



## ONESOURCE JOINT COMMITTEE AGENDA

|          |                        |                    |
|----------|------------------------|--------------------|
| 10.00 am | Friday<br>5 April 2019 | Havering Town Hall |
|----------|------------------------|--------------------|

### COUNCILLORS:

#### LONDON BOROUGH OF HAVERING

Councillor Robert Benham  
Councillor Roger Ramsey  
Councillor Damian White

#### LONDON BOROUGH OF NEWHAM

Councillor Rokhsana Fiaz  
Councillor John Gray  
Councillor Terence Paul

#### LONDON BOROUGH OF BEXLEY

Councillor David Leaf

**For information about the meeting please contact:  
Andrew Beesley, Head of Democratic Services  
[andrew.beesley@onesource.co.uk](mailto:andrew.beesley@onesource.co.uk)**

## NOTES ABOUT THE MEETING

### 1. HEALTH AND SAFETY

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

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

### 2. MOBILE COMMUNICATIONS DEVICES

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

### 3. CONDUCT AT THE MEETING

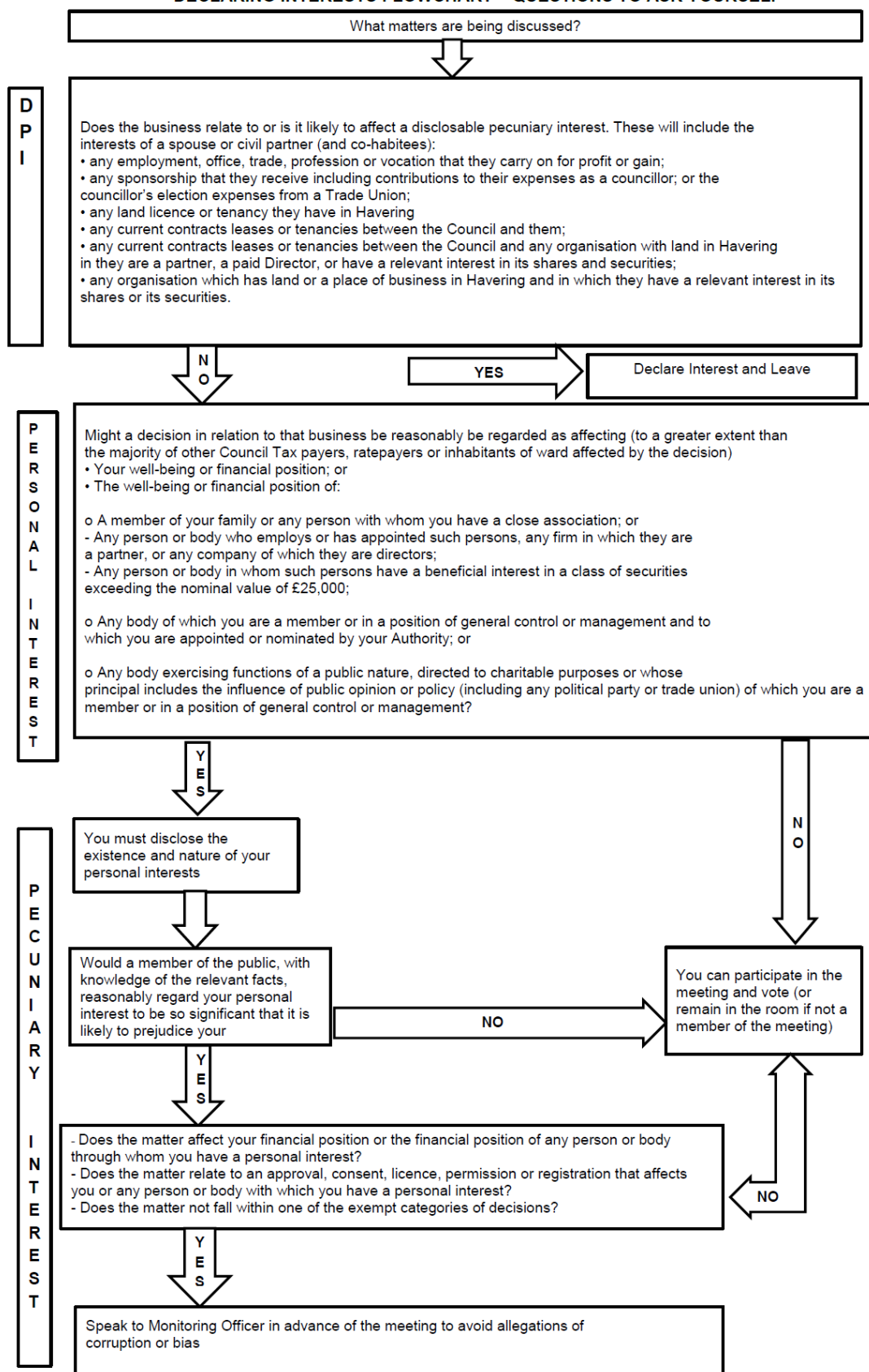
Although members of the public are welcome to attend meetings of the Joint Committee, they have no right to speak at them. Seating for the public is, however, limited and the Joint Committee cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known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

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

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

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

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



## **AGENDA ITEMS**

### **1 APOLOGIES FOR ABSENCE**

(if any) - receive

### **2 ANNOUNCEMENTS**

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

### **3 DISCLOSURES OF INTEREST**

Members are invited to disclose any pecuniary interests in any of the items on the agenda at this point of the meeting. Members may still disclose a pecuniary interest in an item at any time prior to the consideration of the matter.

### **4 MINUTES** (Pages 1 - 4)

To approve as a correct record the minutes of the meeting of the Joint Committee held on 14 December 2018, and to authorise the Chairman to sign them.

### **5 ONESOURCE IMPROVEMENT PLAN** (Pages 5 - 24)

### **6 ONESOURCE FORECAST FINANCIAL POSITION AS AT FEBRUARY 2019** (Pages 25 - 34)

### **7 ONESOURCE BUDGET 2019/2020** (Pages 35 - 48)

### **8 ONESOURCE BRANDING ALTERNATIVES** (Pages 49 - 70)

### **9 MEETING DATES 19/20**

Meeting dates for the 2019/20 municipal year are:

12 April 2019 (extraordinary – ED interviews)

3 May 2019 (extraordinary – Director HR & OD interviews)

12 July 2019

18 October 2019

17 January 2020

10 April 2020

**MINUTES OF A  
ONESOURCE JOINT  
COMMITTEE MEETING  
Newham Dockside  
Friday, 14 December 2018  
(9.30 - 11.30 am)**

Present:

Councillors Terence Paul (Chair), Robert Benham, Rokhsana Fiaz, John Gray, David Leaf, Roger Ramsey and Damian White.

All decisions were taken with no votes against.

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

**8 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

**9 MINUTES**

The minutes of the meeting of the Joint Committee held on 3 August 2018 were agreed as a correct record and signed by the Chairman.

**10 MEMBERSHIP**

The Joint Committee noted that Councillor Damian White replaced Councillor Jason Frost as one of the Havering representatives on the Joint Committee. The Joint Committee thanked Councillor Frost for his contributions and welcomed Councillor White.

**11 ONESOURCE INTERIM CEO REPORT**

The report before Members provided a strategic overview and update on key priorities and developments since the last meeting of the Joint Committee held in August 2018. Following discussions with partner councils a way forward had been drafted:

- That oneSource should continue in its current form as a shared service governed by a Joint Committee for the medium-term with the focus on improving the quality of services and satisfaction with them.
- That given the decision to retain a shared service rather than develop a company model that there should be a move away from oneSource as “brand” within the Councils in order to reinforce the message that the staff in the shared service are as much a part of the Council as any other in-house service. This approach to be reinforced within the

partner Councils both politically and managerially so that staff in the shared service were seen as colleagues rather than as a “contractor.”

- That emphasis and culture within the shared service staff was to clearly understand the political and managerial priorities within each of the individual Councils and to work in that context rather than to work to “oneSource priorities”.
- That a detailed action plan be developed to highlight the priority areas for improvements either within individual services or relating to the priorities of individual Councils.
- To develop a clear set of performance measures that identify strategic priorities, key performance and quality indicators and satisfaction.
- To develop and deliver a further level of savings for the respective medium-term financial strategies of the partner councils.
- To be integral to the development and delivery of the respective improvement, transformation and modernisation programmes of the partner Councils.

Members agreed that further detailed work was required to support the development of the improvement and action plan and that it needed contributions from each of the partner authorities. It was recognised that each partner had its own transformation and improvement programme and that oneSource had to be responsive in delivering the back office support required to support those programmes. Discussion therefore also focussed on resourcing and expectations of how those demands could be met. It was therefore agreed that a workshop be held between the three partners to discuss such matters in more detail.

The report also detailed a revised set of Key Performance Indicators (as an attachment of the report) and the outcome of the most recent customer satisfaction survey (along with action plan) that was carried out in the spring 2018.

An update was also provided relating the financial position on the various oneSource budgets.

