

# Unity Partnership Limited Annual Report 2020/21

## Shareholder Committee 15 November 2021

**Produced for:** Unity Partnership Ltd Shareholder Committee

**Report of:** Chairman – Cllr Graham Shuttleworth

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### Introduction

Unity Partnership Limited (the Company) provides regular updates on Service Delivery, Financial reporting and Performance to Directors at the routine Board meetings. Periodically the Shareholder Committee also considers matters and decisions that are reserved to Shareholders.

There is also a requirement to deliver a summary of Company key activity and performance to Shareholders each year. This is separate to the formal Annual Return and Full Company Accounts for a Limited Company which is required to be sent to Companies House, as directed under Companies Act 2006. The latter was completed and is registered on the filing register at Companies House and is available for public viewing.

A consolidated End of Year report has also been produced for the full 2020/21 period which has been considered and approved by the Board of Directors and is now passed to the Shareholder Committee for information.

Performance Overview & Scrutiny Committee are due to review the annual performance of the Company and it is proposed that this report may provide a suitable document for their consideration. As the Shareholder Committee is a sub-committee of cabinet and therefore items presented to the Shareholder Committee are subject to Scrutiny.

### Recommendations

The Committee is invited to:

- **note** the information within this report covers the 2020/21 year, the second year of 100% Council ownership of the Company;
- **note** that the report provides a general summary and also an overview of operational delivery across each of the Unity service areas plus a financial summary and key performance outcomes;
- **agree** that the report be presented to Performance Overview & Scrutiny for their information and overview.

# The Unity Partnership Limited

## Annual Report 2020/2021



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## 1 CHAIRMAN'S STATEMENT

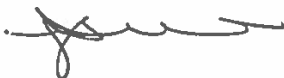
I am very pleased to be able to provide this opening statement for the 2020/21 end of year report for Unity Partnership Limited. This is the second report to be delivered since the Company was acquired as a wholly owned company of Oldham Council; it covers what has been an extremely challenging and extraordinary year, dominated throughout by the Covid pandemic. I am grateful to my predecessor, the Board of Directors and to the Chief Operating Officer and his management team for leading the Company so well through this turbulent period. Above all, I am extremely grateful to all our wonderful staff who have shouldered tremendous burdens in their own personal lives as well as in their work as everyone adapted to the challenges of Covid. Without their professionalism and dedication to Oldham, we would not have been able to deliver such positive outcomes. Whilst it is clear that the pandemic has had an impact on performance in certain areas, particularly in revenues collection and customer services, overall the Company has achieved the majority of its targets, performance has generally remained strong and the financial outcomes were very good, indeed better than we predicted at the start of the year.

The operational response to Covid has been truly excellent and a real team effort with most Unity services engaged in supporting activity. To emphasise the level of the Company's involvement in the Covid effort, I would like to highlight the work done by the teams who:

- Set up a virtual contact centre, from scratch, for staff to provide call handling remotely;
- Established the new Covid Helpline, in less than three weeks, to provide support to the citizens of Oldham, staffed by members of Access Oldham, which was closed due to the pandemic and this meant we were able to rapidly deploy trained staff onto the helpline without additional cost of resourcing;
- The Benefits teams assisted Council colleagues with the work to support businesses with government grants and with other support measures;
- Our Property teams helped manage the Covid impact on the workplace by assisting Council colleagues with the implementation of Covid risk assessments;
- Highways teams were deployed to help establish new Covid safety works across the Borough's roads and pedestrian areas;
- Finally, and very significantly the ICT teams have played a major role in delivering the technical solutions that enabled staff to work remotely and to set up the virtual committee meetings that enabled the Council to continue its work with as minimal disruption as possible and it was pleasing to hear the praise being given for this particular work.

Looking ahead our core purpose remains: *to provide services to the residents, communities, businesses across Oldham, on behalf of the Council and to provide various business support services to the Council.* Continued work is needed to ensure the relationship between the Company and the Council is further strengthened as there remains a legacy tension from the days under the joint venture arrangements.

Above all as we look towards the next year, we remain focussed on helping the recovery from Covid-19 whilst delivering our support to Oldham Council as it focusses on its priorities. However, we also need to take time to work with the Council as our Shareholder to develop a clear understanding of its strategic intent for the next few years and how the Company best fits into this. I very much look forward to the next 12 months.



Cllr Graham Shuttleworth  
Chairman  
Board of Directors  
Unity Partnership Limited

## 2 CHIEF OPERATING OFFICER'S – EXECUTIVE SUMMARY

### Introduction

This has been the second full year of operation under the new full Council ownership and the aim for the period was to continue to stabilise the Company and Services post acquisition, seek further improvement in service and reputation, continue organisational redesign and continue to seek new income opportunities. The work that commenced last year to re-orientate and rebuild relationships following the period of Mouchel and Kier ownership continues. Whilst great strides have been made in developing the Company position within the Team Oldham family and promoting the benefits of a wholly owned company that operates with a public service ethos with commercial agility and edge where relevant, there is still much to do in this regard.

The strategic 'intent' that I outlined last year remains relevant. This was to create the conditions so that, to colleagues across the Council, Unity Partnership had the 'look and feel' of another Directorate rather than an arms-length company with an appropriate level of responsiveness and a positive and proactive approach. This remains a challenge at times as we balance the delivery of core services covered by our management fees (57% of income) against project and variable work that is chargeable and requires a more commercial approach to ensure we remain a viable and sustainable Company. It is therefore essential that we continue building understanding and awareness of the benefits of such a model and to improve reputational awareness, particular amongst middle managers and some senior managers.

The Services continue to focus their efforts on delivering public services for the people, communities and businesses of Oldham. Clearly this year has been extraordinary, and the impact of Covid upon the Service delivery and our own staff has been immense. I have been immensely proud of all our staff and managers. As the pandemic hit, our staff rapidly adapted to the new working arrangements aided by the fact that mobile working technology was mostly in place and ICT colleagues worked exceptionally hard and fast to activate and roll out the Microsoft Office 365 Teams functionality that, fortunately, was already purchased and licenced.

The early days of Covid initially led to significant operational turbulence as Services had to pause delivery and re-orientate to deliver remotely and initially with reduced staffing. The pandemic required us to shut Access Oldham and many other Council front facing services had to stop or pause delivery which in turn affected Unity Service delivery. Field workers and project staff who were involved in delivery of capital works or contractor related activity had to deal with a confusing and changing landscape of Covid regulation that had an impact on our project delivery work. Activity on major infrastructure projects recommenced after a number of weeks, albeit all works have been impacted by limitations on materiel, contractor availability and increased pricing. A number of projects have been delayed for much longer periods which has impacted on expected income although most of these have rolled into the next financial year.

### Financial Headlines (full details in Section 4)

For the 2020/21-year, Unity generated a surplus (before tax, restructuring costs and Council recharges) of £1,397,000 which, whilst in line with the original financial forecast set prior to the worst of the pandemic, was better than expected in the early part of the year. This is despite the challenges in respect of Covid-19, which adversely impacted upon project income. This was driven by the total income being higher than initially forecast at £21.4m (forecast £19.9m) as expectations on project delivery income were initially pessimistic due to Covid. This was balanced by an increase in related project delivery expenditure including agency staffing resulting in a gross profit slightly below initial forecast.

In addition, Unity embarked on a restructuring programme resulting in 16 staff departing through voluntary and compulsory redundancies. This has cost some £471,000 in exit costs and has been accounted for in full in 2020-21 but will of course provide a year-on-year cost reduction and this is part of the planned savings measures that will be passed on to the Shareholder via reduced management fees. These exit costs, together with the routine Council recharges of £1.03m, has resulted in a pre-tax loss for the year of £111,000. Overall, this is considered a very satisfactory financial outcome in what has been a challenging year.

The balance sheet remains healthy with a balance at year end of £2.2m which is slightly lower than last year (2019/20 was £2.6m) which was due to the pre-tax loss incurred for this challenging year and also to cover the dividend £250,000 payment that had been approved by the Board for payment to the Shareholder.

