meet the ambition.



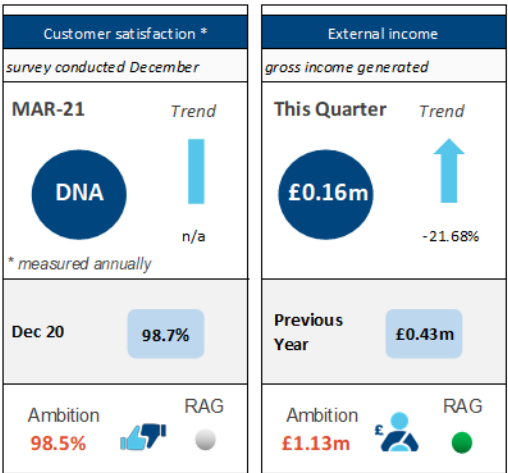
Asset Management



Technical Services



Transport Services



Newham

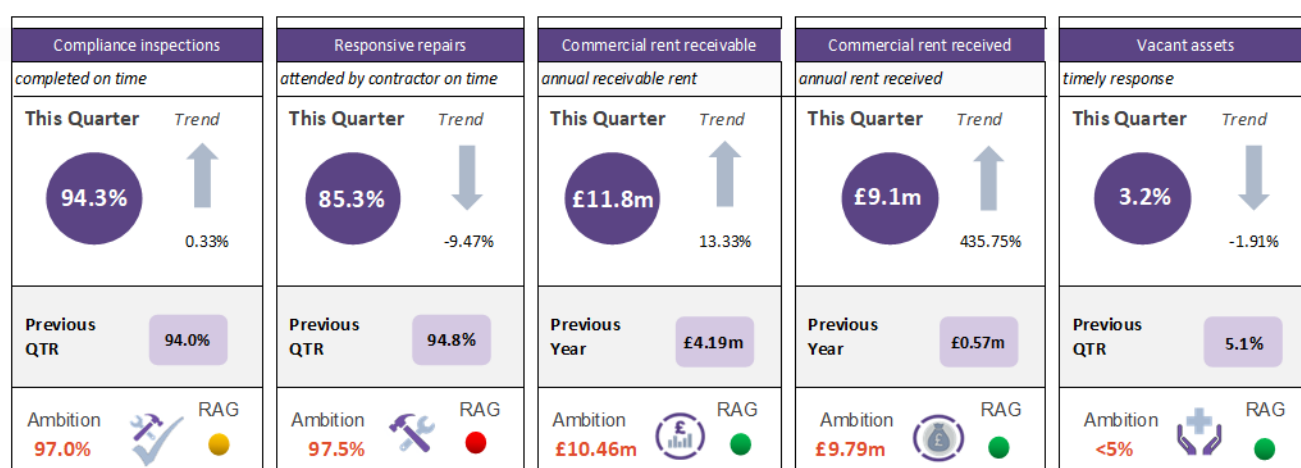
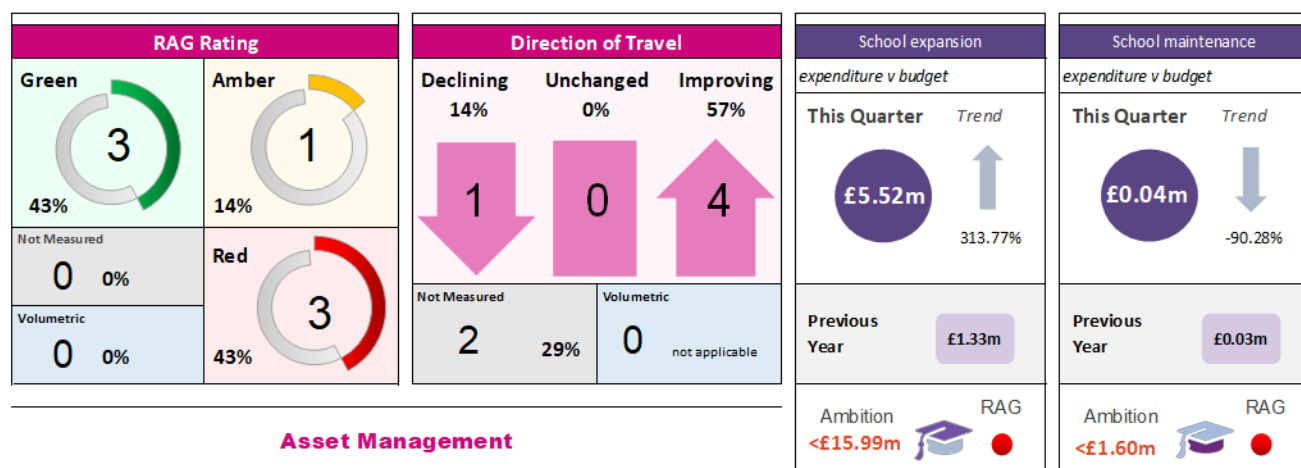


Performance Dashboards

Property Services

- Contracted rent received this quarter was highly encouraging and is on target to exceed or meet the end-of-year ambition. Figures for this period are the result of a significant effort and action taken over the previous year to reduce arrears
- Performance this quarter has exceeded the target ambition. Continuing completion of rent reviews and lease renewals at higher rents has contributed to the low vacancy rate.

- Outcomes achieved for scheduled compliance inspections are expected to rise as FM is still awaiting a number of certificates for June.
- As with compliance, responsive repairs still await updates from campus managers and contractors to confirm that scheduled works have been carried out and completed.





Exchequer & Transactional

Newham

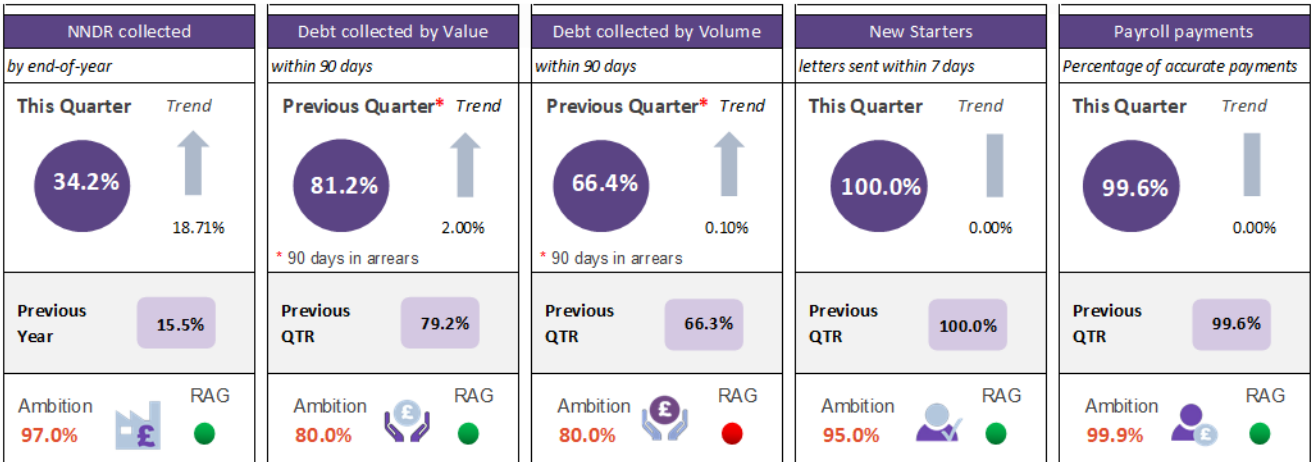
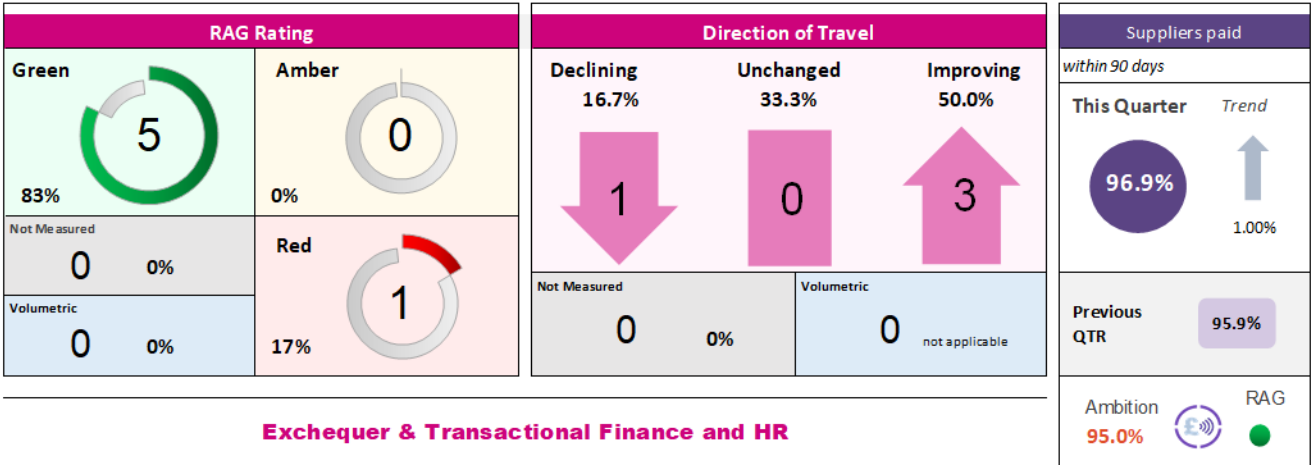
Revenues & Transactional Finance

- NNDR is on target to meet the ambition.
- Supplier payments also met the target ambition this quarter.
- The service has undergone a major restructure with the loss of 6 posts. The service is transitioning its processes to adapt to the reduction in cadre. It is expected that performance will improve in Q.2 & Q.3.

People Transactional Services

- Payroll data for Q.1 includes the processing of 38,305 payments with just 155 errors. The data includes an additional 600 records following the Local Election, which was successfully processed.