The Joint Committee agreed:

- To hold an informal workshop to discuss the overall strategy and key priorities for each of the three partner Council's in respect of the services provided by oneSource and to determine an action plan for the effective delivery of those key priorities, along with performance monitoring;
- The financial position of the various oneSource budgets as detailed in the report;
- The position relating to the recruitment of the Director of Human Resources and Organisational development and the update relating to the future managerial leadership of the oneSource shared service.

**12 UPDATES TO THE ONESOURCE JOINT COMMITTEE SCHEME OF DELEGATION**

The report sought the Committee's agreement to update the oneSource Joint Committee Scheme of Delegation to reflect the changes to the Newham Scheme of Delegation. It further sought a delegation to the Director Legal & Governance to make the necessary amendments to the oneSource Scheme of Delegation. Members noted that this did not affect delegations from Havering or Bexley to the Joint Committee.

The Joint Committee agreed:

- 1 To update the oneSource Joint Committee Scheme of Delegation to reflect changes to the London Borough of Newham's Scheme of Delegation to Officers but retaining existing delegations where they are already consistent with the changes agreed by Newham.
- 2 To authorise the Director, Legal & Governance to make the necessary changes and publish the Scheme of Delegation.

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**Chairman**

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## ONESOURCE JOINT COMMITTEE

**5 April 2019**

**Subject heading:**

oneSource Improvement Plan

**Report author and contact details:**

Daniel Fenwick, Interim Director,  
oneSource

**Financial summary:**

Implementation of the Improvement Plan will largely be met from within existing resources in oneSource. However, it will require further discussions about the resourcing in key areas, as set out in the report.

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|----------------|
| <b>SUMMARY</b> |
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This report is presented to the Committee for approval of the Improvement Plan and Action Plan and delegate the agreement of any minor changes to wording to officers in consultation with lead members for each partner councils. The report notes that implementation of the Action Plan will take into account agreements on resourcing and the final service plans in the partner boroughs and, consequently, oneSource services.

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| <b>RECOMMENDATIONS</b> |
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For the reasons set out in the report, the Committee is recommended:

1. To consider and agree the oneSource Improvement Plan and Action Plan attached at Appendix 1 and 2
2. To delegate to the Interim Executive Director, oneSource to finalise the Improvement Plan and Action Plan following consultation with the Chief Executives of the partner Councils (or their nominees).
3. To note:

- a) Progress on the Action Plan will be reported to the Joint Committee and partner Councils.
- b) Services plans for each oneSource directorate are being completed to reflect the Improvement Plan, taking into account the partner Council corporate priorities, and including agreed performance and service standards.
- c) The partner Councils and the Interim Executive Director will agree the resources available to deliver the Improvement Plan, following the approach outlined in this report.

## REPORT DETAIL

### 1. Background

- 1.1 The Improvement Plan and its attached Action Plan is presented for agreement following the discussions between the partner Councils in 2018/19 and, hopefully, reflects the views of the partners in identifying and addressing the areas for improvement.
- 1.2 Following May 2018 elections, a consensus emerged across the three partner authorities that oneSource should primarily deliver their corporate priorities and support council services rather than generate external business. Areas of improvement and re-prioritisation for oneSource emerged from this agreement. It was agreed in January that oneSource should prepare an improvement plan to be agreed by the oneSource Joint Committee with effect from 2019-20 noting that a number of the improvements are already underway.
- 1.3 The Improvement Plan will be embedded into service plans for each oneSource directorate. oneSource services have had service plans, service level agreements and performance indicators in place since 2014 and were substantially refreshed in 2017/18. Service plans and Improvement Plan priorities will be kept under review to reflect partner Council priorities.

### 2. Proposals

- 2.1 The Improvement Plan identifies 41 areas for improvement with three main themes for improvement aimed at reflecting the core issues raised by the partner councils:
  - Improved operational delivery
  - Improved strategic impact and presence
  - Communication, culture and branding.
- 2.2 **Improving operational delivery** is straightforward. All oneSource services will aim to improve the quality of their services to the partner Councils, and this will be measured by meaningful performance indicators and satisfaction with the services provided. All services will be required to demonstrate continuous improvement in how services are delivered.
- 2.3 **Improving strategic impact and presence** aims to improve the gaps identified by partner boroughs in oneSource's delivery of senior and strategic support to chief officers and members. It is also aimed at reducing the perceived "distance" or "separation" between oneSource services and the corporate management within each authority with key areas, as identified below, including organisational development and finance support.
- 2.4 **Communication, culture and branding** aims to deliver the change of identity of oneSource from its original mandate to "sell" shared services externally on a commercial basis, to primarily an in-house shared service delivering excellent services to the three councils, with

the ability to undertake and work for other councils where that brings in income – but does not undermine the in house focus. This will be welcomed by most staff, and focuses on the development of a positive identity for oneSource based on embedded support for the partner councils and innovation. This will be supported by an agreed strategy for internal and external communications of oneSource, which balances the embedding of oneSource within the partner councils with promoting success, innovation and pride amongst the oneSource services, together with an agreed approach to external work and marketing. The branding of oneSource will also be reviewed to reflect these changes and a separate report is before the Committee on this topic.

- 2.5 All three themes reflect the agreed shift of oneSource towards a dominant focus on excellent service delivery to the partner councils and away from commercial expansion. oneSource will continue to undertake external work where it is successfully doing so – most particularly its ethical enforcement service which works for 4 boroughs – and also where there is a market for its services, such as health and safety training. These areas bring in significant income to all three boroughs, reducing the net cost of oneSource. Further, oneSource services will continue to be open to delivering and proposing mutually beneficial sharing between partner Councils, e.g. in areas of common working like smarter working and accommodation reviews.
- 2.6 There are four services where specific areas of improvement were identified:
- ICT
  - Asset Management
  - Human Resources & Organisational Development
  - Finance
- 2.7 Some of the actions will cover more than one improvement theme or area, for example the proposed Finance restructure will aim to improve operational delivery and also strengthen strategic impact and presence with its focus on senior roles within the service.
- 2.8 All oneSource services will continue to exercise commercial discipline in how partner councils money is spent, such as gaining a full understanding of the costs of delivering services but with the overall aim of improving efficiency and value for money for the partner Councils.
- 2.9 Further, all oneSource services (through their service plans) will be required to demonstrate innovation and “added value” to the partner councils. This could be from:
- Sharing skills and experience gained across the three boroughs through undertaking similar work for different partners, such as the current parallel Smarter Working programmes;
  - Proposing and sharing mutually beneficial solutions for greater sharing of work to reduce duplication of effort and reducing costs; and / or
  - Potential for innovation and transformation in how services are delivered through the oneSource model.
- 2.10 There are areas of the Improvement Plan that are still draft in form, particularly timelines and agreement of performance measures. These are being developed alongside the iterations of the partner Council service plans and corporate projects, e.g. Smarter Ways of Working.
- 2.11 Sitting behind the Improvement Plan will be:
- Service Plans for each oneSource directorate and for oneSource overall

- Detailed implementation plans for projects and programmes identified in the plan.

2.12 Once agreed the Improvement Plan will be implemented through service and team plans and ultimately embedded into individual performance objectives.

2.13 Performance monitoring will be open and transparent with the primary forum being the commissioners in each authority and the oneSource Joint Committee.

## **Resources**

2.14 Finally, it should be noted that, once agreed, it is likely to be necessary for discussion on resourcing and / or prioritisation of existing resources to take place. This is the most significant risk to delivery of the Improvement Plan. The proposed approach of oneSource services will be:

- To maximise the use of existing resources to align and support to the Improvement Plan priorities (including maximising the efficiency of services).
- To identify how existing core resources can be “flexed” to provide additional service delivery based on the economies of scale from having a shared service (but respecting the oneSource funding formula).
- To identify where additional or specialist resources are required for discussion and agreement. (This discussion may also include deprioritising work to free up existing resources)

2.15 The final Improvement Action Plan will reflect these discussions.

## **3. Consultation & Engagement**

3.1 All oneSource directors have contributed to the Improvement Plan. The draft Plan was shared with the commissioning officers in each authority and it was taken for noting to Newham’s Corporate Management Team, where it was positively received.

### **Legal implications and risks:**

There are no direct legal implications.

### **Financial Implications and risks:**

The report addresses the issue of resourcing the Improvement Plan.

Resourcing is the main risk to the delivery of the Improvement Plan. oneSource already has savings targets based on the reduced need for its (generally support) services due to the contraction of partner Councils arising from their own savings plans. Savings plans have already been presented. Mitigation of these risks is largely through the negotiation of the final Improvement Plan with the partner boroughs, which would allow for prioritisation and variance of targets and timelines. Financial risks are planned to be mitigated by alternate savings and review of budgets to find efficiencies and, as a last resort, use of reserves set aside for innovation and invest to save programmes.

### **HR Implications and risks:**

There are no direct HR implications. Once the Improvement Plan is agreed, a process of staff engagement in oneSource will commence to embed its new priorities and it is hoped that awareness and engagement can also take place with partner Council staff and members.

Improvement Plan targets will become objectives for directors and staff within oneSource via the service planning and appraisal process.