### **Operational Service Delivery** (full details in section 3)

As described above, this year has been dominated by Covid which has affected our employees, our service delivery and project work. The Services have been operating under significant pressure and with the challenges of a new operating environment which has seen most people working remotely. Revenues were impacted significantly as restrictions were placed upon collection and enforcement activity and Covid impacted upon household income and businesses. This led to performance in Council Tax and Business rates collection falling short of target as noted in the Performance Indicators in Appendix 3.

The contact centre was impacted significantly at the start of Covid; the requirement for staff to work from home and also the impact of isolation for sections of employees who were classed as Covid vulnerable required us to establish a 'virtual call centre' at short notice. Other customer staff were relocated from Access Oldham to assist with the provision of a brand new Covid Helpline that Unity established in a matter of weeks. This work, to set up a new contact centre for the Helpline from a standing start in less than three weeks whilst also establishing the new virtual contact centre was a superb team effort with colleagues from across Unity all working together to get it operational rapidly and effectively.

Demand in the Contact Centre has varied throughout 2020/21, starting off with a reduced number of calls as many people settled into their own new Covid enforced routines. Things then steadied out but remained lower in overall volume as many of the Council services that would normally be under demand were themselves either paused or not operating fully. However, the overall effect of Covid on resourcing both from staff absence, as well as from the need to redirect some staff to specific Covid activity such as Business Grants or the Help Line did impact on productivity which in turn has led to performance challenges, with the key performance indicator for calls answered falling short of target.

The Technology Services provided by our ICT Service has been a stand-out success throughout the year, receiving significant praise for the work that the teams have done during the period. The fact that the Council had previously approved a Technology Strategy in 2017 that was designed to ensure we had the technology platforms, hardware and software to provide greater mobility and flexibility has really proven successful. It meant that we were able to respond to the pandemic immediately, switching on the full operating capability of Microsoft Office 365 and deploying laptops and mobility solutions successfully. The team really stepped up to the challenge and worked tirelessly for many weeks to ensure Team Oldham was able to maintain a high level of service provision and an increased level of support directly related to Covid.

ICT also took over the provision of technology managed services to the Clinical Commissioning Group (CCG), which were previously provided by GM Shared Services. This brought in additional external income and also helped enable closer working with NHS colleagues which in turn has had benefits later in the year as we commenced an important

and challenging piece of work to help develop a new Integrated Care Record for the Oldham locality.

As things settled down more during the year and Services became more stable working in their new routines and environment, projects that were initially placed on hold started to gain momentum again. The Highways Engineering and Property teams' workload remained high throughout the year and demand was particularly apparent in areas such as Parking, Traffic Management and Public Rights of Way. Much of this was related to Covid as, for instance, more people were at home during the day with far more requirement for parking spaces than normal and increasing expectations and requests for parking schemes especially for two car households.

Whilst some of the major projects were temporarily paused or slowed in the early part of the year, this was matched by an increase in Covid related activity to help support the changes needed to the working environment (Covid building safety aspects) and to the highway infrastructure (changes to streets and walk-ways to support safer travel and movement). However, major projects started again in earnest and this year we have helped deliver £11.6m of capital infrastructure works across the Borough. This has included maintenance work across the Borough's highways, junctions and footways as well as improvement works on many structures such as bridges and walls. There has been significant effort to support Council colleagues with proposals for GMCA and TfGM schemes such as Growth Deal 3 and Mayors Cycling & Walking fund initiatives, many of which has been successful and gained approval for future infrastructure works

The HR Operations, Payroll and Pensions teams had a very busy and demanding year including the implementation of a new structure in the early part of 2020, and the significant ongoing work to develop and roll out the new MyHR system for HR and Payroll. The latter project, to deliver the new HR and Payroll system experienced a number of delays but was successfully rolled out across all customer groups including Oldham Council, MioCare and many Schools and Academies by the end of the reporting year.

Unfortunately, the 2020/21 Audit Assessment of the HR financial systems for both the Council and Schools' payroll systems, was inadequate. However, this was not unexpected and it followed on from the 2019/20-year inadequate rating and previous weak grading in 2018/19, as the legacy systems and processes in place prior to the acquisition of the Company made it difficult to be fully compliant. The progress made to improve the audit opinion up from weak in 2018/19 to inadequate in 2019/20 required substantial manual interventions and workarounds but ultimately the key requirement to help progress improvements further was the implementation of a new payroll system. The audit identified that processes have remained relatively stable, building on the progress made in 2019/20, however at the time of audit there remained a number of areas where controls need to be further improved but it was acknowledged that introduction of the new iTrent HRP system should address the majority of these issues in time for the next years audit.

In conclusion, 2020/21 has been an incredible year; one that has seen our staff and managers demonstrate an amazing response to the pandemic, navigating through an extremely turbulent period with professionalism and positivity. We have delivered some excellent initiatives and played a major role in supporting the Oldham response to Covid whilst maintaining a high standard of core service delivery. The pressures during the year have diverted our attention from the corporate priorities to build on our existing external work and develop further growth initiatives and we will seek to re-energise this in 2021/22.



**Dominic Whelan**  
Chief Operating Officer

### 3 SERVICE HIGHLIGHTS

#### 3.1 Highways Engineering

Highways & Engineering had a very challenging year but also an extremely successful one, dominated completely by the new significant Covid restrictions and the working arrangements both in the office / home and on site, involving very flexible new ways of working and ensuring contractor safety protocols were all met.

Whilst projects were impacted at the very start of the year, the works on capital delivery on the ground started to accelerate and eventually, at £11.6m, was the largest in recent years, compared with around £10m in 2019/20. This included an additional £500k being awarded mid-year through GM from central government to implement specific Covid related works to be completed very rapidly in year. This covered temporary arrangements in town and district centres to protect pedestrians and their movements both in terms of social distancing and from interactions with vehicular traffic e.g., experimental 20mph zones. This has now morphed into a new area of funding specifically termed the Active Travel Fund, which we then bid latterly in 2020/21 for monies for delivery of further schemes in the current 2021/22 financial year.

This overall capital delivery included expenditure in several areas as follows.

- Highways and Footways Maintenance = £5.2m (includes the 2<sup>nd</sup> year of the £12m Highways Investment Programme that accounts for £4m).
- Highways Structures = £2.1m (bridges, retaining walls).
- Safety engineering Schemes, Highway and Junction Improvements, PROW minor schemes, TM Schemes, Minor Works = £3.7m
- Covid Works = £0.5m

In terms of the 2<sup>nd</sup> year of the Council's £12m Highways Investment Programme, in 2020/21 all but three planned schemes were delivered in year; the three remaining were affected by Covid impacts on the procurement of the schemes; [all three have now been delivered in 2021/22]. In addition to this Unity has delivered an additional nine resurfacing schemes from the proposed year 3 programme, in 2020/21 worth approximately £375,000.

Further efficiencies realised during delivery of the 2020/21 programme (through procurement methods, early tendering and pre-patching of certain locations) has allowed for the inclusion of an additional fourteen schemes to be delivered in year, worth approximately £880,000.

Over this period the 3<sup>rd</sup> ever full Annual Engineering Inspection (AEI), to determine a complete snapshot of carriageway condition, was carried out across all 800+ km of the adopted highways network. This indicated a significant further step change in the network condition since the previous AEI, the percentage of "red roads" had further reduced from 20% to 9%, equivalent to 90km being taken out of failed condition despite ongoing annual weather-based deterioration. Significant other work also was carried out on "amber" routes to prevent them failing in the first place, and effect Preventative Maintenance.

We continued to both design and deliver within other externally funded areas. This included GMCA / TfGM funded Growth Deal 3 (GD3), with completion of all related designs and procurement for Accessible Oldham Town Centre Schemes to be delivered on site commencing October / November 2021. For the Mayor's Cycle & Walking Fund (MCF) we completing our Tranche 1 schemes comprising the extensive refurbishments of the two steel "gateway" cycling and walking bridges across Oldham Way, whilst continuing to



design, progress multiple stage business cases, and consult on the next phased schemes for construction in the next couple of years in this flagship GM wide initiative.