- The target ambition was met this quarter, notwithstanding that the team has been dealing with some on-going system related issues and variable data. Steps are being taken to address these issues by: 1) the introduction of a project to bring in Oracle Time and Labour; and 2) the reconfiguration of the data load spreadsheet services currently submit data on.
- Offer and contract letters for new starter met the target ambition this quarter. The restructure went live in May 22, KPI's will be monitored as the team start to work across both authorities.





Legal & Governance

Newham

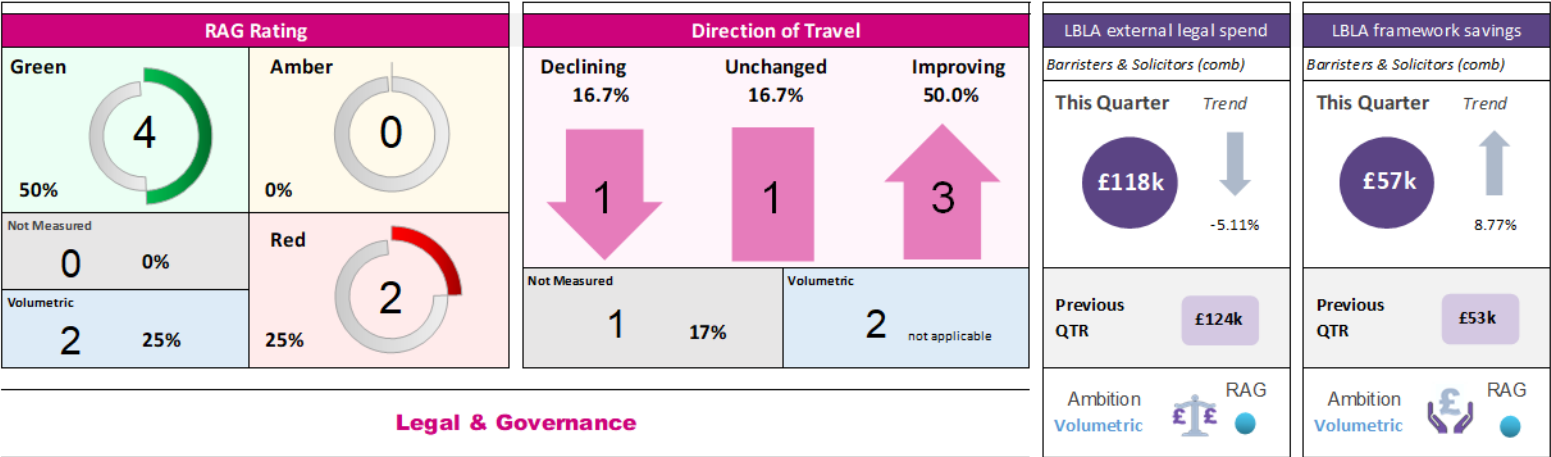
Legal Services

- Legal services met or exceeded the ambition in four of the six key indicators this quarter, with quality of legal decision making achieving 100% for the fifth quarter in a row.
- This quarter, advice and litigation was delivered less quickly, whilst review and drafting took a shorter time to complete, compared to quarter 4 of 2021-22.
- Customer satisfaction for legal services failed to achieve the ambition this period and had declined this quarter, compared to the previous quarter. Very few survey results were received this quarter and of those several returned a 'satisfactory' rating.

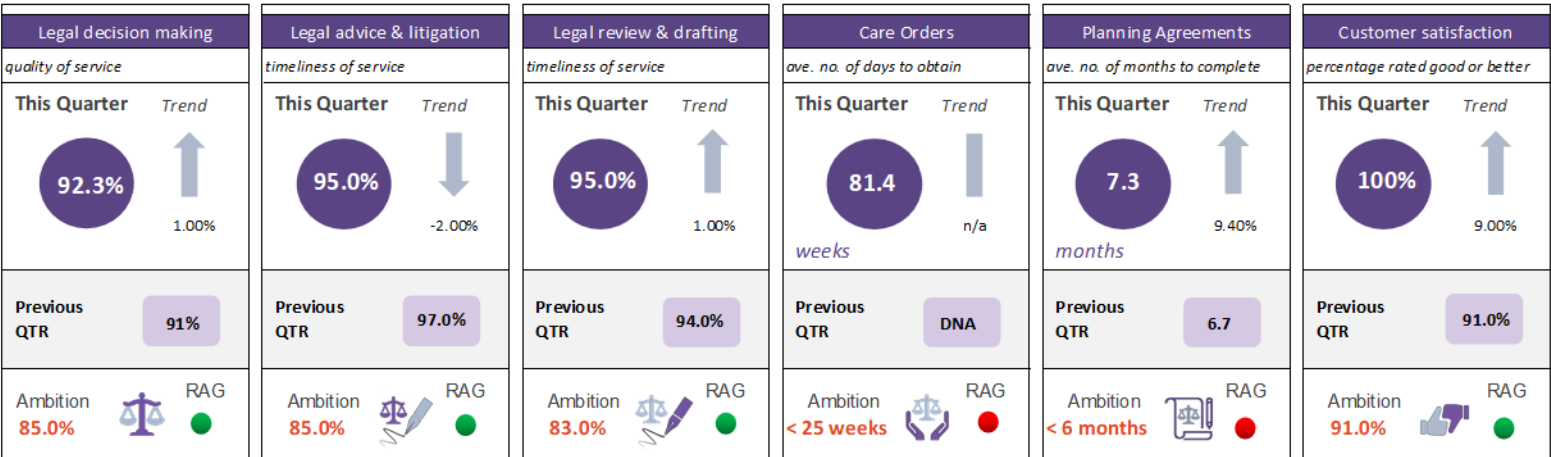
External Legal Spend

* Figures for LBLA external legal spend and LBLA framework savings include January and February only.

- Spend on barristers and solicitors for the first two months of this quarter was 8.8% higher than for the equivalent period last year in Apr-22 and May-22.
- Year-to-date
 - Spend for the year to May is 3.2% up compared to the same period last year, largely due to work on regeneration matters.
 - Savings made through LBLA framework have also risen, due to the increase in spending during the quarter.



Legal & Governance





Strategic Procurement Unit

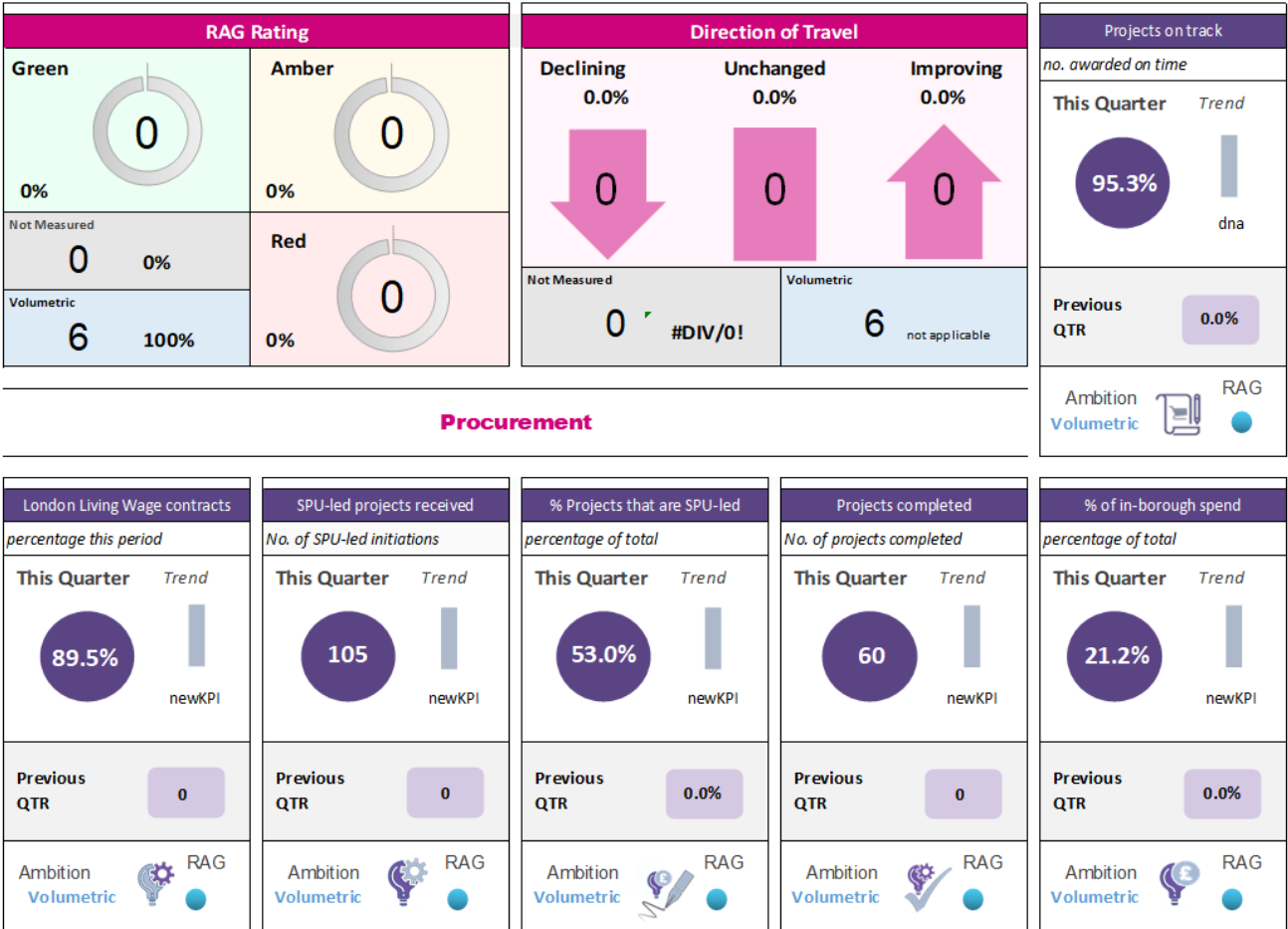
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Human Resources & OD