**Appendices:**

- 1. oneSource Improvement Plan (draft)**
- 2. oneSource Improvement Action Plan (draft)**

**Background Papers:**

**None**

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# oneSource Improvement Plan 2019-2020

## 1. Introduction

- 1.1 oneSource is committed to providing continuous improvement in all of its services and meeting the changing needs of its partner Councils; Newham, Bexley & Havering Councils. The Plan sets out the improvements in strategic and operational delivery of services that we will deliver in 2019/20 and onwards.

## 2. Context

- 2.1 oneSource is the in house shared service of Newham, Havering & Bexley. It has delivered 22 shared primarily back office services to Newham & Havering since April 2014 and shared Financial and Transactional Services between all three partner Councils since 2016. oneSource staff are all directly employed by either Newham, Havering or Bexley. A oneSource Joint Committee comprising councillors from all three partner Councils provide governance and member oversight of oneSource but, on a day to day basis, all services work seamlessly with officers and members in all three Councils.
- 2.2 Since the 2018 election, it has been agreed that the strategic priority of oneSource should be on the provision of its services to the Partner Councils and continuous improvement in service delivery, especially in priority areas. All three Councils support the achievement of external income by undertaking work for other bodies but this should not be to the detriment of the provision of services to the Partner Councils. Improved service delivery will provide a long term future for oneSource.
- 2.3 This Plan has been developed:
- Following discussion and agreement of all three partner Councils in late 2018 and early 2019 of the improvements they wish to see in oneSource's services
  - Taking into account the Corporate Plans and / or priorities of all three partner Councils
  - Taking into account the service plans from all three partner Councils.
- 2.4 The Improvement Plan will support the delivery of the partner Councils' corporate priorities, as summarised below\*. Each improvement in the Plan is mapped against these priorities.

|        |  |
|--------|--|
| Newham | <p><u>Priority 1: Bright futures:</u> supporting children and young people's aspirations, keeping them safe and removing barriers to success</p> <p><u>Priority 2: Building Communities</u> - a housing offer for residents that delivers more genuinely affordable homes in well-designed neighbourhoods.</p> <p><u>Priority 3: Community Wealth Building</u> a strong economy that supports local businesses, nurtures talent and provides opportunities for all</p> |
|--------|--|

|          |   |
|----------|---|
|          | <p><u>Priority 4: An environment for all</u> - an attractive borough which encourages active lifestyles, social integration and civic responsibility</p> <p><u>Priority 5: Quality of life</u> - improving our health and social care system so it works for Newham residents</p> <p><u>Priority 6: An efficient and effective Council: making Newham Council work better for everyone</u></p>  |
| Bexley   | <ol style="list-style-type: none"> <li>1. Growth that Benefits All</li> <li>2. Clean and green local places</li> <li>3. Strong and resilient communities and families</li> <li>4. Living well</li> <li>5. Innovation and self sufficiency</li> </ol>  |
| Havering | <ol style="list-style-type: none"> <li>1. <u>Communities</u><br/>best start in life; stronger families; healthy and active; supportive and vulnerable</li> <li>2. <u>Places</u><br/>Clean and safe; quality leisure facilities; great parks; genuinely affordable homes.</li> <li>3. <u>Connections</u><br/>Road improvements; better public transport; broadband investment; digital access and skills</li> <li>4. <u>Opportunities</u><br/>Jobs and skills training; business growth; value for money; town centre improvements.</li> </ol> |

*\* Taken from corporate plans 2019/20.*

### 3. Improvement Priorities

3.1 The partner Councils provided clear Improvement Priorities (IP) for oneSource. These are :

|                             |  |
|-----------------------------|--|
| Strategic Presence & Impact | Providing high quality and proactive professional input at senior level to support the corporate and political leadership of the partner Council |
|-----------------------------|--|



|                                 |   |
|---------------------------------|---|
|                                 | <p>Providing professional options and direction to the Partner Councils, especially to the Chief Executive and section 151 officers</p> <p>Providing a direct strategic in key decisions, programmes and activities in each Council.</p> <p>Working proactively with the Partner Councils to provide effective internal control and governance</p>  |
| Communications, Culture & Brand | <p>Improved communications on performance and delivery</p> <p>Seamless working through continuing to promote direct communications and working between oneSource and Partner Council teams, members and staff.</p> <p>Working as partners, not as a contractor/client relationship</p> <p>Rebranding oneSource to reflect the focus on delivery to Partner Councils but retaining the successful and recognised brand externally and commercially</p> |
| Operational Delivery            | <p>Improved performance in all areas</p> <p>Focus on improving 4 priority areas</p> <p>Demonstrating improvement through agreed performance standards and indicators</p> <p>Strong satisfaction from officers and members in all three Councils</p>   |

### 3.2 The priority areas for improvement are:

- ICT & Technology
- Finance
- Human Resources & Organisational Development
- Asset Management

## 4. Service Planning

- 4.1 The Improvement Plan outcomes will be incorporated into the oneSource Service Plans but will be identifiable and monitored separately so we can demonstrate our performance. It is anticipated that some of the “softer” improvements, such as Strategic Presence and Impact,

will be measured by satisfaction with the oneSource contribution to work streams identified in the Service Plan

4.2 Service Plans will also identify:

- Service details including structure, budgets and risks etc.
- oneSource programmes and projects, where leading or supporting Partner Council services;
- Identify opportunities for innovation and added value from oneSource and shared, for consideration and agreed by the Partner Councils;
- Areas of income generation and potential for growth
- Bespoke support provided to individual partner Councils
- Performance indicators and service standards and monitoring arrangements

## 5. Resources

5.1 The Service Plan and Improvement Plan agreement requires agreement on the level of resources available to deliver the Improvement Priorities and other Service Plan priorities. This will include an assessment of:

- What oneSource can deliver with existing resources (both core budgets and additional funding provided by partner boroughs on individual agreements)
- What flexibility oneSource services have to deliver additional work within its existing resources and / or by creating efficiencies
- The “gap” that remains and if and how this will be filled or which oneSource work or targets will be deprioritised or stopped.

## 6. Implementation

6.1 Implementation will be through the delivery of directorate service plans:

- Finalising the Improvement Action Plan and Service Plan with input from the Partner Councils and approval by Joint Committee
- Cascading internal communications to services, teams and individuals in respect of Improvement Plan, branding and culture and partnership culture
- Improvement objectives in this Plan and Service Plans will flow through into team and individual employees’ objectives and targets for 19/20.
- Establishing programme and project management of oneSource Improvement Plan and Service Plan delivery

- Establishing performance monitoring regime with partner Councils (fit for purposes of each Council) and Joint Committee
- Reviewing commercial and marketing strategy in line with the Improvement Plan

## **7. Improvement Action Plan**

- 7.1 Attached is the oneSource Improvement Action Plan. This Outline Plan provides the headline targets for improvements in oneSource over 2019-2020. Detailed plans for the delivery of each Improvement sit behind this Outline and will be incorporated into Service Plans and team and individual objectives within oneSource. Performance indicators exist for each oneSource Directorate and service and indicators will be developed and agreed for each Improvement Outcome.

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# oneSource Improvement Action Plan 2019-2020

| Ref  | Partner | Corporate Plan Priorities/themes   | Priority                    | oneSource Services | Delivery  | Outcome  | Lead                         | Timeline<br>(n.b. detailed timeline are in service plans / implemenentation plans)                               |
|------|---------|--|-----------------------------|--------------------|---|--|------------------------------|--|
| IP01 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE | ALL                | Approval of Improvement Plan by partner Councils and Joint Committee<br>1. Alignment to partners' corporate priorities identified by Joint Committee, and aligned to corporate plan priorities<br>2. Strategic Governance Framework for required improvements<br>3. Performance measures agreed | Partner Council priorities embedded in oneSource strategy and operational priorities and delivery.<br>Improved delivery of Council priorities and measures of oneSource performance  | Executive Director           | JC Meeting 5th April 2019 - approval of first draft<br>30 April 2019 to finalise                                 |
| IP02 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE | ALL                | Approval of Service Plan and Service Offer by partner Councils and Joint Committee:<br>1. Service Plan by service<br>2. Service Offer and Standards by service<br>3. Performance Measures agreed<br>4. Agreed resources for each plan   | Partner council priorities embedded in Service Plan by service<br>Transparent service offer and standards by service and measurable performance<br>Planned and agreed resourcing for oneSource to deliver partner council priorities.  | Executive Director           | 31st May 2019 (but delivery starts from 1 April)   |
| IP03 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE | ALL                | Agreed presence and involvement of oneSource in key bodies, boards and across partner Councils and Joint Committee.<br>Qualitative performance measures introduced for senior managers and members of oneSource input.  | Strategic visibility, performance management, and resource planning are improved through professional input at strategic level.<br>Improved decision making and planning for partner boroughs.   | Executive Director           | 30th April 2019  |
| IP04 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE | ALL                | Ensure oneSource services are embedded within the key decision and policy making mechanisms within each Partner Council as required including membership of projects, programmes and also "ad hoc" availability and support to corporate management and members.                                | Improved satisfaction from partner councils of strategic input, i.e. oneSource services are embedded within key decision and policy making within each Partner Council as required including membership of projects, programmes and also "ad hoc" availability and support.<br>Programme and Projects Register aligning oneSource strategic resources to partner Councils according to priorities. | Head of Business Development | 30th April 2019<br>(and ongoing)   |
| IP05 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE | ALL                | Confirm roles of oneSource on all transformation projects and programmes etc.<br>Identify and map support and involvement required<br>Establish programme management arrangements to ensure effective support.<br>Agree resource and performance management requirements                        | Proactive and effective support to Transformation programmes.<br>Improved and timely delivery of transformation programmes for partner councils.<br>oneSource is actively involved in programmes and projects and borough priorities,, enabling strategic fit, and effective resource-planning with relevant LA to deliver these.  | Executive Director           | to be agreed with partner boroughs   |
| IP06 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE | ALL                | Establish Continuous Improvement approach and prioritised improvements schedule, aligned with borough approaches, & process automation and digitalisation (Oracle Cloud, digital programmes)  | Effective CI approach, that optimises continuous improvement across partner boroughs.<br>Prioritised improvements for oneSource  | Head of Business Development | Establish Continuous Improvement approach - 28th June 2019<br>Prioritised improvements schedule - 19th July 2019 |