We have been successful in gaining significant additional funding to further our refurbishment process of the borough's largest bridge structures, on Oldham Way. In June 2020 we received a letter from the Department for Transport (DfT) indicating an additional £4.17m to help fund the structural refurbishment of Wellington & Waterloo St bridges. This work moved to preliminary design stages within 2020/21 with actual works on site likely by at least early in 2022/23, allowing for other works in the vicinity.

Over 2020/21, Unity Highways, the Council's Highways Operations and Transportation teams, together with Regeneration and Strategic Highways Planning colleagues have increasingly been working much closer together. This has included work on transport opportunities funded externally, and Oldham's regeneration plans, particularly in the Town Centre, including opportunities such as Towns Fund and the Levelling Up Fund.

In addition, Unity Highways and Oldham's Transportation teams have been virtually "embedded" since January 2021 in many crosscutting meetings with TfGM and all other GM authorities. This was to move forward plans for the GMCA's integrated funding plans for the GM transport and highways network as a whole, starting as the Intracity Fund culminating in what is now called the City Region Sustainable Transport Settlement, resulting in a GM wide bid (submitted (Sept 21) for £1.2billion across GM over 5 yrs. This will be where the vast majority of all our capital funding for Highways / Transportation will come from for the next 5 yrs., including simple highways maintenance funding now too. The vast majority of this £1.2b is additional money to GM. This has been a huge time and effort commitment from January 2021 across both Unity and the Council's Transport colleagues, but Oldham's needs are well represented as a result within this overall bid.

Other significant pieces of works include our delivery on site throughout the 2020/21 year of the joint Safer Roads Scheme with Tameside MBC, the subject of £750k additional allocation awarded previously, along the A670 through Oldham and Tameside involving joint working with Tameside colleagues. Other significant safety related schemes included the installation of three new traffic signalled junctions, funded from various suitable capital sources, achieving more effective junction operation, safety related benefits, and reduced severance for pedestrians and cyclists, which is also increasingly related to Active Travel goals across GM, including linking with and related to MCF funding and schemes mentioned above.

Throughout the lockdown we were able to continue work on the delivery £2.5m of highway infrastructure works at the new Saddleworth school, comprising highways, drainage, a new access bridge, traffic and parking works and further retaining wall works.

We also continued to expand our delivery of highways works for external organisations, termed Section 278 work. We are looking to expand this area in a very sustainable manner as it means that developments involving highways works will be correctly considered, specified and designed by us on the adopted highways in a much more effective and streamlined manner, whilst also earning external income for Unity and the Council.

Throughout 2020/21, especially during the most locked down periods, Unity Highways have experienced significant increase in requests for service and enquiries relating to Public Rights of Way (PROW) and resident's parking. Both were directly related to Covid's effects (lockdown) in the case of PROW as central government enacted temporary legislation allowing landowners to temporarily close / divert rights of way away from their land. The local authorities did not need to be consulted so the location of all these "temporary diversions" was unknown resulting in a double impact of an increase in users due to lockdown and then many more routes with "issues" present than normally.

We also saw a large increase in Resident's parking requests due to changes of working patterns such that streets were congested all day with parked vehicles in residential areas as most people were all at home. This was very difficult to deal with, as it was potentially only an extreme temporary effect, and not solvable as such. It may continue to be an issue as patterns may have changed to some extent for good, but as Oldham does not charge for resident's parking schemes, this does cause issues with finding sufficient budgets for such schemes. Also, much of Oldham's urban geography with (for example) grid iron terraced streets, makes it very difficult to practically accommodate parking provision for all, especially as houses increasingly may have more than 1 or 2 cars resident. The space is just not there, and problems are just moved around streets in effect.

## **3.2 Property Technical & Estates**

### **Property Services Review**

The development of the Oldham Medium Term Property Strategy has continued to be a major and ongoing project for 2020/21 and Unity Property staff have been actively involved with Council colleagues to help with this work that has developed into the 'Creating a Better Place' strategy and the Strategic Asset Management Review. The team have fully supported the Council and CBRE by using their knowledge of the portfolio to identify possible properties for review, gather due diligence to identify potential issues and develop and formulate action plans.

At the Council's request the team has also absorbed additional work from the 179 properties previously managed by the Council's Regeneration Team. This is to reduce risks associated with the properties and to ensure the assets are properly managed. The additional work has put a strain on the whole team as there has not been any increased funding to support the work but engagement is progressing to seek additional resources to assist with the overall workload, particularly in relation to Disposal's activity.

### **Core Activity**

Covid-19 had a significant impact on the property team with priorities being re-aligned to effectively ensure the whole of Council's property portfolio remained Covid-19 safe for occupiers and visitors throughout the year. The collective team have been instrumental in developing the Workplace Risk Assessments and facilitating the provision of safe systems of work, working closely with the Council Health & Safety team.

The Mechanical & Engineering (M&E) /Hazard Management teams diverted their focus with a reviewed service provision to address 'mothballing' of buildings that were required to be temporarily unoccupied. Associated Health, Safety and Welfare of such buildings required a change to servicing, testing and inspection to account for the lack of on-site housekeeping such as water flushing regimes along with making adjustments to mechanical plant and equipment to reduce energy usage whilst maintaining adequate protection to the building. Investigations and reports were completed by the M&E team with key actions delivered to ensure appropriate ventilation was maintained whilst also mitigating the potential increased risk of Covid-19 though recirculated air conditioning.

The Facilities Management (FM) team were also deployed on Covid-19 work supporting Workplace Risk Assessments and providing signage, hand wipes, one-way system markings etc along with the management/distribution/replenishment of such equipment and materials. The FM team had a key role on the Covid-19 testing sites programme supporting colleagues from Unity and Public Health England (PHE) as the initial testing sites were established. The team worked extensively with the military to set up testing sites in accordance with the approved Risk Assessments and Delivery requirements. This work has

continued throughout and is still ongoing today directly supporting PHE with the distribution of Lateral Flow Test kits across the Borough.

Covid-19 has also increased demands on the Estates Team with urgent, short term requirements for agreements to occupy Council accommodation, by central government and also from the NHS for testing and vaccination centres. There was also a need to relocate the Foodbank, due to increased demand (from The Three Crowns to The Prince of Wales Business Park via the Leisure Centre) and supporting 100+ commercial tenants with debt and occupational issues arising from the pandemic.

The Estates Team has led on the delivery of key pieces of work to support the Council's objectives including:

- **7-13 Whitney Court** - subletting vacant Council offices to the NHS (SRFT) so reducing the Council's revenue costs by about £200,000 pa;
- **Chapel Road Playing Fields** - supporting Procurement through the sale of the playing fields and changing facilities which will be brought back into beneficial use with approximately £725,000 of capital investment from the private sector;
- **Lease Renewals** - of the Mecca Bingo property and NSL space in Henshaw House with rents of £220,000 pa and £52,850 pa respectively;
- **Debt Management** - identifying the debt associated with the property portfolio and actively managing it, from £2.1 million at the peak of the pandemic (May 2020) to £1.245million at 01/07/2021 (excluding Spindles and the Old Town Hall).

### **Schools / Academies**

Work has continued with delivery of property management to schools under the respective SLAs. This work has been particularly challenging due to the strict requirements of schools in respect of site visitors along with the lack of availability of Framework Contractors due to the introduction of the furlough scheme in addition to positive Covid-19 case amongst contractors.

### **External Work and Major Projects**

The Estates team continued to provide leasehold enfranchisement, shop management Right to Buy/Acquire (RTBA) valuation work and ad hoc valuations for First Choice Homes Oldham (FCHO). FCHO's decision making process had created frustrations and delays for the team and prospective tenants, but those issues are now hopefully resolved. The pandemic has caused a housing boom which has driven up demand for Leasehold Enfranchisement and RTBA work has been time consuming, but well received by the client.

We secured small commissions for asset and insurance valuations for schools with Dovestone Learning Partnership and Crompton House Academy Trust.