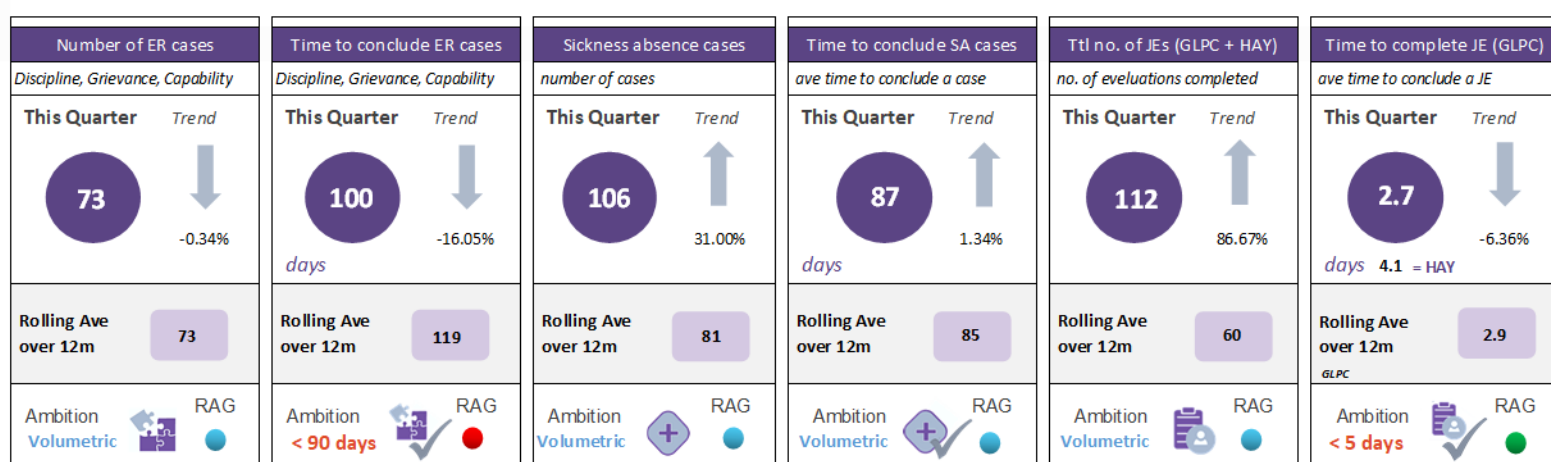
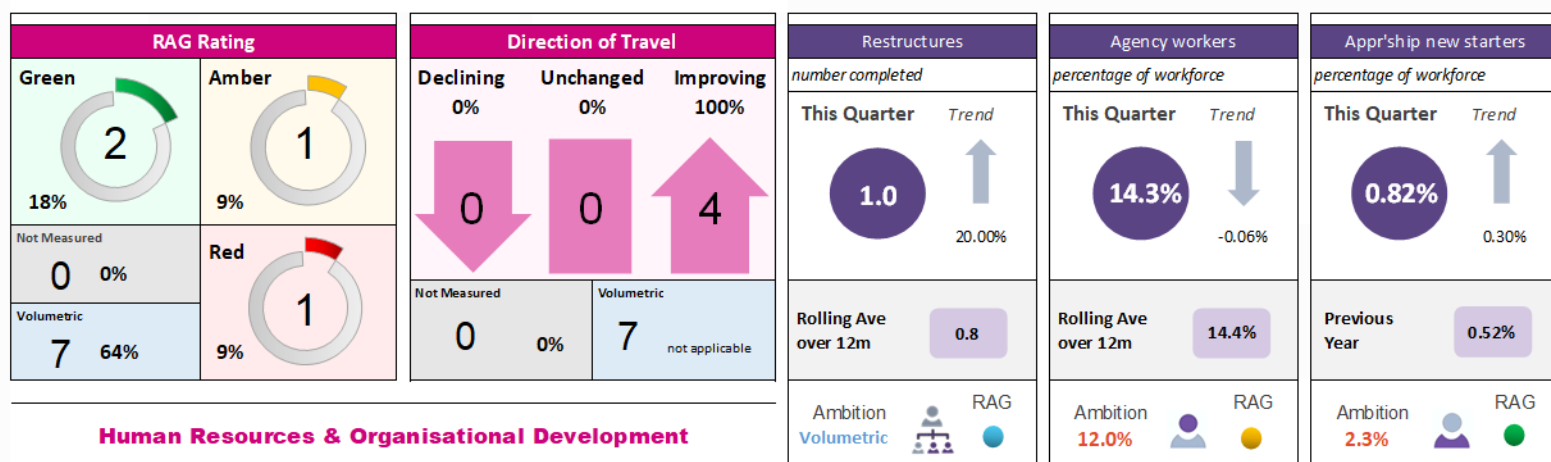
HR Operations

- The necessary focus on providing support and resources for restructures, coupled with some operational vacancies within the team, has meant that progress towards the target ambition this quarter for the timeliness of ER cases has been slower than we would have liked.
- Notwithstanding, the time taken to conclude an ER cases this quarter remains lower than the average for last year and we have strengthened our grip in escalating specific concerns and delays to managers.
- The time taken to conclude sickness absence cases increased slightly this quarter, compared to the rolling 12 month average figure.
- The time taken to complete GLPC job

evaluations decreased this quarter compared to the rolling 12 month average figure. More job evaluations were completed this period, compared to the rolling 12 month average.

HR&OD

- There are more new Apprenticeship starters this quarter, compared to first quarter of 2021-22.
- Positive progress is being made in most areas for the percentage of agency staff. Shared services (one source) has achieved the target ambition. In other areas, where the highest use of agency workers is evident, there is a management plan in place. The key areas of focus are CYPS where a steady reduction can be anticipated and Environment and Transport where targets for reduction are in place.



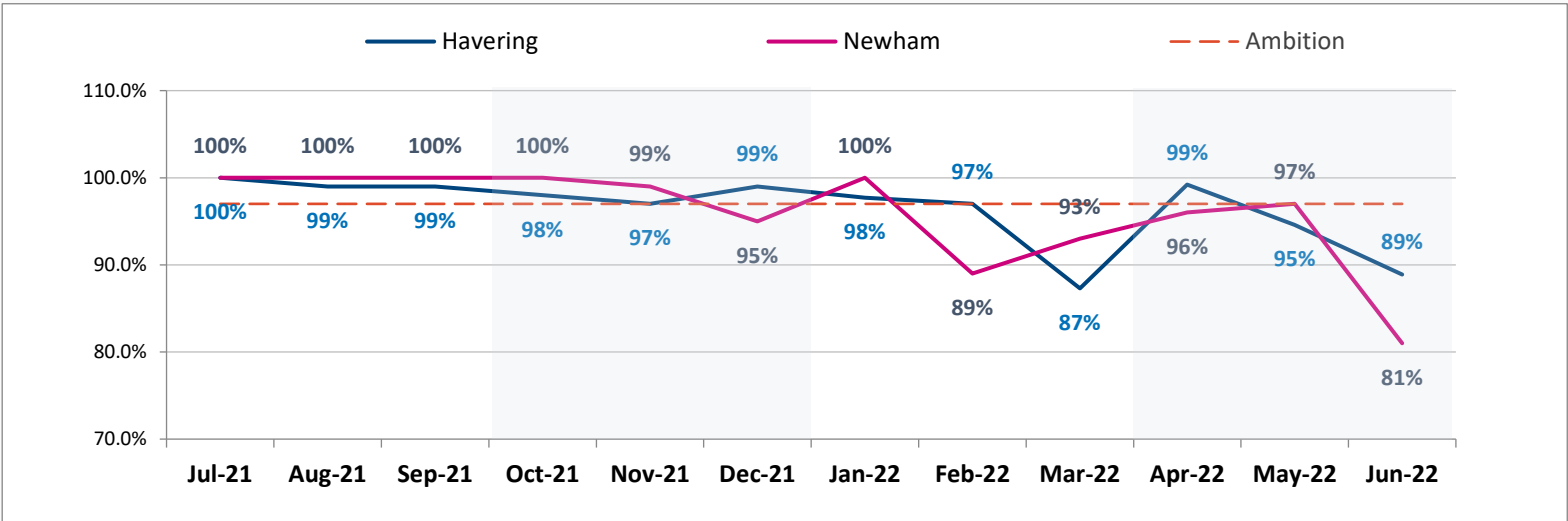
Detailed (Exception)



Reports



FM compliance inspections - completed on time



Commentary

Havering performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
97.0%	<div></div>	98.8%	<div></div> 4.50%
Previous QTR	94.0%		

Achievement for compliance inspections met the ambition this quarter.