# oneSource Improvement Action Plan 2019-2020

| Ref  | Partner | Corporate Plan Priorities/themes   | Priority   | oneSource Services | Delivery  | Outcome   | Lead                         | Timeline<br>(n.b. detailed timeline are in service plans / implemenentation plans)   |
|------|---------|--|--|--------------------|---|---|------------------------------|--|
| IP07 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE                        | ALL                | Establish programme and project management approach and function to coordinate reporting and governance of programme and projects, and service plans, across oneSource, and delivered by oneSource for boroughs.  | Effective oneSource [PPM framework and function is in place, to enable robust programme and projects management, service plan delivery, risk management, and resource planning, aligned with borough reporting methods and systems  | Head of Business Development | PPM framework in place - 26th July 2019  |
| IP08 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE                        | ALL                | Establish performance monitoring regime with partner Councils (fit for purposes of each Council), and Joint Committee.  | Create a systematic approach to performance management organisation<br>Ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM.<br>Support services in identifying, planning and reviewing performance indicators<br>Provide assurance on how performance is measured and reported.                          | Head of Business Development | Performance framework in place - 26th July 2019  |
| IP09 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | COMMUNICATI<br>ONS, CULTURE<br>AND BRAND           | ALL                | Design, implement and report on range of methods of measuring qualitative satisfaction with performance for oneSource and individual services and transactions/support<br>Satisfaction Survey designed and implemented<br>Regular reporting of satisfaction as part of monitoring<br>Lessons learned incorporated into service planning and performance | Create a systematic approach to partner satisfaction at all levels to ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM.<br>Enhance culture of learning and continuous improvement.<br>Provide assurance on how quality of performance is measured and reported.                                       | Head of Business Development | Customer Satisfaction Survey designed and implemented - 28th June 2019<br>Regular reporting of satisfaction - September 2019   |
| IP10 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | COMMUNICATI<br>ONS, CULTURE<br>AND BRAND           | ALL                | Rebrand oneSource to reflect the focus on delivery to partner Councils and embedding within Councils:<br>- Internal branding audit<br>- Internal branding approach and plan<br>- Internal branding updated<br>- External branding and marketing updated   | oneSource is rebranded to reflect the focus on delivery across partner Councils, and externally.<br>OneSource services are successfully embedded within Councils.   | Head of Business Development | Internal branding approach agreed - 5th April 2019<br>Internal branding implementation plan agreed - 17th May 2019<br>External branding and marketing plan updated - 17th May 2019 |
| IP11 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | COMMUNICATI<br>ONS, CULTURE<br>AND BRAND           | ALL                | Development and approval of internal communications strategy and plan, agreed by partner Councils and Joint Committee   | Embed new priorities, culture and identity within all oneSource services<br>Embed positive culture celebrating success and improvement<br>Provide a means of communicating partner council priorities and messaging to oneSource staff to improve integration of priorities and working.  | Head of Business Development | Internal communications strategy and plan agreed - 26th July 2019  |
| IP12 | LBH/LBN | LBH: Theme - Opportunities<br>LBN: Priority 3 - Community Wealth<br>LBN: An Efficient & Effective Council                | OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE | FINANCE            | Review procurement function and deliver new structure recruiting to any new posts on a permanent basis<br>Clear communication and awareness of new roles and service on ongoing basis, and across multiple media<br>Revised rules and procedures focussed on reduced process, speed, value for money and innovation                                     | 1. fit for purpose procurement function providing proactive professional service meeting partner boroughs priorities and Improvement Plan Principles<br>2. Lean procurement processes maximising use of technology and simpler user experience.<br>3. Improved procurement outcomes for partner boroughs including innovation, savings and horizon scanning for opportunities | Director of Finance          | 01/07/19   |

# oneSource Improvement Action Plan 2019-2020

| Ref  | Partner | Corporate Plan Priorities/themes   | Priority   | oneSource Services | Delivery  | Outcome  | Lead                         | Timeline<br>(n.b. detailed timeline are in service plans / implemenation plans)                                |
|------|---------|--|--|--------------------|---|--|------------------------------|--|
| IP13 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE | FINANCE            | 1. Agreed structure meeting partner borough needs<br>2. Deliver new Finance structure recruiting to any new posts on a permanent basis  | 1. New Finance delivery model and restructure in place (with interim arrangement sooner as required)<br>2. Clear roles and responsibilities supporting s.151 and corporate management<br>3. fit for purpose finance providing proactive professional service meeting partner boroughs priorities and Improvement Plan Principles | Director of Finance          | Head of Finance Restructure 01/06/2019<br>Rest of Finance 30/09/2019<br>General improvement ongoing 01/04/2020 |
| IP14 | LBB     | LBB: Priority 5 - Innovation and Self-Sufficiency  | OPERATIONAL DELIVERY                               | FINANCE            | To review and update progress the specific LBB Finance improvement plan put into place in summer 2018.  | LBB Improvement plan implemented<br>Monthly review meetings: LBB Director of Finance and Corporate Resources, Director of Finance (oneSource), Head of Business Partnering (oneSource).<br>Improved financial support to LBB   | Director of Finance          | 01/04/20   |
| IP15 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | OPERATIONAL DELIVERY                               | FINANCE            | 1. Develop Financial Systems Strategies for LBB, LBH, and LBN<br>2. Implementation Plan with schedule of improvements   | Financial Systems Strategies align with partners' priorities<br>Improved delivery of Financial Systems   | Director of Finance          | Havering completed 01/03<br>Newham to be completed 15/04/2019<br>Bexley to be completed 15/05/2019             |
| IP16 | ALL     | LBB: Priority 5 - Innovation and Self-Sufficiency<br>LBH: Theme - Opportunities<br>LBN: An efficient & Effective Council | OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE | FINANCE            | 1. Review and improve budget management process and support<br>2. Review and improve financial control procedures and processes<br>3. Implementation plan<br>4. Delivery of implementation plan | Improved finance support to all Council departments, corporate management and members  | Director of Finance          | Work in progress 01/04/2020  |
| IP17 | LBB     | LBH: Theme - Opportunities<br>LBH: Theme - Connections   | OPERATIONAL DELIVERY                               | FINANCE            | Lead the implementation of Oracle Cloud. (IF AGREED)  | Oracle Cloud successfully implemented (IF AGREED)<br>Improved business systems and financial, HR and procurement management and planning<br>Facilitates savings and efficiencies<br>check against <b>Oracle outcomes</b>   | Director of Finance          | Bexley delivery September 2020   |
| IP18 | LBH     | LBH: Theme - Opportunities<br>LBH: Theme - Connections   | OPERATIONAL DELIVERY                               | FINANCE            | Lead the implementation of Oracle Cloud.  | Oracle Cloud successfully implemented (IF AGREED)<br>Improved business systems and financial, HR and procurement management and planning<br>Facilitates savings and efficiencies<br>check against <b>Oracle outcomes</b>   | Director of Finance          | Havering delivery April 2020   |
| IP19 | LBN     | LBN: An efficient & Effective Council  | OPERATIONAL DELIVERY                               | FINANCE            | Lead the implementation of Oracle Cloud.  | Oracle Cloud successfully implemented (IF AGREED)<br>Improved business systems and financial, HR and procurement management and planning<br>Facilitates savings and efficiencies<br>check against <b>Oracle outcomes</b>   | Director of Finance          | Newham delivery Dec 2020   |
| IP20 | LBH/LBN | LBH: Theme - Opportunities<br>LBN: An Efficient & Effective Council  | OPERATIONAL DELIVERY                               | ASSETS             | Implement Property Services Restructure, with new Strategic Asset Management, Commercial Estate Management, and Digital and Data Functions.   | Improved outcomes from Property delivery model and restructure in place<br>Improved satisfaction from key partners<br>Clear roles and responsibilities agreed and understood for role of AM and partner council services   | Director of Asset Management | Consultation closure report issued 1/3/19; recruitment campaign to launch 1/4/19.                              |