The team have continued with the delivery of committed capital projects throughout the Covid-19 pandemic. Understandably, the programmes have been detrimentally affected with unavoidable delays. The teams continued to monitor and report progress to keep key clients informed accordingly.

The projects team have continued work on major capital projects, some of which have been extremely challenging due to issues with contractors and Covid-19. These include:

- Crompton House 4FE Expansion;
- SHALD (Holly Bank Apartments);
- Greenfield Primary School – new 2FE Primary School;
- The Oldham Academy North (TOAN) – 2FE Secondary School expansion;

- Kingfisher School – New Hydrotherapy pool, extension and internal alterations – commission direct with Trust;
- Blessed St John Henry Newman RC College – technical advisory and monitoring support to the Council on this PFI scheme that has a number of building and FM issues.

Of particular note, there has been a significant challenge with contractor Extra Space Solutions (ESS) on Crompton House, and TOAN. Whilst the projects have continued to progress slowly on site this has caused much frustration to all stakeholders ultimately resulting in a legal challenge against the Council of Adjudication on the TOAN scheme, which Unity Projects Team assisted in successfully defending. Working in collaboration with Council colleagues and ESS, Unity Projects Team has been supporting the work to resolve these contracts as soon as possible to everyone's satisfaction and avoiding any future legal challenges, ultimately agreeing settlement with ESS over completion of all schemes and final accounts.

Our direct commission with Kingfisher School was completed December 2020 with the successful delivery of their new hydrotherapy pool. This scheme was severely delayed and disrupted during lockdowns and restrictions, however working closely with the Academy and Contractor this disruption was kept to a minimum.

The Project Team also assisted Council colleagues in undertaking Risk Assessments on all Polling Stations ahead of the Local Elections to ensure suitability and ability to proceed with Covid restrictions. The Projects Team undertook responsibility for assessing 75% of the polling stations within a three-week period (approximately 85 polling stations) to ensure safe delivery of the local election.

Due to reductions in the Council's funding, cyclical conditions surveys have not been completed by Unity Partnership for many years impacting on the ability for the Council to have visibility of their true backlog maintenance challenge and priorities. To assist the Council the Property teams have imparted their local knowledge of the estate to identify priority issues requiring essential maintenance and investment. The Property teams participated in workshops to capture the key priorities for reporting to CIPB to seek funding based on indicative estimated cost developed by the teams. A report was consequently drafted to seek required priority funding for the next three years up-to and including 2023/2024. CIPB approved the report in February 2021 with commitment to spend almost £8m over the next three years. This figure includes over £4m ringfenced for schools. This has resulted in Unity Partnership having visibility for Capital Backlog Maintenance projects for the next 3 years as opposed to just the one year which helps with forward planning and resource plans.

During this period new work streams have also been pursued and delivered with works delivered for the Councils Housing Options team along with continued negotiation with Northern care Alliance to develop a property management Service Level Agreement.

### 3.3 Customer Services, Revenues & Benefits and Finance Exchequer

#### Customer Services

Customer Services (Contact Centre and Access Oldham) have undergone a significant change during 20/21, involving preparation for a restructure and service redesign following the impacts and learning of Covid-19 and the public consultation resulting in the closure of face-to-face provision in Access Oldham and the introduction of a new approach with appointments based support to complement the existing call centre and online offer.

Early on in the Covid response, Unity was asked to stand up a new Covid helpline to help provide support to Oldham citizens. This was staffed by Customer Services team personnel from Access Oldham and it was established at rapid speed, effectively setting up a new contact centre in a matter of days. The team answered inbound calls to respond to Covid support related queries and triage referrals into the Place Based Community Hubs for provision of triage, food, essential supplies and prescription medication. 6,507 referrals were made for vulnerable residents. The helpline team also made outbound calls to people on the registered shielded group list and hospital discharge list.

The Contact Centre staff also provided support to handle Test and Trace Self isolation payments and incoming requests for business support grants. Work has been underway to develop the service further in line with the digital strategy, improving access for Oldham people and embedding the helpline into our business-as-usual model, developing the Inclusion Team who will be specifically able to offer face to face appointments for people calling the team where extra help is required, in line with the Poverty strategy and Place Based Integration.

The Contact Centre saw fewer calls than the year prior (390,386 in 19/20 compared to 320,306 this year). This was due to the pandemic reducing the number of services operating, e.g. suspension of Council Tax and Business Rates activity, resulting in the demand on services and need to contact the Council being lower at the start of the year. There was, however, an increase in the number of emails passed to the Contact Centre (40,342, a 42% increase on the year prior), demonstrating the move to more online interactions during Covid. However, the performance for percentage of calls answered was 87.23% which was slightly below the target (89%), due to a combination of staff pressures, much of which was Covid related, and also an increase in call length.

The four largest services driving the telephone contact remain the same as last year with circa 9364 calls routing to the switchboard, 9905 calls for Council Tax, 5485 calls for Payments and 3806 calls for Waste & Recycling. The next four services (all around the 1200-2200 call volume) were Benefits, School Admissions and Environmental Health.

Access Oldham remained shut for the whole of 2020/21, with staff diverted onto Covid support activities and working on emails and calls coming into the services.

#### Revenues and Benefits

It has also been a very challenging year for Revenues & Benefits teams, with increased workload in both sections due to the pandemic. Council tax and Business Rates collection has suffered as a result of the imposed cessation on enforcement, Covid impact on citizen income and business closures. This impacted the final outturn for Council Tax in 2020/21 which at 93.29% was 0.7% lower than 2019/20 (94.05%) with actual cash collection down £714k. Whilst this was better than had been initially anticipated at the start of Covid, it remains an area for improvement and the aim is to increase collection in 2021/22 above the 2019/20 outturn.

With the significant impact of Covid on Businesses, it was unsurprising that the NDR collected was significantly below the 2019/20 attainment (90.48% compared with last year's 96.18% with cash collection down £25M). Despite the restrictions placed on enforcement and collection activity for a period, the workload on the team increased due to processing taxpayer requests for deferred payments and assisting with the task of Business Rates grants which was a significant part of our activity. The team worked hard to deal with these applications alongside business-as-usual demand. Many of our GM colleagues saw the same reductions in collection. Improving this position remains our focus for the new financial year.

Extra resource was been put into place across all the teams to cope with the extra demand placed on us by the pandemic for both Covid specific work and the workload increases due to the impact on the economy.

Unity staff also helped with the processing of the new Self Isolation Payments, processing 3,090 applications for Self-Isolation Payments from Oldham residents in the 2020/21 financial year. This helped distribute £532,500 to residents on low wages so they could self-isolate away from work and not face further financial difficulty.

### **3.4 HR Operations, Payroll & Pensions**

2020/21 remained a busy period for the HR Operations, Payroll and Pensions teams following the implementation of a new structure in the early part of the year, and the significant ongoing work to develop and roll out the new MyHR system for HR and Payroll. The project to deliver the new system experienced a number of delays, however the product has been successfully rolled out across all customer groups including Oldham Council, MioCare and many Schools and Academies.

The team are now working to migrate Unity's own payrolls from the existing provider (Bury Council) and continued the development of other modules within the system to realise greater efficiencies and deliver streamlined processes for managers, employees and the core team. The team are also excited to see how the development and roll out of SLA Online will benefit our customers in the education sector, and also allow the service to continue to grow as look to increase our offerings to others in using the platform.

Further to the earlier operating model being embedded, further staffing reductions across the team were realised as a result of the Council wide efficiency savings target. As a result of the implementation of MyHR, further benefits have been realised through a final service redesign, which resulted in a number of further posts being deleted from the structure, and new posts created to merge some areas of responsibility in Compliance and Systems Development, but with additional net savings.

Whilst the period has been very challenging the team have continued to embrace the working from home style with the operational performance continuing to show a steady level. The 2020/21 Audit Assessment of the HR financial systems for both the Council and Schools payroll systems, received an Inadequate grading, the same as the previous year. However, the audit has identified that processes have remained relatively stable, building on the progress made in 2019/20 and noted that there remain a number of areas where controls need to be further improved. The audit stated 'It is important to note that, with the implementation of the new iTrent HRP system, certain issues noted may be fully or in part addressed by changes in operational processes and procedures. The impact of the new system on the control environment was assessed as part of pre and post implementation assurance in 2020/21'. The new iTrent system was finally implemented at the end of this reporting year so we expect the issues raised to be addressed fully in the next period.