Commentary

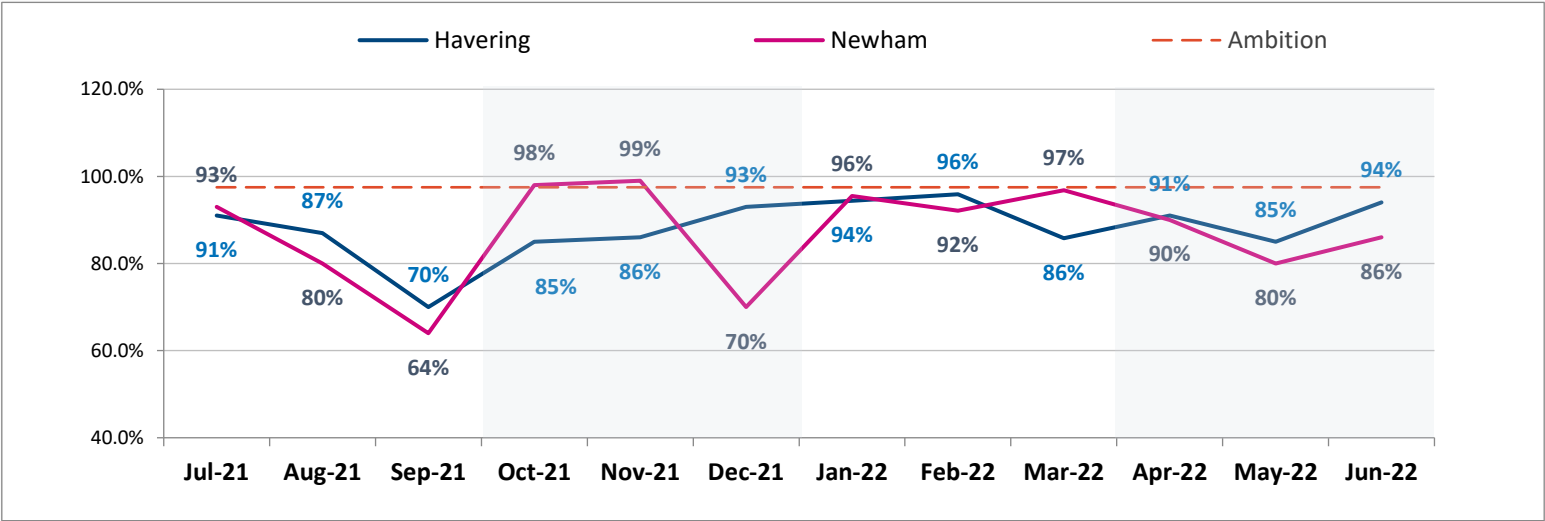
Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
97.0%	<div></div>	94.3%	<div></div> 0.33%
Previous QTR	94.0%		

Achievement for compliance inspections fell slightly below the ambition this quarter.

As with the previous quarter, the figure has been adversely affected by a number of certificates that are still awaited for inspections that completed in June. Once these have been inputted onto the system, the final figure for the quarter is expected to achieve the target.



Responsive repairs - attended by contractor on time



Commentary

Havering performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
97.5%	<div></div>	90.0%	<div></div> -2.00%
Previous QTR	92.0%		

Achievement for responsive repairs fell below the ambition this quarter.

The reported figure is lower than the actual figure due to a lag in data recording and updates are still awaited from campus managers and contractors to confirm works have been carried out.

The process remains under review as part of restructure to reduce down the lag in reporting at the end of each quarter.

Commentary

Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
97.5%	<div></div>	85.3%	<div></div> -9.47%
Previous QTR	94.8%		

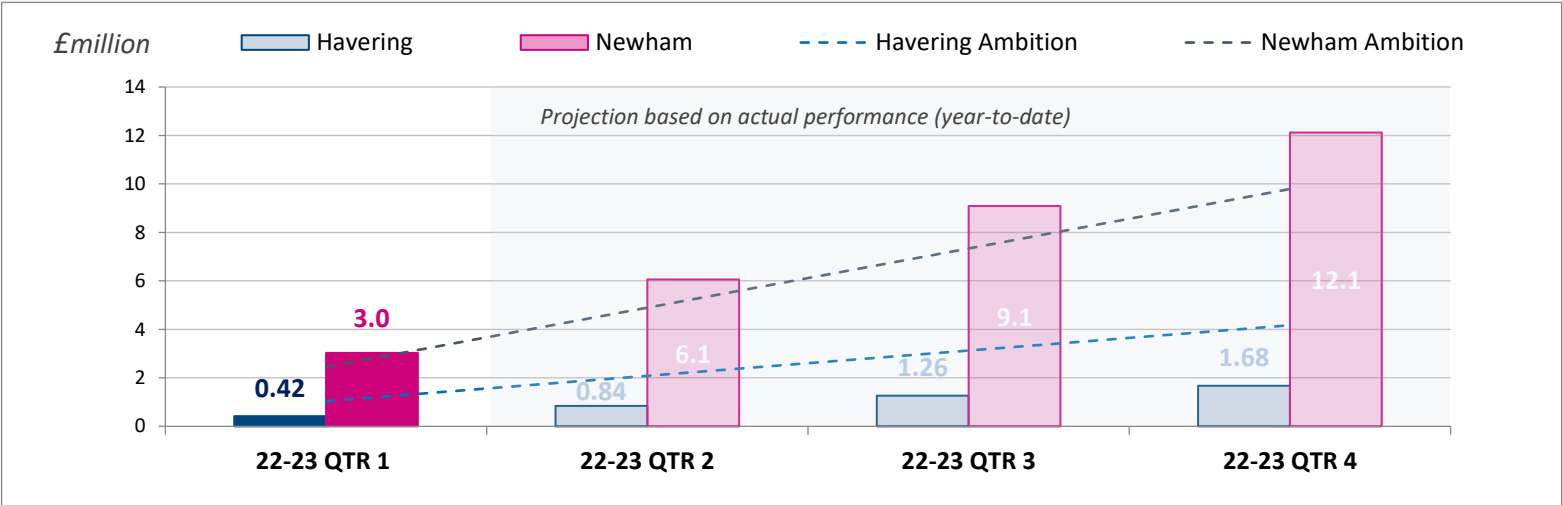
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The process remains under review as part of restructure to reduce down the lag in reporting at the end of each quarter.



Annual contracted income - rent received



Commentary

Havering performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
£4.17m	●	£0.42m	↓ -59.24%
Previous Year	£1.04m		

Achievement for annual contracted rent received fell below the end-of-year ambition this quarter.

Steps are being taken to reduce the gap between the end-of-year ambition and the current income gap by proactively addressing and actioning the remaining outstanding rent reviews and lease renewals.

Commentary

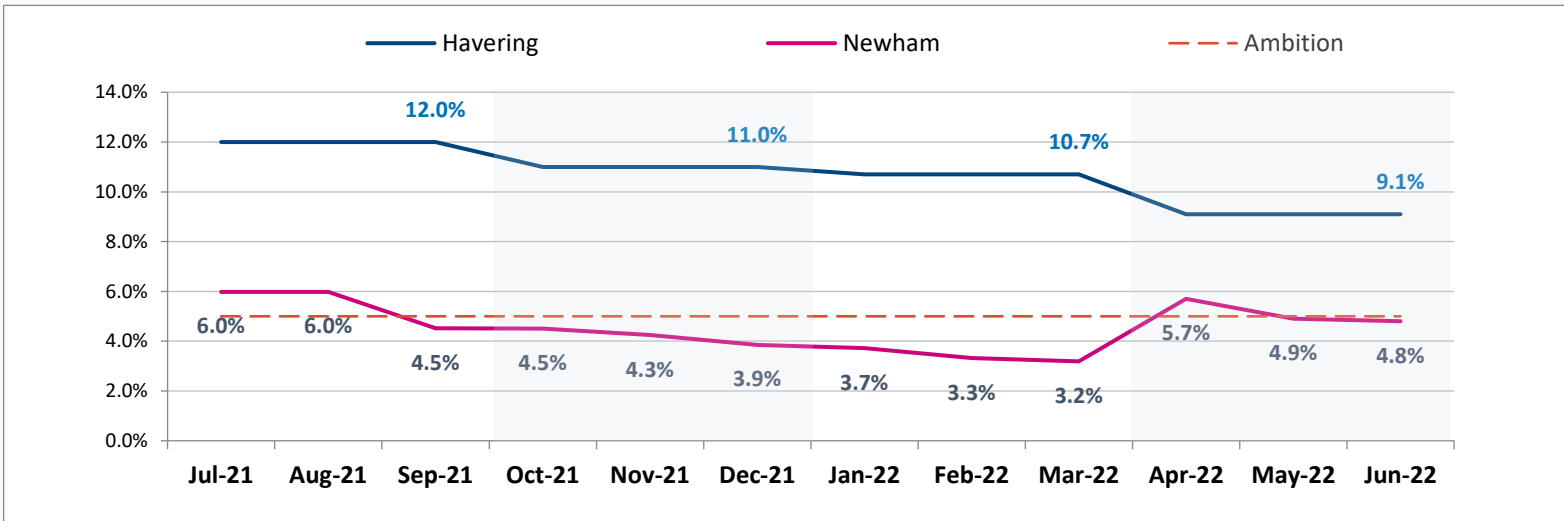
Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
£9.79m	●	£9.1m	↑ 435.75%
Previous Year	£0.57m		

Achievement for annual contracted rent received is on target to meet the end-of-year ambition this quarter.

The encouraging return at the start of the year is the result of the concentrated effort focused on reducing arrears.



Vacancy rate - percentage of portfolio



Commentary

Havering performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
5%	<div></div>	12.0%	<div></div>
Previous QTR	9.1%		-2.9%

Achievement for the vacancy rate fell below the ambition this quarter.

Issue in reducing down the vacancy rate mainly revolve around Hilldene, where units are hard to let given impending redevelopment. Notwithstanding, the marketing agent being replaced due to lack of performance.