# oneSource Improvement Action Plan 2019-2020

| Ref  | Partner | Corporate Plan Priorities/themes  | Priority             | oneSource Services | Delivery  | Outcome   | Lead                         | Timeline<br>(n.b. detailed timeline are in service plans / implemenentation plans)  |
|------|---------|---|----------------------|--------------------|---|---|------------------------------|---|
| IP21 | LBH     | LBH: Theme - Opportunities<br>LBH Theme: Places                           | OPERATIONAL DELIVERY | ASSETS             | Develop and implement Asset Management Strategy and Plans for LBH, capturing lessons learnt, improvement plans, with both macro and micro action plans.<br>Monitored through monitoring through bi-annual Corporate Asset Management Board, and routine updates to SLT/CMT.   | Improved asset management in Havering and outcomes from the use of its buildings and supporting corporate priorities.   | Director of Asset Management | Asset Management Strategy and plans to be approved - June 2019  |
| IP22 | LBN     | LBN: Theme - Opportunities<br>LBN Theme: An Efficient & Effective Council | OPERATIONAL DELIVERY | ASSETS             | Develop and implement Asset Management Strategy and Plans for LBN, capturing lessons learnt, improvement plans, with both macro and micro action plans.<br>Asset Management Strategies and Plans developed and approved<br>Monitored through monitoring through bi-annual Corporate Asset Management Board, and routine updates to SLT/CMT.   | Improved asset management in Newham and outcomes from the use of its buildings and supporting corporate priorities.<br>Support to the delivery of the Housing Delivery Plan, SWW and other corporate programmes.<br>Eradication of poor past practices and management   | Director of Asset Management | Asset Management Strategy and plans to be approved - June 2019  |
| IP23 | LBH/LBN | LBH: Theme - Opportunities<br>LBN: An Efficient & Effective Council       | OPERATIONAL DELIVERY | ASSETS             | Develop and implement Health and Safety Improvement Plan<br>H&S Improvement Plan developed and approved<br>Meeting performance indicators and demonstrable improvement in corporate compliance with statutory and policy requirements.<br>Monitoring through Corporate Health & Safety Board, and through routine updates to CMT/SLT  | 1. Statutory compliance and improved management of risk<br>2. Safer places of work and systems of work for staff, visitors and users of buildings and council services<br>3. Contribution to reduced absence and improved morale of workforce from improving work places and reducing accidents at work / managing risk (n.b. difficult to measure) | Director of Asset Management | H&S improvement plans within Asset Management Strategy and plans - to be approved - June 2019   |
| IP24 | LBH/LBN | LBH: Theme - Opportunities<br>LBN: An Efficient & Effective Council       | OPERATIONAL DELIVERY | ASSETS             | FM Improvement Plan is developed and implemented<br>LBN Cleaning Survey and action plan implemented<br>LBN Catering Survey and action plan implemented<br>Monitoring through Corporate Assets and Health and Safety Board.  | Improved satisfaction with services and meeting performance indicators<br>Improved places to work and visit for staff and others.<br>Reduction in service failings / incidents requiring repairs and maintenance<br>Improved vfm and efficiency.  | Director of Asset Management | <b>FM improvement plans</b> within Asset Management Strategy and plans - to be approved - June 2019<br><b>LBN Catering Survey</b> and action plan - date?<br><b>LBN Cleaning</b> survey and action plan - June 2019.  |
| IP25 | LBH     | LBH: Theme - Opportunities<br>LBH Theme: Places                           | OPERATIONAL DELIVERY | ASSETS             | Delivery of key projects and transactions to support corporate programmes in LBH:<br>1 Romford Market Transformation Plan (short and medium term proposals)<br>2 One Public Estate accommodation brief<br>3 Town Hall Redevelopment - Town Hall site concept and feasibility complete<br>4. New Town Hall site identified<br>5. Enabling through land/property: housing delivery (housing, Mercury, RDV, Regeneration.),<br>6. supporting the Communities Portfolio Review, Schools delivery, Smart Working and non-residential capital project delivery. | Delivery of LBH corporate priorities through delivery of programmes and projects on time and to professional standard.<br>Improved use of assets and vfm from assets<br>High satisfaction with AM services and contribution to projects   | Director of Asset Management | <b>1 Romford Market</b> Plan - June 2019.<br><b>2 One Public Estate</b> joint accommodation brief - target September 2019.<br><b>3 Town Hall Redevelopment.</b> 1st stage Project Manager - June 2019; Consultants commission - September 2019. Concept and feasibility work complete - March 2020.<br><b>4 New Town Hall site.</b> In-house Site search - June 2019, if an external commission is needed - March 2020. |



# oneSource Improvement Action Plan 2019-2020

| Ref  | Partner | Corporate Plan Priorities/themes      | Priority             | oneSource Services | Delivery  | Outcome  | Lead                         | Timeline<br>(n.b. detailed timeline are in service plans / implemenentation plans)  |
|------|---------|---------------------------------------|----------------------|--------------------|---|--|------------------------------|---|
| IP26 | LBN     | LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | ASSETS             | Delivery of key projects and transaction to support corporate programmes in LBN:<br>1 Housing Delivery Plan.<br>2 Communities portfolio review.<br>3 Smart working.<br>4 Capital and schools New build, Refurb and Improvement Monitored through project boards, and corporate delivery board.  | Delivery of Mayor's priorities through delivery of programmes and projects on time and professional standard<br>Contribution to increase of social housing in the borough through the HDP<br>Improved use of assets and vfm from assets<br>High satisfaction with AM services and contribution to projects   | Director of Asset Management | <b>1 Housing Delivery Plan.</b> Transfer of seven sites and grant draw down - March 2019. Acquisition/lease surrender of two sites March 2019. Appointment of 2 people to work with Regen - April 2019 . Housing Delivery Assets Working Group set up - April 2019. Prepare transfer of c.40 sites - into 2020.<br><b>2 Communities portfolio review.</b> Asset targets to be ascertained.<br><b>3 Smart working.</b> Places Board set up for 2019/20 – working group. Accommodation Plan finalised by June 2019. Delivery of the Accommodation Plan CMT and Cabinet papers - September 2019. FM revisions to service contracts as budgets approved. Recruitment of staff in Projects and Programmes 2 people and 1 person in Strategic Assets- June 2019.<br>4 Capital and schools New build, Refurb and Improvement performance in line with Capital Spend Programme. |
| IP27 | LBH/LBN | LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | HROD               | Review and revise HROD operating model:<br>1. Recruit Director of HROD.<br>2. Review of HROD (LBH)<br>3. Revised HROD Operating Model, roles and responsibilities.  | High quality HR service delivering proactive support to corporate priorities at strategic and operational level<br>High quality OD service delivering proactive support to corporate priorities and change programmes<br>Sharing experience and expertise gained across the shared service for the benefit of all partners<br>Demonstrable improvement in satisfaction and performance in HROD | Executive Director           | tbc   |
| IP28 | LBN     | LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | HROD               | Develop People Strategy and action plans for LBN. This will be underpinned by four themes: Leadership; Culture, Values and Ways of Working; Performance and Development; and Resourcing<br>People Strategy and action plans - with clear actions, timescales and measures of success - are approved, and implemented.<br>The key themes and actions will harness the talent and commitment of staff to realise LBN ambitions, putting people at the heart of everything we do; create an inclusive working environment; attracting, retaining and developing staff in line with the agreed values and behaviours.<br>Our People Strategy will be underpinned by a detailed action plan which sets out clear actions, timescales and measures of success | People Strategy that delivers support to the Council against four themes: Leadership; Culture, Values and Ways of Working; Performance and Development; and Resourcing<br><br>Contribution to improved culture and staff satisfaction and views on key areas for improvement<br>Improved satisfaction with HROD service input and quality  | Director of HROD             | People Strategy to CMT by 31/05/2019. Implementation will be ongoing over a period of two years.  |
| IP29 | LBH     | LBH: Theme - Opportunities            | OPERATIONAL DELIVERY | HROD               | Develop a People Strategy for LBH   | People Strategy that supports the People & Change project  | Director of HROD             | People Strategy to SLT by 30/06/2019. Implementation will be ongoing over a period of two years.  |
| IP30 | LBN     | LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | HROD               | HROD to continue support of the Culture Change Programme in LBN   | Delivery of LBN Cultural Change Programme on time and satisfaction with quality of contribution.   | Director of HROD             | This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with CMT by 30/06/19.   |