### 3.5 Technology Services

2020/21 has remained a busy period for the ICT team, as it strives to build on the 'Digital' foundations laid in previous years to support the digitisation of the Council. Unity ICT are now working even more broadly across Team Oldham by supporting colleagues within the CCG having taken over a large proportion of the service provision for managing CCG ICT requirements from GM Shared Services.

It remained a challenging year due to Covid with many staff working from home, supporting customers remotely where possible, while establishing a minimum on-site presence to resolve those issues that couldn't be fixed remotely.

There have also been several new initiatives undertaken to further the long-term digital ambitions of Team Oldham, these include:

- **Integrated Care Record.** Unity IT were commissioned in November 2020 to develop an integrated care record across Team Oldham. This is a complex and significant programme working across the Oldham locality, including partner organisations to understand how benefits could be derived from better sharing of Health and Care data. Several problem statements were worked through, before settling on the 'Discharge to Assess' process as the first process improvement challenge to resolve. The new Discharge to Assess digitised process will go live in August, which will enable the hospital to electronically capture and share discharge information across the Oldham system. The infrastructure provides a platform where other applications can be hosted and utilised by health & care professionals. The creation of information enables the data to be captured in a structured way which is the first step needed to enable the sharing of this information appropriately across the locality.
- **Cyber Security.** In order to create a technically secure environment to support CCG and NHS colleagues within the Oldham System, Unity IT have created a new secure computing environment which has been accredited to Cyber Essentials Plus and passed the NHS DSPT security assessment. This work was challenging and resource intensive but has resulted in a significant improvement to the technical security posture of Unity, which can be expanded overtime to be Council wide.
- **Unified Communications.** Unity IT are in the process of replacing the Mitel telephone system being used across Team Oldham, which is c16 years old and at the end of its supportable life. Following the IT strategic principle of 'Cloud First' a new 8by8 cloud-based system was selected which will better meet the future and ongoing needs for remote working and add improved functionality for the contact centre, including call recording and PCI compliance.

It is also envisaged that the next 12 months will continue to be remarkably busy as Unity IT continues to help the Council deliver its digital ambitions and prepares to vacate the datacentre over the next 2-3 years in accordance with the strategic asset plan.

### 3.6 Digital

The COO as Senior Responsible Officer (SRO) for Team Oldham Digital has overseen the development of the new digital strategy. The strategy has now been finalised and reflects on the pace and scale of digital transformation delivered in 2020-21 as part of the Team Oldham Covid response and seeks to build on this approach as we deliver the Digital Delivery Roadmap to 2024.

The strapline for the strategy is *‘Delivering a Connected Oldham for Everyone’* and the work is focused around the following 5 themes;

<p><b>Digital Place</b></p>	<p>Oldham will be recognised as a digitally connected innovative and green place that demonstrates our ambitions for the Borough.</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• Implementation of local Full Fibre Network ongoing, providing high speed connectivity to 115 public locations across Oldham</li> <li>• Progressing options to utilise the new WAN, including possible GM One network</li> <li>• Upgraded all GIS systems to enable better data quality and integrations e.g. Oldham Covid Response.</li> </ul>
<p><b>Digital Communities</b></p>	<p>Everyone has the access, skills and confidence to feel empowered from the opportunities that digital brings.</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• Communication and Engagement around a system response to digital inclusion</li> <li>• GM engagement on delivery of GM Tech Fund to Oldham Schools and Libraries,</li> <li>• Tablet Lending and Gifting Scheme designed and ready for delivery in Summer 2021</li> <li>• Oldham Digital Exclusion Risk Indicator Dashboard development</li> </ul>
<p><b>Digital Services</b></p>	<p>Team Oldham’s support and services reflect the needs of the people who use them. Services are easy to use and are widely available online.</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• Customer Support Centre project– testing our approach for digital design and delivery and embedding foundational Oldham Digital Platform Technology in the Customer Support Centre – enabling delivery of £165k savings.</li> </ul>
<p><b>Digital Workplace</b></p>	<p>Team Oldham embraces and champions digital in everything we do to have the biggest benefit for everyone.</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• Digital Skills Competency Framework, skills pathways and self-help learning offer developed</li> <li>• Greater mobile working enablement (softphones and virtual desktops)</li> </ul>
<p><b>Digital Leadership</b></p>	<p>Team Oldham have the digital tools, skills, and confidence to deliver for the people of Oldham.</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• Support provided to The Leader as GM portfolio holder (2020-21)</li> <li>• Ongoing identification of potential bids to bring in funding opportunities</li> </ul>



2020-21 saw the initial digital delivery work focus on developing the enabling technology using the Oldham Digital Platform (a combination of different platforms including MS Dynamics, MZ Azure and IBM Blueworks). The work adopted a best practice Platform + Agile approach and seeking to add value at pace. Delivery has been enabled by Unity colleagues from across ICT and Business Change Services as part of a wider, virtual delivery team including Council colleagues.

A Digital Board (the Digital Design and Delivery Authority) is being established to oversee the delivery of the strategy and roadmap. The Board will work to ensure that key transformational projects and initiatives are prioritised based on the delivery of businesses benefits and that appropriate resource and budget is enabled to deliver this.

### 3.7 Business Change Service

The Business Change Service Team have remained busy and the team fully utilised entering the financial year 2020/21. Some of the key projects that the team have been engaged on include:

- **Covid Testing management** – The team were stood up to help manage and migrate the deployment of lateral flow testing across the borough, which was implemented with the military and public health teams in the winter lockdown of 2020. This involved setting up 10 pop-up and semi-permanent sites across the borough as well as supporting the election testing regime and testing 100,000's residents to manage the pandemic locally. Overall the team worked on this for 9 months during the period.
- **Customer Support Centre** – This programme aims to create a new customer support centre that in time, will make it easier for our residents to contact us, moving towards a 'one front door' model which provides more joined up and person focussed support. Unity BCS staff are helping to manage the cross-departmental and cross-organisational delivery of the programme to help develop, design and implement digitised and improved Council services, improving overall experience for the residents of Oldham.
- **0-19 Children's Transformation** – The team are leading the development of a new model for children's services which will firstly, migrate the £7.5m Bridgewater contract (covering health visitors, family nurses, oral health and children's centres) back into the Oldham Care and health system with joint working with the NHS Northern Care Alliance and secondly developing the new model of working with our existing children's centres and community services. This will be underpinned by a new section-75 legal agreement for budget sharing which will be a vehicle for future joint working with the NHS. We have set up all programme governance, carried out the estates assessment and now completed due diligence on the contract ready to reach the stop/go decision. The work will conclude in April 22.
- **Programme managing the Digital Care Record** – Unity BCS are working with Unity IT to help improve the use of digital technology across Health and Care settings, in a bid to increase Oldham's ability to integrate electronic information across the locality. The programme's first project is the digitalisation of the Discharge to Assess process, which has seen the development of a digital infrastructure set up by Unity Partnership and strategic partners Aire Logic. The outcomes of this project will enable applications (such as the discharge to assess capture form) to integrate with Pennine Acutes active directory, enabling secure access to hospital staff and their Patient Administration System, to enable pre population of demographic data from the trust.

## 4 Financial Summary

For the 2020/21 year, Unity generated a surplus (before tax, restructuring costs and Council recharges) of £1,397,000 which was in line with the original financial forecast set prior to the pandemic. However, it was better than expected once Covid impacts started to materialise at start of the year and which adversely impacted upon project income.

The financial constraints Oldham Council is facing will lead to further financial pressure on Unity in future years. As a result, Unity embarked on a restructuring programme leading the reduction of 16 staff through voluntary and compulsory redundancies. This has cost some £471,000 and has been accounted for in full in 2020-21.