Commentary

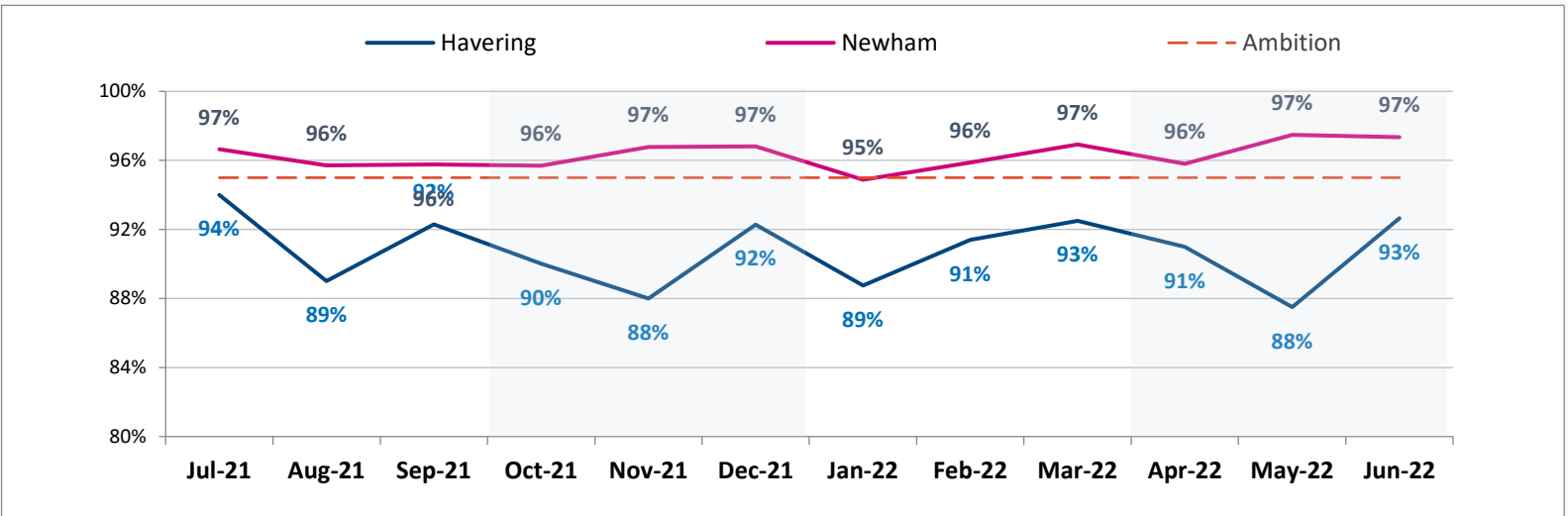
Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
5%	<div></div>	3.2%	<div></div>
Previous QTR	5.1%		1.91%

Achievement for the vacancy rate met the ambition this quarter.

The vacancy rate has reduced further this quarter, compared to the previous quarter, due to significant work undertaken over the last 12 months.



Suppliers paid - percentage within 30 days



Commentary

Havering performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
95%	<div></div>	90.9%	<div></div> 0.80%
Previous QTR	90.1%		

Achievement for suppliers paid within 30 days fell slightly below the ambition this quarter.

Performance against this measure provides an indication of corporate timeliness for receipting goods and services. Where goods & services are not receipted correctly or in good time, this can cause delays to the payment. Action has been taken to remind managers and approvers of the need to action these as timely as possible.

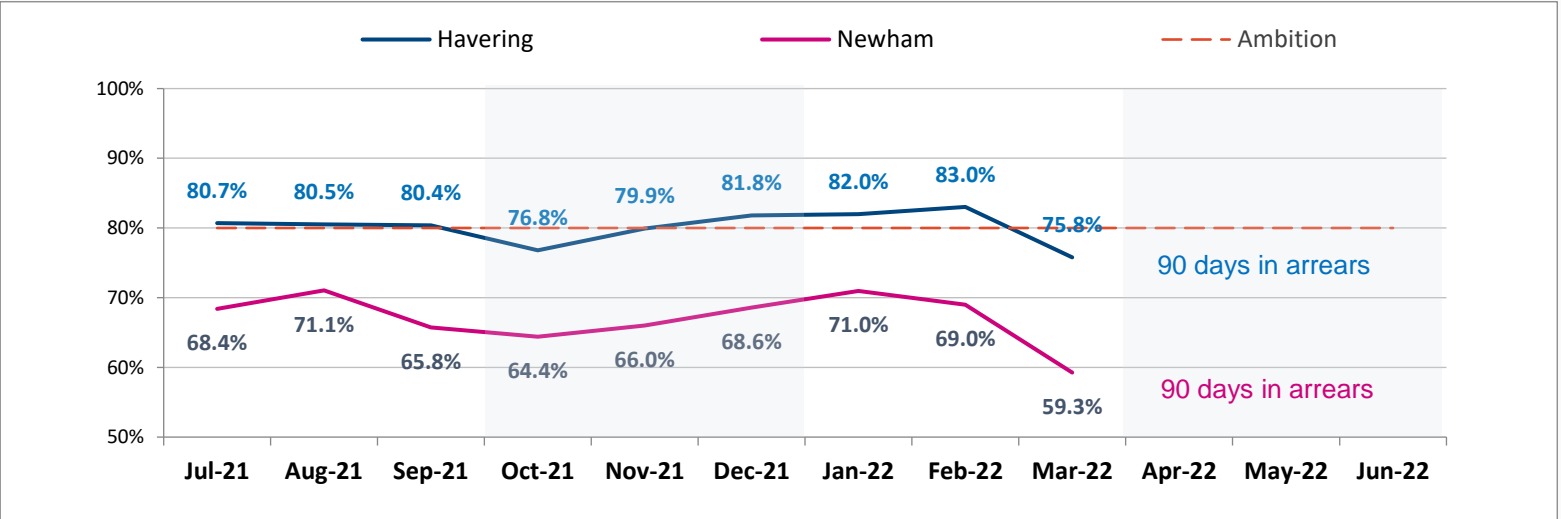
Commentary

Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
95%	<div></div>	95.9%	<div></div> -0.50%
Previous QTR	96.4%		

Achievement for suppliers paid within 30 days met the ambition this quarter.



Debt collected - percentage by Volume



Commentary

Havering performance		QTR 4 [*]		2021-22
Ambition	RAG	4 th Quarter	DoT	
80%	<div></div>	80.3%	<div></div>	
Previous QTR	79.5%			

Achievement for debt collected by volume met the ambition this period.

Performance improved slightly compared to quarter 3, with the end-of-year outturn figure achieving 80.8%.

^{*} Due to debt being collected 90 days in arrears

Commentary

Newham performance		QTR 4 [*]		2021-22
Ambition	RAG	4 th Quarter	DoT	
80%	<div></div>	66.3%	<div></div>	
Previous QTR	68.4%			

Achievement for debt collected by value fell below the ambition this period.

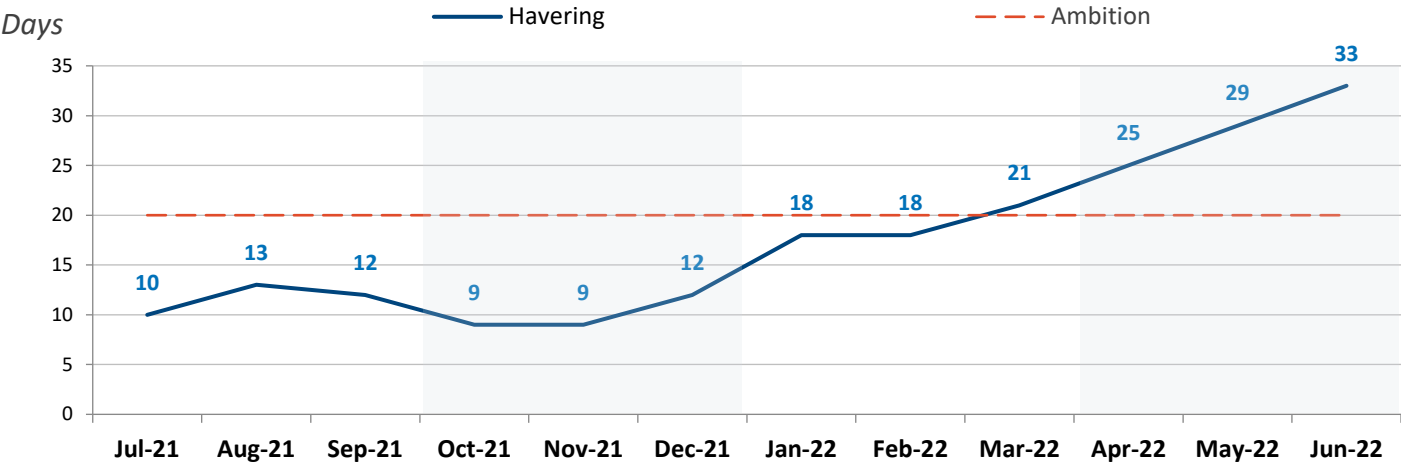
Performance saw a marginal improvement over quarter 3, with the end-of-year outturn figure achieving 67.2%.

The service has recently undergone a major restructure which saw the loss of 6 posts and is transitioning its processes in order to adapt to the reduction in cadre. It is expected that performance will begin to improve over the next 2 quarters.

Exchequer & Transactional

one source

Time to process Housing Benefit (new claims) – ave. no. days



Commentary

Havering performance		QTR 4 * 2021-22	
Ambition	RAG	This Quarter	DoT
20 days		29.0	<div></div> -52.63%
Previous QTR	19		

Achievement for time taken to process Housing Benefit (new claims) fell below the ambition this period.

Quarter 1 is a particularly busy time of year for the service, as it immediately follows the issuing of council tax bills and benefit notification letters.

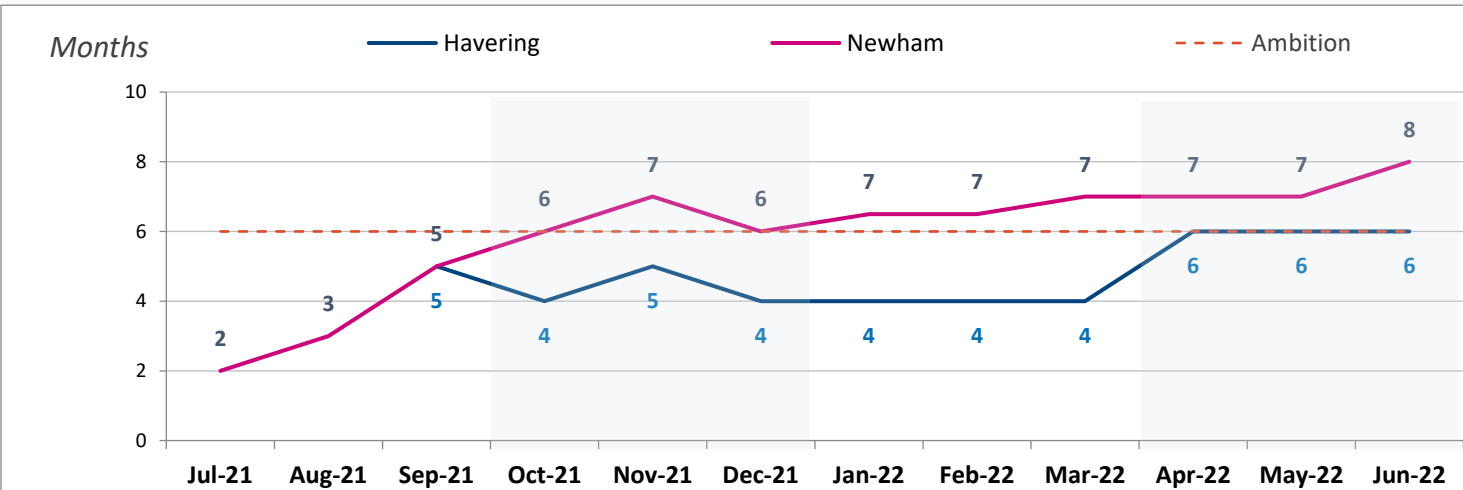
While saving targets and additional initiatives are being achieved and delivered, this has put a degree of pressure on business as usual activity.

