
**One Source Joint
Committee**

18th November 2022

Subject heading:

one source Performance Report, Q1
2022-23

Report author and contact details:

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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