This cost, together with Council recharges of £1.03m, has resulted in a pre-tax loss for the year of £111,000. Overall, this is considered a very satisfactory financial outcome in what has been a challenging year.

Following Board approval in February, a dividend of £250,000 was paid to the Council on 26 March 21.

The financial results for the year to 31 March are summarised in the table below:

<b>Overall Unity Financial Results for 2020-21</b>	<b>2020-21 Actual</b>	<b>2021 Forecast</b>
	<b>£000</b>	<b>£000</b>
Core Fee	12,217	12,294
OMBC Variable Income	5,397	3,826
ICT pipeline capital	168	1,000
Pass Through Income*	1,744	1,050
Schools & Academies	958	1,006
External	918	735
<b>Total income</b>	<b>21,403</b>	<b>19,912</b>
Pay	( 12,194 )	( 12,120 )
Agency	( 3,049 )	( 2,706 )
Other Expenditure	( 2,501 )	( 1,902 )
Pass Through Expenditure*	( 1,744 )	( 1,050 )
<b>Gross Profit</b>	<b>1,915</b>	<b>2,134</b>
Administration Expenditure	( 525 )	( 743 )
<b>Net Contribution before Council Recharges &amp; Restructuring Costs</b>	<b>1,390</b>	<b>1,391</b>
Council Recharges	( 1,030 )	( 1,030 )
ICT Restructuring	( 471 )	( 158 )
<b>Profit Before Tax</b>	<b>( 111 )</b>	<b>203</b>
Corporation Tax	21	0
Dividends	( 250 )	( 250 )
<b>Retained Profit for the Year</b>	<b>( 340 )</b>	<b>( 47 )</b>

### Specific Service Financial Pressures

- The Payroll service continued to face considerable challenges in respect of dealing with the existing legacy system whilst implementation of the new ITrent system was ongoing. The new system did not go live until January 2021, some 9 months later than initially planned due to the Covid-19 impact and challenges with complexities with legacy data. Costs associated with the resource strain have either been covered through the HRP programme funded by the Council or absorbed by Unity where possible.

- ICT income was below forecast (£0.5m+) reflecting delays to several major projects as a result of Covid. Furthermore, considerable resources that would have been working on chargeable projects were diverted to Covid-related work that was not always chargeable.

The above was offset by:

- increased income in other services, particularly Highways where there has been an unrepresented level of government funding for major projects;
- a reduction in management and overheads costs in excess of £218k from a reduction in personnel and savings in respect of general expenses such as training and marketing.

### **Balance Sheet**

The balance sheet as at 31 March 2021 is summarised below and shows that net assets have reduced to £2.2m since the start of the financial year; a reduction of approximately £0.3m as a result of the loss for the year and dividend payment referred to above.

	<b>As at 31 March 2021 £000</b>	<b>As at 31 March 2020 £000</b>
Fixed assets	183	274
Work in Progress	672	265
Debtors	2,180	3,503
Cash	3,490	600
Creditors	<b>(4,338)</b>	<b>(2,114)</b>
<b>Net Assets</b>	<b>2,187</b>	<b>2,528</b>

Notes:

Work in Progress (WIP) represents project work for the previous month not yet invoiced.

Debtors has reduced compared to the previous year reflecting the fact that Unity is now on immediate payment terms for all Council invoices. Old debts have reduced this month; debts over 6 months old now total £126k (previous period: £352k).

The creditors balance includes:

- Deferred income of £1.2m as a result of advance invoicing to Oldham CCG;
- VAT liability for £1.3m of which Unity has applied to defer £387,000 to be paid in monthly instalments throughout 2021-22 a result of the Government's VAT deferral scheme.

Cash increased to £3.4m as at 31 March as a consequence of the reduced level of debtors, advance payments and VAT deferral referred to above.

### **Financial Outlook for 2021-22**

The Covid-19 outbreak continues to provide some uncertainty which may impact on some project delivery and demand for services. Oldham Council, as the Unity sole shareholder continues to navigate a challenging financial environment and this will inevitably impact upon the Company. A £900,000 reduction to the Core fee was approved by Directors last October and this is contributing to the Council's 2021-22 savings target. We expect there will be a requirement to develop further initiatives and efficiencies in order to mitigate the

impact that Covid has had on Council finances. So, it is expected that 2021-22 will be another challenging year.

However, the financial challenge is partly mitigated by cost saving measures the Company undertook last year as referred to above. Alongside the additional income from the Council in respect of Covid-19 related activities means that, based upon the start position set out in April, the financial outlook remains reasonably positive for 2021-22.

The level of capital programme activity that is ongoing or in the pipeline, particularly in relation to Highways Infrastructure and ICT technology change suggests a productive year ahead for these teams. The investment in the new HR Payroll system and in a new platform for marketing and selling to Schools and the third parties offers good potential to increase income for the HR Payroll team. Property Technical Services is likely to have a busy year with a strong pipeline of activity and BCS is likely to form part of the heavy transformation activity required to assist Council colleagues in delivery of the important Team Oldham change programmes.

The financial forecast for 2021-22 is summarised below.

Unity Financial Freecast for 2021-22	FY Budget
	£000
Core Fee	11,306
OMBC Variable Income	5,116
Variable income - major schemes	0
Pass Through Income*	1,600
Schools & Academies	981
External	1,509
<b>Total income</b>	<b>20,512</b>
Pay	( 12,071 )
Restructuring	( 65 )
Agency	( 2,828 )
Pass Through Expenditure*	( 1,600 )
Other expenditure	( 2,103 )
<b>Gross Profit</b>	<b>1,845</b>
Admin Expenditure	( 709 )
Council Recharges	( 948 )
<b>Net Profit</b>	<b>188</b>

## Appendices

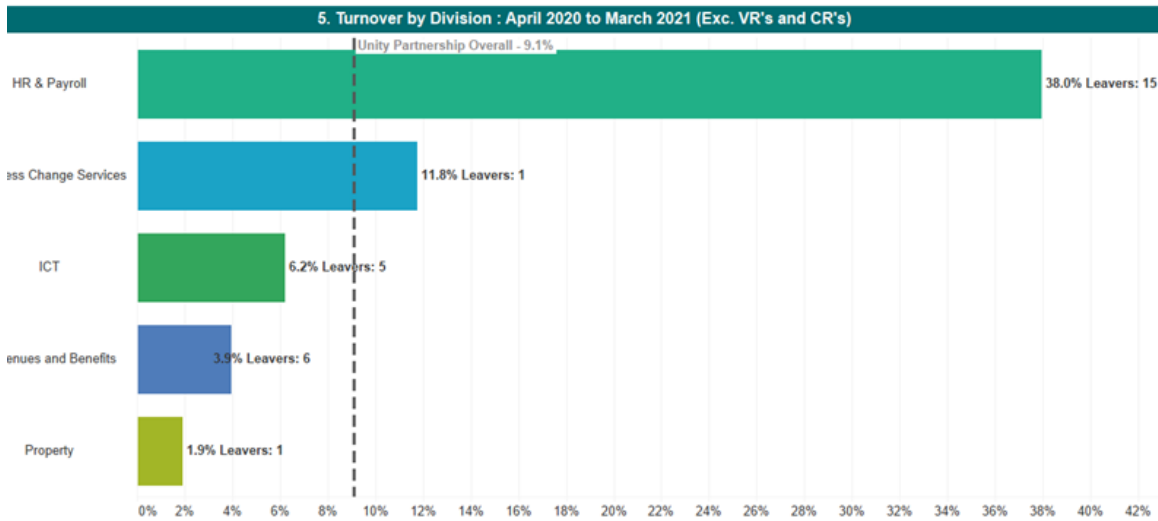
1. Workforce Metrics – Key data
2. Performance data – Customer focus
3. FY2020/21 KPI results; with year-on-year comparison