Additional resources are being recruited to assist improve service delivery and return performance to meeting the target Ambition.

Having one source non-Shared Service



Planning agreements - ave. time to complete an agreement



Commentary

Havering performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
6 months		6.0	<div></div> -50.00%
Previous QTR	4.0		

Achievement for the average time to complete planning agreements met the ambition this quarter.

Commentary

Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
6 months		7.3	<div></div> -9.4%
Previous QTR	6.7		

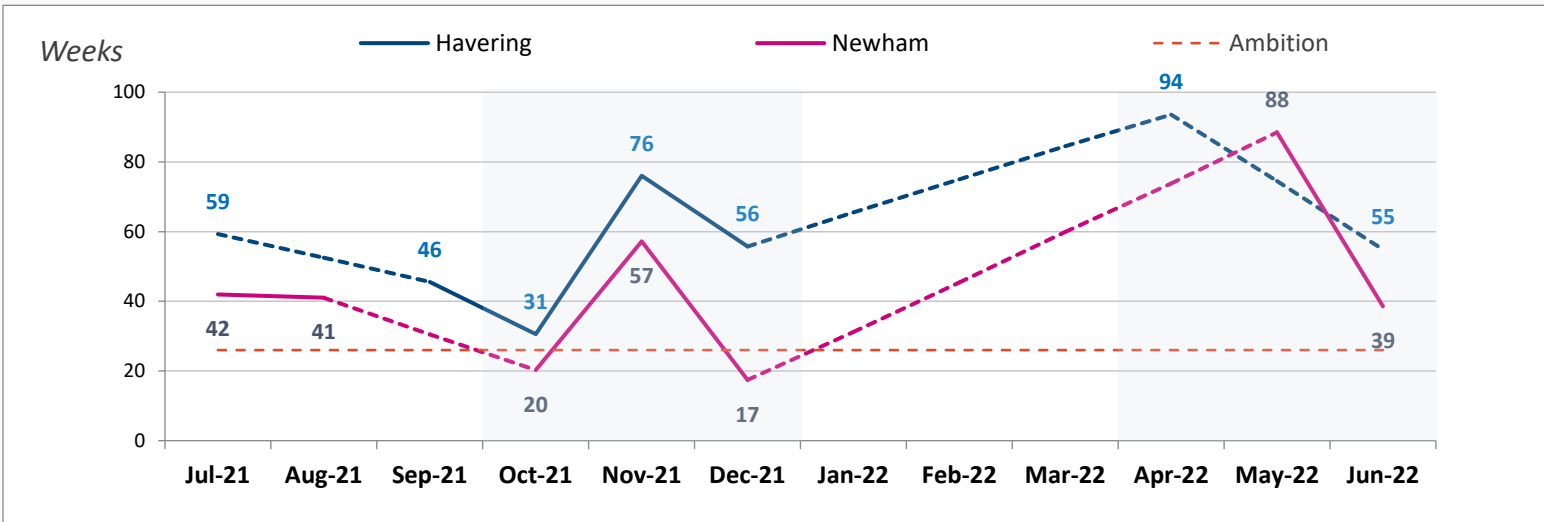
Achievement for the average time to complete planning agreements fell below the ambition this quarter.

Performance has drifted this period, compared to the previous quarter, with the last 4 quarters having seen a steady rise in the timeliness to complete planning agreements. This quarter’s figure, however, was an improvement on the equivalent period from 2021-22, when the average time to complete agreements was 8 days.



----- = no cases concluded
----- during the month

Average time to obtain care orders



Commentary

Havering performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
26 weeks		74.2	
Previous QTR	DNA		DNA

Note: although the threshold of 26 weeks is monitored legal services, but the expectation is imposed nationally on the Court Service.

Achievement for the average time to obtain care orders fell far below the ambition this quarter.

No data is available for the previous quarter, but the trend, measured over the preceding 12 months is rising.

Pressures coming into the system during the pandemic restrictions continue to have an adverse impact on the timeliness of obtaining care orders; these include both listing and disposal of cases.

Commentary

Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
26 weeks		81.4	
Previous QTR	DNA		DNA

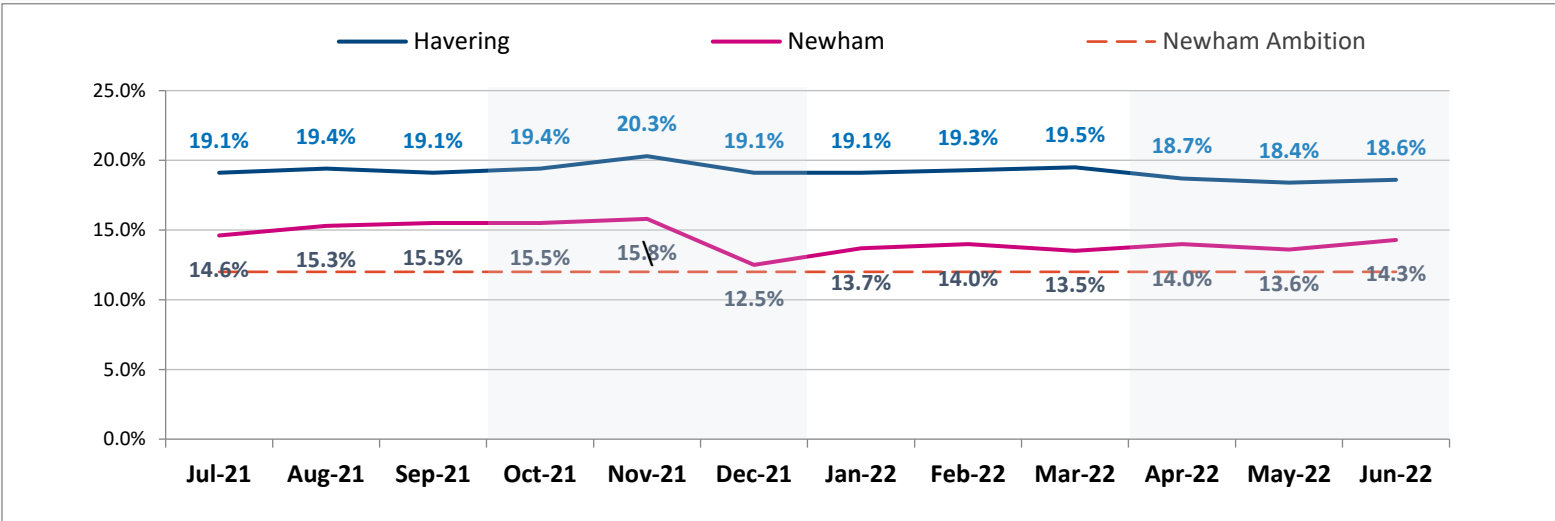
Achievement for the average time to obtain care orders fell far below the ambition this quarter.

No data is available for the previous quarter, but the trend, measured over the preceding 12 months is rising.

Pressures coming into the system during the pandemic restrictions continue to have an adverse impact on the timeliness of obtaining care orders; these include both listing and disposal of cases.



Agency workers - percentage of workforce



Commentary

Havering performance		QTR 1	2022-23
Volumetric	RAG	This Quarter	Trend
n/a	<div></div>	<div>18.6%</div>	<div>↓</div> <div>-0.57%</div>
Rolling 12m ave.	19.2%		

Agency workers, as a percentage of the overall workforce, is reported on quarterly as a Volumetric.

The mix of Agency / Employed staff has remained below 20% across all four quarters and has been relatively consistent over course of the year.