# oneSource Improvement Action Plan 2019-2020

| Ref  | Partner | Corporate Plan Priorities/themes                                    | Priority             | oneSource Services | Delivery   | Outcome  | Lead             | Timeline<br>(n.b. detailed timeline are in service plans / impenentation plans)  |
|------|---------|---|----------------------|--------------------|--|--|------------------|--|
| IP31 | LBH     | LBH: Theme - Opportunities  | OPERATIONAL DELIVERY | HROD               | HROD To support the Culture Change Programme in LBH.   | Delivery of LBH Cultural Change Programme on time and satisfaction with quality of contribution.   | Director of HROD | This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with SLT by 30/06/19   |
| IP32 | LBH/LBN | LBH: Theme - Opportunities<br>LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY | HROD               | Develop Organisational Development strategy and plan for LBH/LBN<br>Incorporated within People Strategy - LBN.<br>To confirm requirements for LBH.   | Successful delivery of OD strategy and Plan for both boroughs<br>Satisfaction with the contribution of HROD in respect of input and quality  | Director of HROD | LBN 31/05/19 and LBH by 30/06/19   |
| IP33 | LBH/LBN | LBH: Theme - Opportunities<br>LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY | HROD               | Develop Talent Development Programme<br>This is incorporated within People Strategy - LBN.<br>To confirm requirements for LBH.   | Implemented Talent development programme<br>Improved staff/management feedback on inclusivity and opportunities within both boroughs.<br>Demonstrable improvements in management skills (NB difficult to measure)  | Director of HROD | Approach agreed: LBN by 30/06/19 and LBH by 31/07/19   |
| IP34 | LBH/LBN | LBH: Theme - Opportunities<br>LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY | HROD               | Review of all HR (people management) policies, procedures, toolkits<br>To be digital by default  | HR (people management) policies, procedures, and toolkits to provide clear, simple, accessible information for all managers and employees<br>All forms and policies to be digital by default   | Director of HROD | 2021.This is a two year programme, prioritised into 5 phases of development. Action plan to be agreed by SLT/CMT by 31/05/19   |
| IP35 | LBH/LBN | LBH: Theme - Opportunities<br>LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY | ICT                | Restructure ICT, incorporating North Highland recommendations, and working with service review (LBH)   | Alignment of ICT service to corporate priorities<br>Identification of efficiencies and savings across both boroughs<br>improved partner council satisfaction with ICT (at senior and user level)<br>Delivery of innovative solutions to support all Corporate priorities   | Director of ICT  | Restructure indicative start date for May 2019, dependent on Havering service review.  |
| IP36 | LBH     | LBH: Theme - Opportunities<br>LBH: Theme - Connections              | OPERATIONAL DELIVERY | ICT                | Approval of Digital and ICT Strategies and road maps by LBH:<br><ul style="list-style-type: none"> <li>Digital and ICT strategy and road maps action plans</li> <li>Implement Infrastructure roadmap to upgrade infrastructure</li> <li>Implement Business Systems Strategy and Roadmap - CRM, Oracle, Liquid Logic, Revs &amp; Bens, Open Housing Phase 2</li> <li>Implement Security and Risk Management Strategy to strengthen information governance and security</li> <li>Implement Smarter ways of working</li> <li>Upgrade Havering PCs</li> <li>Improve digital offer, and borough-wide connectivity</li> <li>Confirm Resources for projects, including Oracle, CRM, Robotics</li> </ul> | Clear and approved plans for ICT Strategy with approved budgets<br>Improved ICT systems and devices for LBH and its staff<br>Facilitation of the delivery of SWW and savings<br>Innovative solutions through use of improved ICT and shared knowledge, experience and expertise.<br>Improved satisfaction with ICT services at corporate and user level<br>Full review of ICT budgets and charging to identify efficiencies and improve transparency | Director of ICT  | Digital and ICT Strategies and road maps due to be signed off - June 2019<br><br>Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans. |

# oneSource Improvement Action Plan 2019-2020

| Ref  | Partner | Corporate Plan Priorities/themes  | Priority             | oneSource Services | Delivery   | Outcome  | Lead            | Timeline<br>(n.b. detailed timeline are in service plans / implementation plans)   |
|------|---------|---|----------------------|--------------------|--|--|-----------------|--|
| IP37 | LBN     | LBN: An efficient & Effective Council   | OPERATIONAL DELIVERY | ICT                | Approval of Digital and ICT Strategies and road maps for LBN: <ul style="list-style-type: none"> <li>Digital and ICT strategy and road maps</li> <li>Implement Infrastructure roadmap to upgrade infrastructure</li> <li>Implement Business Systems Strategy and Roadmap - CRM, Oracle, RMS, IDOX, Mayrise and Northgate</li> <li>Implement Security and Risk Management Strategy to strengthen information governance and security</li> <li>Implement Smarter ways of working</li> <li>Improve digital offer, and borough-wide connectivity</li> <li>Replace and Develop Newham website</li> </ul>          | Clear and approved plans for ICT Strategy with approved budgets<br>Improved ICT systems and devices for LBH and its staff<br>Facilitation of the delivery of SWW and savings<br>Innovative solutions through use of improved ICT and shared knowledge, experience and expertise.<br>Improved satisfaction with ICT services at corporate and user level<br>Full review of ICT budgets and charging to identify efficiencies and improve transparency | Director of ICT | Digital and ICT Strategies and road maps due to be signed off - June 2019<br><br>Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans. |
| IP38 | LBH/LBN | LBH: Theme - Opportunities<br>LBH: Theme - Connections<br>LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | ICT                | Support Implementation of Oracle Fusion for Havering and Newham (Implementation by Finance), in particular integration with the council's business systems: <ul style="list-style-type: none"> <li>The system must be able to demonstrate improved performance relating to access and speed through improved network bandwidth.</li> <li>Alignment with the Business Systems Strategy and Corporate Architecture.</li> </ul>   | Improved and efficient system that facilitates improved productivity<br>NB supports Primary Improvement in Finance   | Director of ICT | April and December 2020  |
| IP39 | LBH/LBN | LBH: Theme - Opportunities<br>LBH: Theme - Connections<br>LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | ICT                | Implement CRM for LBH and LBN<br><b>(NB - THESE ARE SEPARATE PROJECTS CURRENTLY)</b> <ul style="list-style-type: none"> <li>The current CRM is no fit for purpose and is financially unsustainable .</li> <li>The system will be replaced by the latest version of Dynamics 365 which will allow the councils to improve their current digital offer to their residents.</li> </ul>  | Improved access and responsiveness from the Council for residents and other service users.<br>Supporting improved productivity in customer responses for both partner councils. Improved digital experience.   | Director of ICT | 31/12/20   |
| IP40 | LBH/LBN | LBH: Theme - Opportunities<br>LBH: Theme - Connections<br>LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | ICT                | Improve borough wide connectivity for LBH and LBN: <ul style="list-style-type: none"> <li>The draft connectivity strategy will go through the approval process for a sign off.</li> <li>The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G.</li> </ul>  | Define connectivity strategy and work with private sector to improve connectivity in the borough<br>Modern and improved channels for customer engagement delivering on the Smart Cities agenda   | Director of ICT | 31/12/19   |
| IP41 | LBH/LBN | LBH: Theme - Opportunities<br>LBH: Theme - Connections<br>LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | ICT                | Implement Business Systems Strategy and Roadmap for LBH and LBN: <ul style="list-style-type: none"> <li>The current business systems are often renewed at the time of the contract renewal and require strategic overview of the right digital solutions instead of renewal of the systems simply based on the contract renewals.</li> <li>The strategy has been defined and roadmap of 'As is' status has been mapped. The business partners through closer engagement with the business will draft a To Be roadmap which brings innovation to the way we deliver our services to the residents.</li> </ul> | Better engagement and planned business system replacement programme. Work with the service DMTs and SMTs to implement<br>Business systems that are fit for purpose for the future ways of working  | Director of ICT | 31/08/19   |

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## ONESOURCE JOINT COMMITTEE

5<sup>th</sup> April 2019

**Subject heading:**

**oneSource forecast financial position as at February 2019**

**Report author and contact details:**

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**Financial summary:**

The Period 11 oneSource Shared financial forecast is a projected underspend of (£0.375m) as at February 2019. Non-shared budgets are forecasting variances of £0.056m overspend for Havering, (£0.027m) underspend for Newham and nil variance for Bexley.

**Is this a Key Decision?**

No

### SUMMARY

At the time of writing this report the oneSource accounts were in the process of being finalised. Therefore the Period 11 position is being reported and an updated outturn position will be presented at the next Joint Committee meeting.

The oneSource shared forecast for Period 11 is an underspend of (£0.375m). The projected outturn split between the three boroughs is (£0.146m) to Havering, £0.165m to Bexley and (£0.394m) to Newham.

The Period 11 forecast for non-shared areas managed by oneSource but not part of the cost share are as follows; £0.056m overspend for Havering, (£0.027m) underspend for Newham and nil variance for Bexley.

The shared and non positions are inclusive of the original oneSource business case savings of £14.88m, reduced to £13.517, following the removal of Democratic and Council Tax Benefit Services from the oneSource model in Newham. The split of the savings is as follows; shared; £12.191m and non-shared; £1.326m.

## **RECOMMENDATIONS**

The Joint Committee is asked to note the Period 11 oneSource forecasted outturn position as at February 2019.

## **REPORT DETAIL**

This report provides Members of the Joint Committee with the financial forecast outturn position on the budgets that are shared by Newham, Havering and Bexley (Appendix A) and the budgets that oneSource manages on behalf of Newham, Havering and Bexley (Appendix B, C and D).