**WORKFORCE DATA**

**APPENDIX 1**

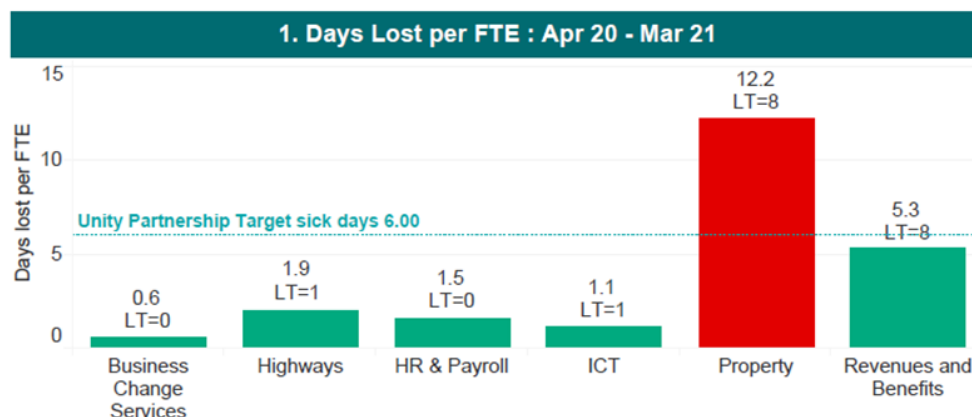
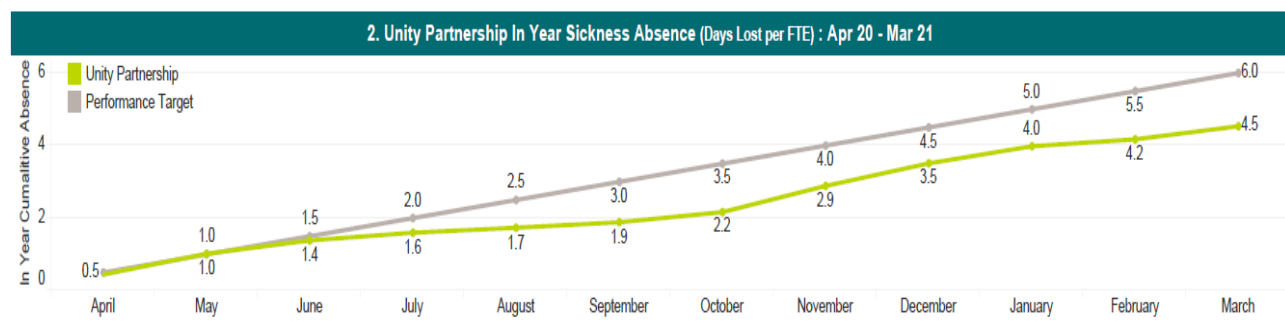
Staff Turnover

The following graph shows the Unity annual turnover, excluding turnover driven by workforce reviews and consultation and managed reduction in numbers of staff. **Overall turnover average was 9.1%** (13% in 19/20). The high number in HRP is distorted as it includes the impact of the restructure that resulted in 12 members of HR Advisory transferring back to the Council. The loss of one person from BCS also has a disproportionate impact as the Service is very small.



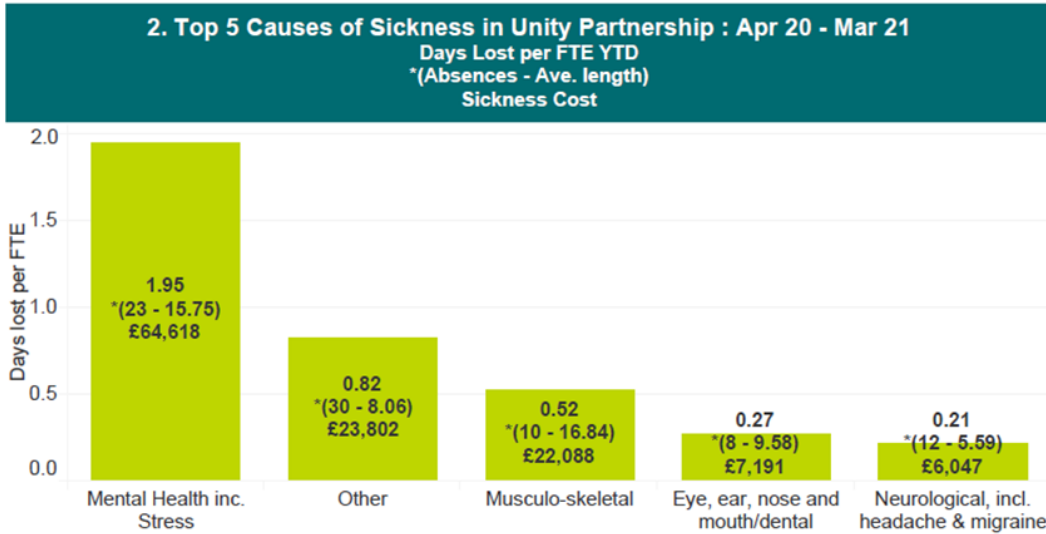
Sickness Absence

Unity absence remains below target with an **average day lost per FTE at year end of 4.5** against a target of 6 days. Property had the largest number of days but as shown in the graph below, 8 of their 12.2 days was accounted for by long term absence with some specific issues for one person.

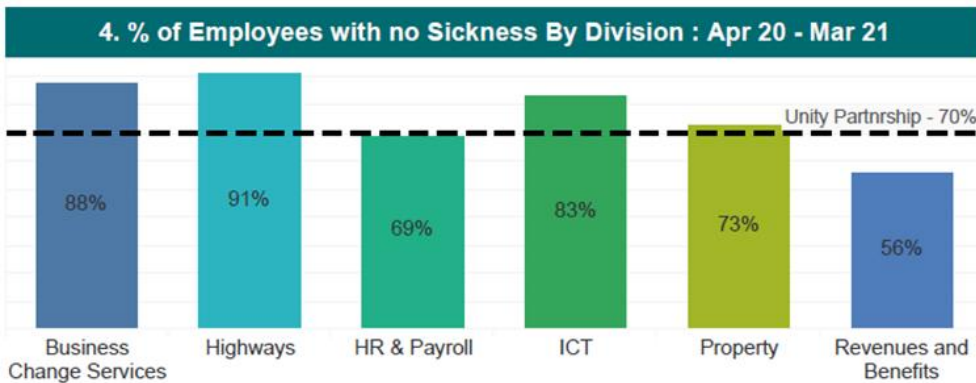


The following table provides information on the top 5 causes of sickness. Mental Health & Stress related absence is the highest cause with an average of 1.95 days lost per FTE. There were 23 instances of absence with an avg. of 15.75 Days in duration.

The average length of long-term absence in 2020/21 stands at 46.49 days.