Commentary

Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
12%	<div></div>	<div>14.3%</div>	<div>↑</div> <div>+0.06%</div>
Rolling 12m ave.	14.4%		

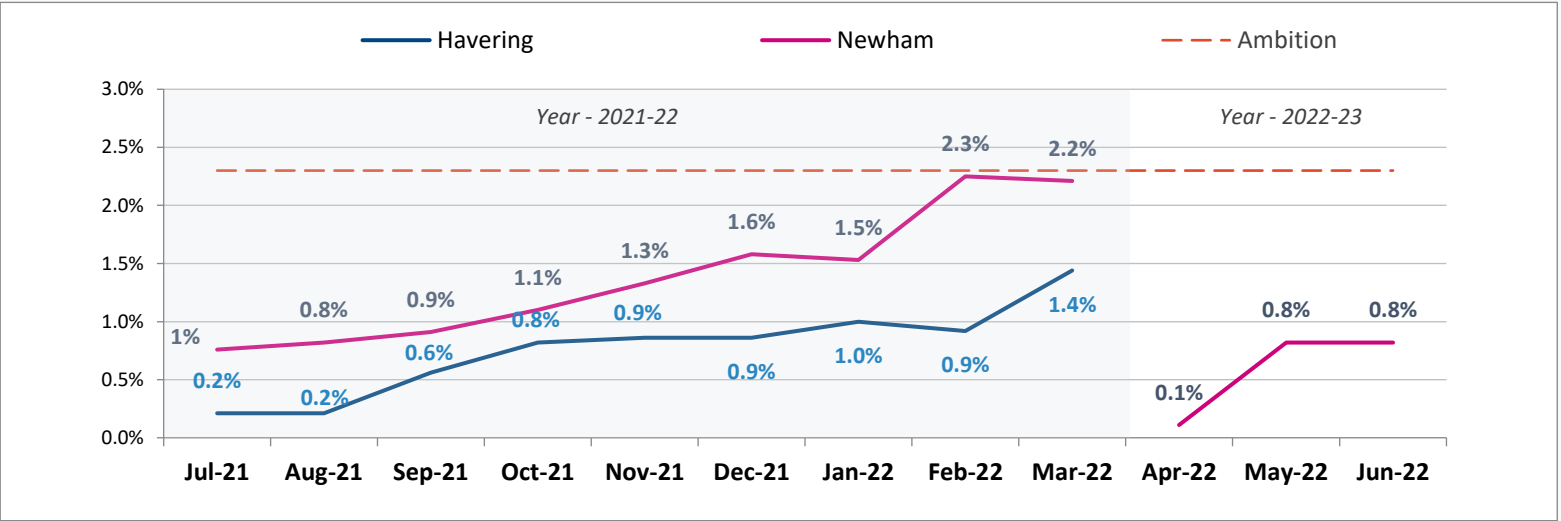
Achievement for Agency workers, as a percentage of the overall workforce fell slightly below the end-of-year ambition this quarter.

Positive progress is made in most areas and one source, as a shared service, has achieved the ambition this period. For those areas where the use of agency workers is evidently the highest, management plans have been put in place.

The key areas of focus are: 1) CYPS - where a steady reduction can be anticipated; and 2) Environment and Transport - where targets for reduction are in place.



Apprenticeship (new starters) - percentage of workforce



Commentary

Havering performance		QTR 1	2022-23
Ambition*	RAG	This Quarter	DoT
2.3%	●	0.00%	↓ -0.21%
Rolling 12m ave.	0.21%		

* set by government

The figure for new-starter Apprenticeships is running slightly below the level required to meet the government’s end-of-year ambition of 2.3%.

However, plans are in place to recruit apprentices in Legal, AM and HR and we are awaiting confirmation from other teams on recruitment. We also have 6 apprenticeship development programmes (including project Mgt, L& leadership, Finance, Data Analyst and Team Leader) for which there is interest that we hope will convert to new starters.

Engagement sessions are also being held to target

- Individual department meetings re: incorporating apprenticeships into teams post-restructure
- Engagement with schools
- Sessions to Networks e.g. Young Professional Networks

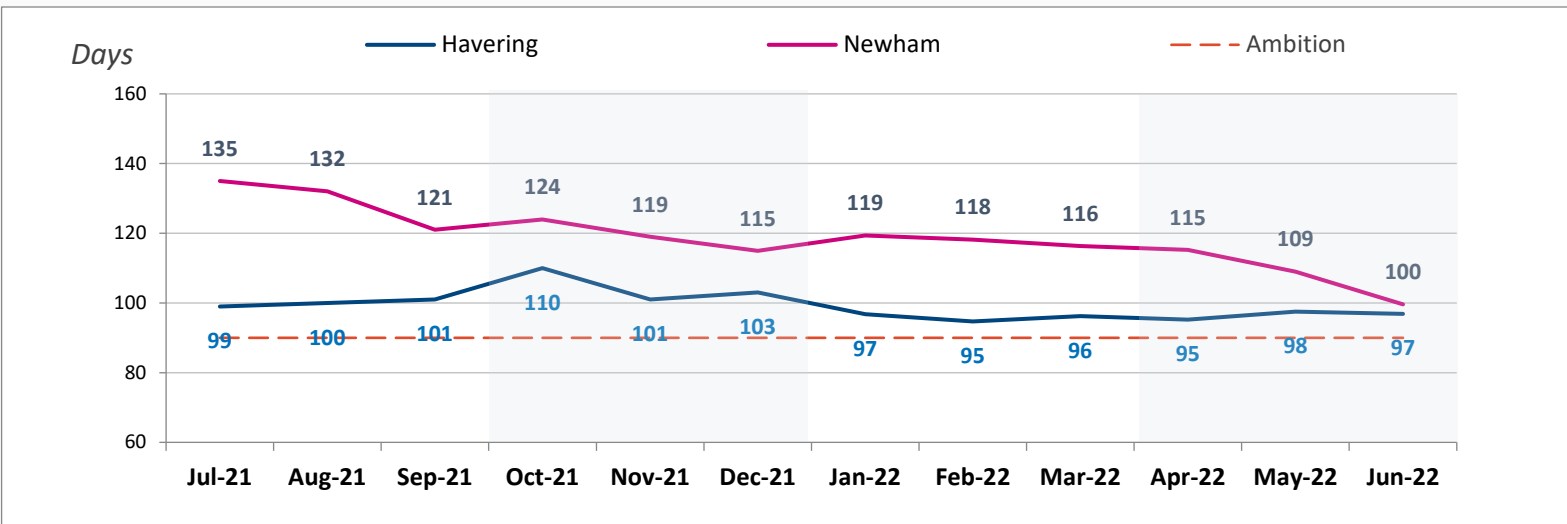
Commentary

Newham performance		QTR 1	2022-23
Ambition*	RAG	This Quarter	DoT
2.3%	●	0.82%	↑ 0.30%
Rolling 12m ave.	0.52%		

The figure for new-starter Apprenticeships this quarter is meeting the level required to meet the government’s end-of-year ambition of 2.3%.



Discipline, Capability & Grievance - ave. time to conclude a case



Commentary

Havering performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
90 days	<div></div>	<div>97</div>	<div>↑</div> <div>+2.39%</div>
Rolling 12m ave.	99		

Newham performance		QTR 1	2022-23
Ambition	RAG	This Quarter	DoT
90 days	<div></div>	<div>110</div>	<div>↑</div> <div>+16.05%</div>
Rolling 12m ave.	119		

Achievement for the average taken to conclude an ER case for both Havering and Newham fell below the ambition this quarter.

Although short of expectation, performance measured over the rolling 12 months is steadily improving and since 12th July, we have seen a further reduction in the average number of days to manage cases.

Progress towards meeting the 90 days target ambition has been adversely affected by two vacancies occurring within the team. However, we have taken urgent steps to ensure that these vacancies are filled as soon as possible. Also impacting on progress are the large number of restructures requiring HR support, together with the requirement to provide the necessary resources to support the VRS programme.

In addition, we are also developing our toolkits and reviewing our policies to enable managers to be better equipped to operate self-serve effectively and we have agreed an action plan across Operational HR to support the better management of all types of cases; including a particular in depth focus on sickness management in Directorates. The team have committed to escalating concerns and delays (where they occur) to line managers, as this appears to be a matter of current concern.

Report



Appendices

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 not measured, but the trend (increasing, stable or reducing) is compared to either the previous quarter’s figures or the rolling 12 month average.

RAG and DoT Comparison

The current 22/23 framework reports on 99 metrics. For the one source Performance Summary section, the 21/22 metrics have been adjusted to remove 2 Newham measures, both for Health & Safety, to allow for a closer ‘like-for-like’ RAG comparison.

Direction of Travel comparison for RAG rated metrics reflects whether performance for that measure has improved, remained unchanged or declined compared to the relevant comparison period.

Trending information for Volumetrics reflects whether the value for that measure has increased, remained stable or reduced to the relevant comparison period.

Corporate Scorecards

Performance measures are given by borough and grouped by one source Directorates. The scorecards now contain the relevant quarterly RAG rating and DoT (or Trend) indication, which avoids the need to scroll between different sections of the report.

Performance Dashboard

Performance dashboards are provided for each one source Directorate and grouped by borough. The dashboards display information on all measures that contribute to the one source performance report.

Detailed Reports

Detailed reports are prepared on an ‘exception’ basis and provide a more in-depth analysis of measures which are RAG rated Amber or Red. Performance for both boroughs is given, regardless of whether the other borough’s RAG rating, for comparison, unless the service is a non-shared service.






Key to RAG Ratings and Symbols

RAG Rated Measures

In total, 64 measures across all Directorates have a set target ambition and are RAG rated.




RAG Rating - scoring matrix

The RAG rating scoring matrix used in the report, together with the symbols used to indicate the RAG rating is set out below.

Key -	RAG	Description
		Green - performance matched or exceeded the target ambition (<0.5% tolerance)
		Amber - performance was just below the target ambition (variance is no greater than 5%)
		Red - performance was below the target ambition (variance is greater than 5%)
		Not Measurable - insufficient data was available to measure performance
		Volumetric - outcome data for measures which have no associated target ambition

Direction of Travel for RAG rated measures




The symbols used to indicate the DoT for RAG rated measures is set out below.

Key -	DoT	Description
		Performance measure - performance improved
		Performance measure - performance was unchanged
		Performance measure - performance declined
	DNA	Not Measurable - insufficient data was available to measure the DoT

Volumetric Outcomes

Trending insight for Volumetric Measures

In total, 37 Volumetrics are reported on across all Directorates. These metrics have no set ambition and do not receive a RAG rating, but provide an insight into the prevailing outcome trend. The symbols used to indicate the DoT for RAG rated measures is set out below.

Key -	RAG	Description
		Volumetric measure - outcomes increased
		Volumetric measure - outcomes were stable
		Volumetric measure - outcomes decreased
	DNA	Volumetric not measurable - insufficient data was available to measure the Trend



**ONESOURCE JOINT
COMMITTEE**

18th November 2022

Subject heading:

**oneSource 2021/22 Financial
Outturn Position**

Report author and contact details:

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

Financial summary:

The OneSource 21/22 outturn position was an overspend of £4.9m (against a period 10 forecast of £6.4m). The 22/23 total budget currently stands at £33.8m. The 22/23 P6 forecast is £5.2m overspend.