### **Shared**

As at Period 11 the oneSource shared forecasted financial position is expected to have improved by (£0.673m) to (£0.375m) from the £0.298m overspend which was reported to Joint Committee in December 2018. The Period 11 forecasted underspend of (£0.375m) is estimated to be shared (£0.146m) to Havering, £0.165m to Bexley and (£0.394m) to Newham. The £0.673m improvement between Period 8 and Period 11 is largely due to an improvement in the Exchequer Services forecast offset by a lesser extent by other smaller movements.

The Period 11 Exchequer Services forecast has reduced by £0.804m from a Period 8 position of £0.050m to a Period 11 underspend of (£0.754m) The bulk of this reflects additional income brought into the enforcement service. The enforcement service was forecasting income of (£1.850m) in Period 8 whereas by Period 11 this estimate had increased by (£0.650m) to (£2.500m) due to a continued focus on improving debt recovery for the partner councils through enforcement.

Bexley's share of the forecasted underspend of (£0.375m) is a pressure of £0.165m. This is due to:

- a shortfall of income against target in relation to enforcement due to council tax and business rate cases not being passed over to the oneSource enforcement service to collect on Bexley's behalf; and
- unbudgeted agency costs within the finance service due to difficulties in recruiting permanent members of staff; offset in part by

- an over-recovery of savings from previous years.

At present, the enforcement team are now being passed all the Bexley parking cases but only 20% of the Bexley council tax cases due to Bexley's arrangement with Capita. The Bexley contract which is currently out for renewal continues to only make provision for 20% of Bexley council tax cases to be pass to oneSource enforcement, therefore, it is likely that this shortfall against target will continue to be experienced unless the target is reviewed. Furthermore, the finance service is currently forecasting an overspend of £0.465m of which Bexley is due to receive £0.156m as part of the year end cost share model. A recruitment drive is planned for early in the new financial year and it is hoped that this will result in spend being brought back in line with budget for 2019/20.

Newham is estimated to receive an underspend of (£0.394m) from the forecasted oneSource shared outturn and Havering is estimated to receive an underspend of (£0.146). Newham is responsible for approximately 50% of the enforcement cases passed to the oneSource enforcement team, as a result they receive the largest share of the net income generated by that service. This equates to (£0.367m) based on Period 11 estimates. Havering is currently responsible for approximately 40% of enforcement cases; their forecasted share of the net income is (£0.306m). Newham and Havering are due to receive overspends associated with the forecasted finance position along with pressures in relation to recharge income shortfall within Asset Management, however, these are offset by underspend in other areas; namely vacancies within Transactional Services and recharge income within Legal Services.

Each council's share of the year end under/overspend will be taken into their respective oneSource reserves. If the balance of one authority's reserve is not sufficient to meet its year end overspend and the other authority/authorities have surplus reserves it/they will meet any shortfall to the extent that their reserve allows.

A further £0.944m of savings will be removed from oneSource shared budgets in 2019/20 taking the total oneSource shared savings to £13.135m. oneSource Directors have been tasked with finding ways to meet these savings in the shorter term whilst plans are drawn up to deliver these savings on a more permanent basis.

### **Havering non-shared**

The Period 11 forecast for Havering's non-shared budgets managed by oneSource is an overspend of £0.056m. This is made up of:

- a forecasted overspend within Exchequer and Transactional of £0.177m in relation to costs associated with the implementation of Universal Credit and its impact on the ability to recover housing benefit overpayments; and
- an underspend of (£0.127) across Asset Management, Technical & Transport which is due to:
  - an overachievement of commercial property income attributable to a buoyant rental economy and low number of voids;

- an underspend of the Health and Safety provision budget; offset to a lesser extent by
- a shortfall in Romford Market income against target.

The Havering non-shared position has improved by (£0.376m) from the Period 8 position. The improvement is largely due to a reassessment of the extent of the adverse impact of Universal Credit.

### **Newham non-shared**

Newham's non-shared budgets are currently forecasting an underspend of (£0.027m) compared to a forecasted Period 8 overspend of £0.339m. The reduction in overspend is due to delays in implementing planned corporate landlord compliance, repairs and maintenance work. This work is due to commence imminently and it is anticipated that 2019/20 will see a full year's worth of costs against budget.

Overall Asset Management report an underspend of (£0.357m) for period 11;

Following the period 8 budget monitoring period in Newham, a realignment of budgets took place across all Newham services, which saw Asset Management receive £1.8m of additional one off funding. The additional funding was used to offset pressures within the service;

- £0.540m – Dockside Lettings Pressure
- £0.770m – Shortfall in Commercial and Multi Occupied Rental Income
- £0.490m – Historic NNDR Budgetary Pressures

Other pressures reported within Asset Management include the anticipated £0.700m of costs to restate a number of historic PFI invoices incorrectly charged to schools. As well as additional costs to NNDR rates of £0.500m as a result of the Stair Case ruling which increased the valuation of buildings. It has been anticipated that the ruling would be reversed in 2018-19 and prior year NNDR increases would also be refunded, however the legislation to overturn the ruling is still pending.

In addition to the above, the Capital Programme team report a reduction in anticipated fees of £0.200m resulting from delays in a number of projects.

However these pressures reported within Asset Management are being offset by the one off reversal of PFI credits that were raised in error in 2017-18 of £1.1m.

Finance are reporting a pressure of £0.261m as a result of pension deficit costs, however it anticipated that these costs and budgets will move outside of oneSource from 2019-20.



LBN transactional services are reporting an overspend of £0.092m, due to unbudgeted costs incurred through externally provided services, which are used to assist in the identification of clients liable for business rates.

HR report an underspend of (£0.134m) following the delay to the recruitment of Newham's graduate programme and ICT report a £0.093m overspend through one off replatforming costs associated with the Oracle Financial system.

### **Bexley non-shared**

Bexley's non-shared budgets are currently estimated to forecast a nil variance. There has been no movement since period 8 which was also forecasting a nil variance. It should be noted that Bexley's non-shared area includes Housing Benefits Subsidy which is subject to the same volatilities mentioned under the Havering non-shared section.

### **Going Forward**

Going forward, in 2019-20 there will be a full budget review across the oneSource areas to improve transparency and clarity of budgets and potentially identify areas where savings can be achieved through realistic income targets rather than reducing the services provided. A process review will also take place to identify any weaknesses in the financial monitoring processes to reduce the level of in-year variances and provide more certainty in the positions across the oneSource services.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

The financial position of oneSource Shared has a direct bearing on the financial position of Havering, Bexley and Newham Councils; with any savings or overspends being shared as set out in the Joint Committee agreement. Achievement of expected savings is therefore key to each council meeting their Financial Strategy.

The financial positions of non-shared services affect the relevant Council only.

The forecasts are estimates based on information available at the time; they are subject to change should any unforeseen circumstances present themselves.

### **Legal implications and risks:**

There are no immediate legal implications arising from this report.

**Human Resources implications and risks:**

There are no significant HR implications and risks associated with this report.

**Equalities implications and risks:**

There are no significant Equalities implications and risks associated with this report.