70% of Unity Partnership employees have had no Sickness in the period



**PERFORMANCE METRICS**

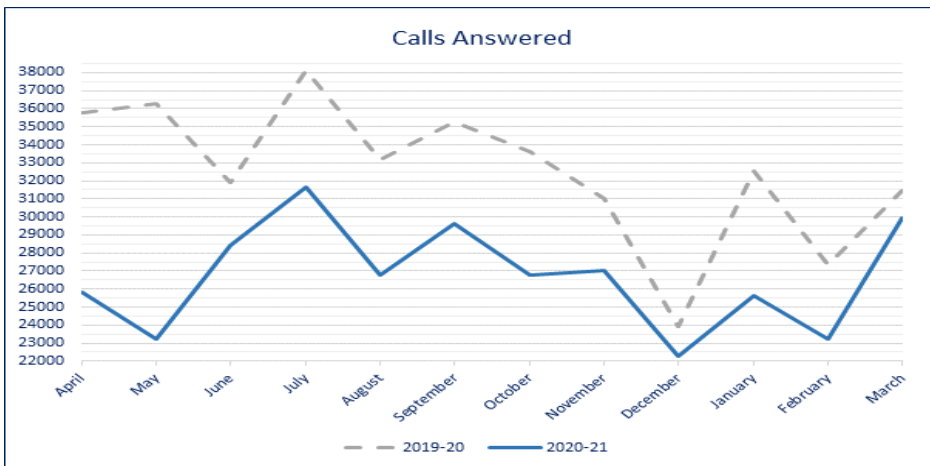
**APPENDIX 2**

Contact Centre Performance

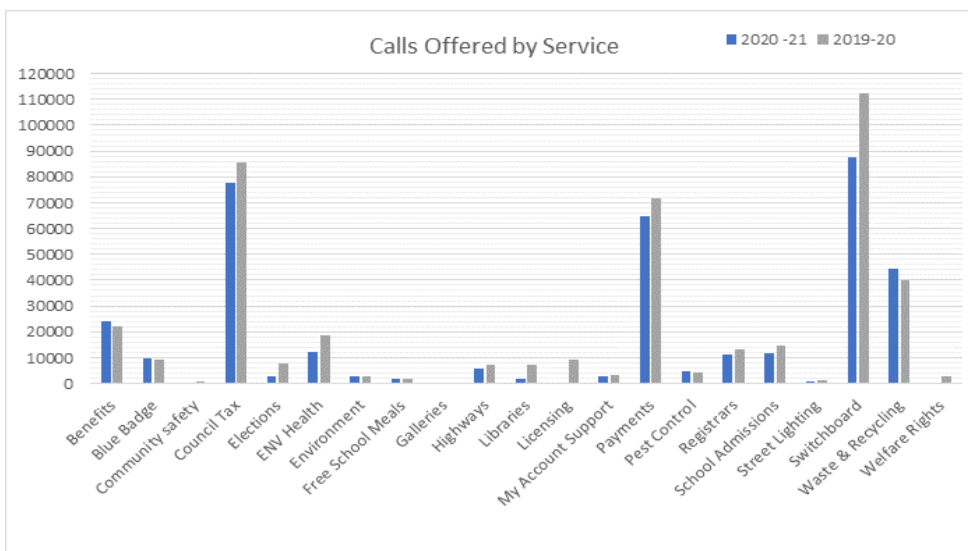
The following tables provide information on some key areas of customer performance, this includes external and internal customers. The first table provides a high-level overview of overall combined contact in the Contact Centre. Access Oldham was closed at the start of the pandemic and remained closed throughout the year.

	Volume	Attainment	Target
Emails answered in one working day	39804	98.67%	95%
Phone calls answered from total offered	320,306	87.23%	89%

This following table indicates the overall number of calls that have been answered in the contact centre. A significant variation in volumes can be seen from April onwards, which gradually reduced in difference from the end of 2020 into 2021. Similar year on year trend patterns for month / season variation can still broadly be seen. Overall volume was reduced due to Covid reducing the demand for many Services that remain closed or reduced.



The following table provides a breakdown of calls by Service area. To respond to the pandemic, some of the low volume call Services were channelled through other areas, which accounts for no calls or low volumes for those Services. The high-volume Service area contact remains similar to the last two years dominated by Switchboard, Council Tax, Payments and Waste / Recycling.





## Technology Service Performance

All ICT performance standards were achieved

97% Incidents Fixed on Time	100% Extended business hours support availability	77% Incidents Fixed First Time	100% Business Critical Systems Availability	100% Network Uptime	100% Telephony Availability
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## Health & Safety

Health & Safety Policy Status	Health and Safety Inspections Status
Current – last reviewed April 2021	Audits maintained monthly – ZERO major issues identified
1 RIDDOR (Reportable Injuries, Diseases or Dangerous Occurrences Regulations) HSE did not require a follow up response/investigation of accident	Date: 30/12/2020 Injured Person: Employee Accident: Slip on ice on the paved area outside the post room opposite Rochdale Road Reception Entrance. Employee fractured wrist.
ZERO legal actions taken against Unity Partnership from the Health and Safety Executive (HSE) or the Fire Authority	ZERO Regulatory Notices

## Unity Performance Indicators For FY 20/21

## APPENDIX 3

Service	Ref.	Short Description	Unit	Monitoring Period	Reporting Period	Target (Contractual)	FY21	FY20	FY19
Accounts Payable	AP1	Invoices keyed to Agresso and paid to terms of 30 days	%	Monthly	Annual	99.00%	100.00%	99.64%	100%
Accounts Payable	AP3a	Invoices paid by BACS	%	Monthly	Monthly	99.00%	99.94%	99.61%	99.68%
Accounts Payable	AP3b	Invoices paid by cheque	%	Monthly	Monthly	1.00%	0.06%	0.39%	0.32%
Accounts Receivable	AR1	Debt created in previous financial year collected by 31 March of the contract year	%	Monthly	Annual	98.00%	99.58%	99.46%	99.50%
Accounts Receivable	AR2	Debts collected in < 45 days (start of financial year)	%	Monthly	Annual	65.00%	89.68%	88.38%	81.78%
Accounts Receivable	AR3	Debts collected in < 75 days (start of financial year)	%	Monthly	Annual	86.00%	94.50%	95.03%	91.45%
Benefits	B1	Right Time Indicator (NI181): Time taken to process housing/Council Tax benefit (new claims & change events)	Days	Monthly	Annual	13	8.82	9.5	10.5
Benefits	B2	Accuracy of processing claims (includes financial errors only)	%	Monthly	Quarterly	94.00%	95.58%	95.52%	95.60%
Benefits	B3	Information required to complete the year-end subsidy claim form and year-end accounts to be submitted within agreed timescales	Date	Annual	Annual	On time submission	On time submission	On time submission	On time submission
Business Rates	BR1	Achievement of in-year Business Rates collection	%	Monthly	Annual	96.94%	90.48%	96.18%	97.22%
Contact Centre	CC1	Customer satisfaction	%	Monthly	Quarterly	89.00%	97.97%	96.18%	95.72%
Contact Centre	CC2	Emails responded to within one business day	%	Monthly	Quarterly	95.00%	98.67%	100%	100%
Contact Centre	CC3	Calls answered on the combined queues and the switchboard	%	Monthly	Quarterly	89.00%	87.23%	89.59%	93.46%
Council Tax	CT1	Achievement of in-year Council Tax collection	%	Monthly	Annual	94.60%	93.29%	94.05%	94.46%
HR Payroll	HP1	Accuracy of issued documents	%	Monthly	Annual	TBC	Not Available	92.71%	86.33%
HR Payroll	HP2	Documents issued on time	%	Monthly	Annual	TBC	Not Available	66.57%	58.24%
HR Payroll	HP5	Payroll Accuracy	%	Monthly	Annual	99.20%	99.87%	99.83%	98.35%
HR Payroll	HP6	Internal Audit Rating	Rating	Monthly	Annual	Adequate	Inadequate	Inadequate	Weak
HR Payroll	HP7	Statutory Return Completion	%	Monthly	Annual	By Annual Deadline	To Be Removed	Late submission	On time submission
ICT	IT1	Availability of Business Critical and Platinum Services	%	Monthly	Monthly	97.00%	100.00%	100%	100%
ICT	IT2	Network availability (uptime)	%	Monthly	Monthly	97.00%	99.89%	99.89%	99.89%
ICT	IT3	Telephony availability	%	Monthly	Monthly	97.00%	100.00%	100%	100%
ICT	IT4	Service Desk - All incidents fixed (within agreed timescales)	%	Monthly	Monthly	93.00%	96.50%	96.07%	95.79%
ICT	IT5	Service Desk - Incidents First Time Fix (within agreed timescales)	%	Monthly	Monthly	55.00%	77.03%	83.97%	84.13%
ICT	IT6	Service Desk - Customer satisfaction	%	Monthly	Monthly	80.00%	100.00%	98.69%	97.70%
Revenues	ET1a	Achievement of in-year Council Tax collection	£m	Monthly	Annual	-	£104.5m	£104.8m	£98.7m
Revenues	CT2	Achievement in former year Council Tax	£m	Monthly	Annual	-	£3.6m	£3.2m	£3.5m
Revenues	ET1a	Achievement of in-year Business Rates collection	£m	Monthly	Annual	-	£31.1m	£56.3m	£58.0m
Revenues	BR2	Collection of former years' Business Rates	£m	Monthly	Annual	-	£1.87m	£1.65m	£1.30m
Social Value	SV1	The Partner shall recruit at least 11 apprentices per annum.	No.	Monthly	Annual	11	6	19	22