2

SUMMARY

The 2021/22 year end outturn position across the shared and non-shared areas was £4.9m (an improvement of 1.5m on the period 10 forecast of £6.4m overspend). As part of 22/23 budget setting, £4.55m of savings were removed from the oneSource budgets and £1.7m of growth was allocated. The 2022/23 period 6 forecasted overspend is £5.2m.

RECOMMENDATIONS

The joint committee are asked to note:

- the 2021/22 outturn position and its improvement from period 10;
- the updated 2022/23 budget;
- 2022/23 period 6 forecast;

REPORT DETAIL

1. Background

One Source shared areas are funded by Havering and Newham Councils in order to deliver shared back office support services. One Source is also responsible for the management of non-shared areas within each council, including the delivery of commercial property income generation, elections, procurement savings and schools education and ICT capital programmes.

The budget spend and outturn figures include controllable budgets only i.e. those which the service managers directly influence and control through delivery of their services. The non-controllable element, which have been excluded, largely relate to corporate recharges and do not result in any variances (overspend or underspends) at year end as the expenditure incurred is matched by the necessary budget.

2. 2021/22 Outturn

Shared

- 2.1 One Source shared ended 2021/22 with an outturn of £1.2m against budget, which is an improvement of £0.4m on the period 10 position of £1.6m. The final overspend was shared £1m to the London Borough of Havering and £0.2m to the London Borough of Newham. Note these figures are inclusive of £1.2m of Covid funding loaded into the shared area by the London Borough of Newham of which 100% of the benefit is attributed to Newham via the cost sharing model, reflecting the fact that the London Borough of Havering's Covid funding is retained centrally.
- 2.2 The improvement between period 10 and outturn reflects the continuation of holding vacancies wherever possible and the correction of a number of over-receipted purchase orders relating to prior years within the ICT service.
- 2.3 The outturn overspend is due in part to an inability to collect enforcement fees to the same extent as pre-pandemic levels within the Exchequer & Transactional service for the first three months of the year, delays in implementing the ICT restructure (£0.4m) and an increase cost of Microsoft Enterprise licences (£0.7m) and agency spend within the Procurement and Finance services.

Newham non-shared

- 2.4 Newham non-shared closed 2021/22 with an overspend of £1.9m. This is an improvement of £0.8m on the period 10 forecast of £2.7m. The improvement related to corporate landlord spend on buildings which was projected to take place in 2021/22 slipping into 2022/23 and additional rental income relating to Dockside.
- 2.5 The overspend of £1.9m is due in the main to unmet procurement savings targets of £2.8m and unfunded NNDR costs of £0.8m, unbudgeted commercial property bad debt provision costs of £0.8m and £0.5m of overspend relating to escalating card charge costs offset in part by covid funding of £2.7m and underspends within the corporate landlord area.

Havering non-shared

- 2.6 Havering non-shared closed 2021/22 with an overspend of £1.9m. This is an improvement of £0.2m on the period 10 forecast of £2.1m. The favourable swing between period 10

forecast and outturn was due in the main to an under-forecasting of commercial property income at month 10.

2.7 The Havering non-shared overspend relates to historic income pressures of approx. £0.3m associated with Romford Market income, a savings target of £0.6m associated with the decant of Mercury House which remains unachieved due to the outstanding relocation of the CCTV control room, back dated mobile phone overage charges and agency pressures/costs.

General Trajectory and 22/23 Outlook

2.8 The 2021/22 financial year started with a period 3 forecast of £9m overspend; a combination of management action, additional funding and improved forecasting resulted in the overspend reducing to £4.9m by year end.

2.9 It is expected that although 2022/23 will not experience the same covid-related pressures that were experienced in 2021/22, nor will the same level of covid-related funding be available. In addition to this, there will be further savings loaded into the 2022/23 budget and inflationary cost pressures to contend with.

3. 22/23 Budget

3.1 A summary of the movement between 2021/22 outturn and 2022/23 period 6 net controllable budgets is outlined below:

Description	2021/22 Closing Budget (£000)	Savings	Growth – Permanent	Growth – one off	Removal of H&S Service	Removal of one-off funding	2022/23 Budget (£000)
Newham Non-Shared	6.6	-1.8	1	3.3		-2.2	6.9
Havering Non-Shared	3	-0.65	0.4				2.8
Shared	27.4	-2.1	0.3	1.1	-0.7	-1.9	24.1
Total One Source	37	-4.55	1.7	4.4	-0.7	-4.1	33.8

3.2 Details of the budget adjustments above are listed below:

Savings

- Newham non-shared savings relate to:
 - o An additional £1.05m procurement savings;
 - o £0.25m commercial property income;
 - o £0.5m reduction in building related costs (corporate landlord);
- Havering non-shared savings relate to:
 - o £0.2m housing benefit overpayment income;
 - o £0.1m commercial property income;
 - o £0.3m premises related cost reductions;
 - o £0.05m procurement related savings;
- Shared savings relate to:
 - o £0.7m ICT savings (corporate telephony, application rationalisation, review of licences);
 - o £0.95m increase in enforcement income;
 - o £0.3m agency and staffing reduction;

- £0.15m number of smaller items

Permanent Growth

- Newham non-shared permanent funding relates to:
 - £0.6m realignment of business rates budget to costs;
 - £0.4m inflation increase
- Havering non-shared permanent funding relates to:
 - £0.2m Romford Market income target reduction;
 - £0.15m reversal of long-standing unachieved borough wide Wi-Fi saving
- oneSource shared permanent funding relates to:
 - £0.3m National Insurance increase budget adjustment;

All the temporary funding contained within the budget has been provided by the London Borough of Newham and relates to the following:

- £3.3m relates to offsetting the total value of the remaining procurement savings in recognition of the fact that, at present, contracts are being procured in a high inflation environment;
- £0.4m within shared to fund the increased cost of Microsoft Enterprise Licences; and
- £0.7m to reduce Newham's share of the enforcement income target down in recognition of the impact that the cost of living crisis is having on households' ability to service debt.

One-off funding which was in last year's budget but not in this year's budget relates to:

- £3.4m covid-funding;
- £0.5m Havering council tax grant and reserves funding;
- £0.2m legal and governance lawyer funding

3.3 Note that as the year progresses it is likely that further budget adjustments will be made (i.e. funding of one-off fusion project and civica pay costs, elections reserve funding drawdowns, NI increase reversal adjustment and pay award adjustments to name a few).

4. 22/23 Period 6 Forecast

Shared

4.1 The projected overspend at period 6 is £3.3m which is split £0.9m to the London Borough of Newham and £2.4m to the London Borough of Havering through the cost sharing model. This reflects the fact that Newham has allocated the aforementioned one-off temporary funding into its one source shared budgets, the benefit of which is attributed solely to that Council.

4.2 Of the £3.3m overspend, £1.5m relates to pressures with the ICT budgets where there is an increase in the cost of Microsoft Enterprise Licences (Havering only as Newham have provided one-off funding to meet this increase in cost in 2022/23), in part due to a fall in the value of the pound against the dollar. In addition to this, prior years' savings of £0.4m relating to a planned ICT restructure and £0.7m of 2022/23 savings are being forecasted as unmet in this financial year whilst a review of the service is undertaken.

4.3 The procurement service is forecasting an overspend of £0.5m which is made up of a combination of a reduction in rebate income relating to an office supplies contract and agency

and consultancy costs which have been incurred in an effort to meet each council's corporate procurement savings targets.

- 4.4 Business Services is forecasting an overspend of £0.5m which relates to the non-delivery of prior years' savings targets. The targets were predicated on a number of assumptions around increasing trading and bringing more services into the one source model which have not materialised.
- 4.5 The enforcement service is forecasting a shortfall of income against target; this could be a reflection of a.) resident's efforts to avoid debt collection fees in light of the cost of living crisis and b.) an increase in the amount of customers paying enforcement fees by way of a payment plan; ultimately the same amount of income will be received as would be the case if the entirety of the fees were paid in one go but it will take longer for the income to be received and some will fall into next financial year. However, it should be noted that service is in talks with a number of other authorities and it is hoped that new contracts will result in an increase in the amount of income generated in this area in the future, albeit the impact might not be experienced until next financial year.
- 4.6 Legal services are forecasting an overspend of £0.3m in relation to agency/interim costs; as and when recruitment concludes the forecasts will be updated accordingly.

Havering non-shared

- 4.7 The majority of the £1.5m forecasted overspend being projected at period 6 relates to Asset Management and includes the following items:
- £0.4m commercial property; shops rental income experiencing pressure in part to hesitancy of prospective tenants over plans relating to the Hilldene regeneration area.
 - £0.4m Mercury House decant savings – work to vacate Mercury House is underway, however, this £0.6m savings target won't be delivered in full in 2022/23 whilst some occupation continues. The forecasted partial in-year delivery relates to a combination of some reduced running costs, NNDR exemptions and rental income relating to River Chambers;
 - £0.2m corporate landlord overspend;
 - £0.3m accumulative effect of a number of smaller variances across a range of areas;

Newham non-shared

- 4.8 Of the forecasted £0.3m overspend, £0.5m is a result of an increase in the amount of card charges being paid by the authority due to a reduction in the use of cash and cheques and an increase in the rates being charged by providers. It is expected that an upcoming re-procurement of the current contract will deliver savings and improve the forecasted position.
- 4.9 Other material variances include slippage on a £0.3m legal services saving aimed at driving a reduction in costs incurred by the wider council by ensuring a higher degree of compliance with on-framework suppliers as a result of all spend being commissioned directly by Legal Services. Offsetting this is an underspend in Asset Management of £0.5m where a range of measures targeted at reducing the Directorate level overspend have been enacted including a reduction in the level of security provided at two council-owned sites, utilising Dockside more intensively by closing two floors of the West Wing of Dockside from January onwards and a re-prioritisation of corporate landlord spend.

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 outturn overspend of the oneSource budgets which is in itself of financial significance to both Councils.

HR Implications and risks:**Background Papers**

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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