**BACKGROUND PAPERS**

None

Appendix A - Period 11 oneSource Shared Summary

|        |                                       | COMBINED<br>REVISED | COMBINED YTD<br>ACTUALS | P10 FORECAST | P10 VARIANCE | P11 FORECAST | P11 VARIANCE | CHANGE FROM<br>P10 | REASON FOR COMBINED<br>FY FORECAST VARIANCE   |
|--------|---------------------------------------|---------------------|-------------------------|--------------|--------------|--------------|--------------|--------------------|---|
| A7000B | oneSource Shared                      | 33,426,499          | 35,792,172              | 24,407       | 0            | 33,426,499   | 0            | 0                  | <p>The outturn position for oneSource shared continues to report a breakeven position. Following on from 2017-18, the overall oneSource surplus/deficit will continue to be transferred to or from each of the partner authority's oneSource reserve based on the agreed cost share.</p> <p>Finance have increased their reported overspend position by £0.008m and are now reporting an overspend of £0.464m. The continued pressure within finance remains as a result of the additional costs of interim resources covering a number of vacancies and external support brought into Audit to cover specific work required outside of the initial audit plan.</p> <p>Asset Management report an overspend of £0.382m, Property Services forecast a reduction to the rechargeable fee income resulting in an overspend of £0.298m, due to capacity pressures in the team restricting the opportunity for fee generating work.</p> <p>Exchequer Services are reporting an underspend of (£0.753m), an increase of (£0.500m) from period 10; following a reported increase to the forecasted enforcement service fee income, now the service are looking to make a surplus of (£416k). The other underspends in the service are as a result of salary underspends within Transactional services (£225k) and projects and contracts (£0.069m), due to difficulty in recruiting to a number of posts across the service. The remaining underspend is as a result of the early implementation of the Benefit Services restructure.</p> <p>Legal continue to forecast an underspend of (£0.357m), as a result of an overachievement of income.</p> <p>ICT are reporting an overspend of £0.254m, partly as a result of the transfer of the Business Improvement team (£0.180m) to Business Services and the reduction in recharge income within Printing Services.</p> <p>Directors continue to work on action plans to mitigate or eliminate the overspends and to deliver 19/20 savings.</p> |
| A7100C | oS Finance                            | 9,398,001           | 11,154,971              | 456,613      | 456,293      | 9,862,846    | 464,845      | 8,552              | <p>Finance are reporting an overspend of £464k for Period 11.</p> <p>The pressure reported includes £400k increase cost of interim resources covering a number of vacancies across the service as well as a shortfall in the budget against the agreed establishment est. £500k. These pressures are being offset by a number of vacancies being held across the service.</p> <p>The mitigating action to reduce this pressure long term, is a planned full recruitment drive to replace a number of interim resources with permanent contracted employees.</p>   |
| A7200C | oS Business Services                  | 470,380             | 1,372,860               | (632,113)    | (632,113)    | 421,631      | (48,749)     | 583,364            | <p>Business Services are reporting a £49k underspend for period 11. This figure reflects the agreement that the year end under/over spend within oneSource shared, currently forecasted at £375k underspend, will be transferred to/from reserves.</p> <p>The underspend in the service is as a result of budget accumulated through an over achievement of savings along with £180k of underspend due to vacancies within the business improvement team (previously within ICT).</p>   |
| A7300C | oS Exchequer & Transactional Services | 7,415,103           | 4,911,856               | (241,677)    | (253,724)    | 6,661,197    | (753,906)    | (500,182)          | <p>Period 11 forecast has seen an improvement of £500k from period 10 to £753K underspend. This is mainly due to business growth in enforcement services and increased income, vacancy management and restructures being implemented.</p>   |
| A7500C | oS Legal & Governance                 | 2,621,490           | 2,206,111               | (318,272)    | (330,272)    | 2,264,097    | (357,393)    | (27,121)           | <p>The legal and governance service is reporting an underspend of £357k, as a result of an overachievement of income reported within the service.</p>   |
| A7600C | oS ICT Services                       | 8,709,030           | 11,242,447              | 227,639      | 227,599      | 8,963,249    | 254,219      | 26,620             | <p>The period 11 overspend position reported in ICT is £254k.</p> <p>This is as a result of the business improvement team moving to business services of £180k, along with a reduction in recharges within ICT relating to print charges. A full review of recharges will take place for the 19-20 financial year, to ensure a consistent approach across the authorities.</p>  |
| A7700C | oS Asset Management Services          | 1,990,885           | 2,323,920               | 457,628      | 457,628      | 2,373,130    | 382,245      | (75,383)           | <p>The period 11 forecast pressure of £382K is a reduction of £75k from the period 10 reported variance of £457k. The pressure reported is in relation to shortfall in recharge (Profess) income within Property Services and an unachieved recharge income target within Asset Management Support. Asset Management will be working with Finance to further investigate the recharge income expected to be achieved. The movement from Period 10 is largely within Health &amp; Safety and reflects salary underspends expected by the end of the year.</p>  |
| A7800C | oS Strategic & Operational HR         | 2,821,610           | 2,580,007               | 74,589       | 74,589       | 2,880,349    | 58,739       | (15,850)           | <p>Overspend position of £59k is as a result of additional work required and additional resources incurred to support.</p>  |

| Variance as per cost share adjustment to Reserves |           |
|---|-----------|
|   |           |
| Havering  | (146,015) |
| Newham  | (393,709) |
| Bexley  | 164,483   |
|   |           |
| Total   | (375,241) |

|                     |         |
|---------------------|---------|
| Transfer to reserve | 375,241 |
|---------------------|---------|

|                             |   |
|-----------------------------|---|
| Period 11 reported variance | 0 |
|-----------------------------|---|

Appendix B - Period 11 Havering Non-Shared Summary

| CODE   | CODE NAME                    | FY REVISED BUDGET | YTD ACTUALS | PREVIOUS YEAR ACTUALS | P10 FORECAST | P10 VARIANCE | P11 FORECAST | P11 VARIANCE | CHANGE FROM P10 |  |
|--------|------------------------------|-------------------|-------------|-----------------------|--------------|--------------|--------------|--------------|-----------------|--|
|        |                              |                   |             |                       |              |              |              |              |                 | REASON FOR FY FORECAST VARIANCE  |
| A8000B | oneSource Non-Shared LBH     | 2,843,302         | 2,007,403   | 1,156,925             | 3,037,257    | 312,955      | 2,899,417    | 56,115       | (256,840)       | <p>The oneSource Non-Shared budget is forecasting an overspend of £0.056m; this is a reduction against the period 10 forecasted overspend position of £0.313m. The reduced overspend position within non-shared, is as a result of;</p> <p>Exchequer Services reduced their overspend position to £0.177m as a result of projected improvement to the Housing Benefit performance, the impact of universal credit on Housing Benefit collection rates is the main cause of the overspend position with the service.</p> <p>Asset Management forecast have moved from an overspend of £0.050m in period 10 to a (£0.054m) underspend reported in period 11. The improved position is as a result of Health and Safety reporting a shortfall in spend against the corporate budget allocation (£0.135m). The overall position includes; the pressure of £0.303m due to the shortfall of income projected within Romford Market, and the unachievable income target for the abandoned land restoration scheme £0.096m. However these pressures are being part mitigated by an over achievement of income within commercial property of (£0.327m) and other adjustments accounting for £0.010m.</p> <p>Technical and Transport Services are reporting an underspend of (£0.073m), as a result of vacancies in the service and an increase in performance relating to Passenger Transport Services.</p> <p>Legal and Democratic Services are reporting an underspend of (£0.045m), as electoral registration are offsetting their previously reported unachieved saving target of £0.029m; with an in year underspend on salaries. In addition democratic services continue to report an underspend of £0.026m.</p> <p>ICT are reporting an overspend of £0.079m, as a result of one off costs incurred relating to oracle re-platforming costs £0.093m and the continued reported pressure of achieving a £0.050m, saving in relation to borough wifi income generation. The pressures are being offset by a reported (£0.063m) income surplus from the Educational Computer Centre.</p> <p>HR continue to report an underspend of (£0.028m), relating to timings in the recruitment of graduates.</p> |
| A5200C | Exchequer Services           | (1,217,210)       | (2,489,658) | (1,232,332)           | (899,073)    | 318,137      | (1,040,625)  | 176,585      | (141,552)       | <p>Exchequer Services are reporting an overspend position of £177k for period 11 this is a reduction of £141k to the period 10 forecasted overspend of £318k.</p> <p>The reduction is as a result of an improvement to the expected housing benefit overpayment performance</p>  |
| A5350C | Business Services            | 1,160             |             |                       | 1,110        | (50)         | 1,110        | (50)         | 0               |  |
| A5650C | Technical and Transport Serv | 332,138           | 778,366     | (346,917)             | 316,791      | (27,077)     | 259,747      | (72,391)     | (45,314)        | Improved forecast since previous period reflects salary underspends within services and improved PTS performance in Transport  |
| A5800C | Asset Management             | 449,490           | 744,027     | (142,115)             | 433,253      | 50,443       | 395,336      | (54,154)     | (104,597)       | <p>The period 11 forecast underspend of (£0.054m) is a favourable movement of (£0.104m) from the period 10 reported variance of £0.050m. The movement largely relates to underspends within Health and Safety due to not fully spending the corporate budget provision. Overspends still remain that were previously reported regarding the shortfalls of income for Romford Market which are partly offset from from additional commercial property income. The forecast also assumes a 0.080m carry forward will be agreed in respect of dilapidation works at Melville Court.</p>   |
| A5850C | Strategic HR & OD            | 452,324           | 525,520     | 550,938               | 424,315      | (28,009)     | 424,315      | (28,009)     | 0               |  |
| A5900C | Legal & Democratic Svs       | 1,947,750         | 1,813,536   | 1,470,263             | 1,896,436    | (51,314)     | 1,902,109    | (45,641)     | 5,673           |  |
| A5950C | ICT Services                 | 877,650           | 635,612     | 857,089               | 864,425      | 50,825       | 957,425      | 79,775       | 28,950          | <p>ICT are reporting an overspend of £80k for period 11, as a result of the unachieved savings target allocated for borough wide wifi allocated to non shared Havering budget, these budget are already committed to Oracle licenses, therefore savings can not be delivered unless we reduce license costs.</p>   |

Appendix C - Period 11 Newham Non-Shared Summary

|        |                            | FY REVISED BUDGET | YTD ACTUALS | PREVIOUS YEAR ACTUALS | P10 FORECAST | P10 VARIANCE | P11 FORECAST | P11 VARIANCE | CHANGE FROM P10 | REASON FOR FY FORECAST VARIANCE  |
|--------|----------------------------|-------------------|-------------|-----------------------|--------------|--------------|--------------|--------------|-----------------|--|
| G5000B | oneSource - Non Shared     |                   |             |                       |              |              |              |              |                 | <p>The Newham oneSource Non-Shared position is reporting an underspend of £27k this is an improvement of £63k from the £36k overspend reported in period 10.</p> <p>Asset Management are reporting an underspend of £0.356m an increase of £0.313m from the period 10 underspend position of £43k.</p> <p>The reason for the increased underspend position, is as a result of delays in a number of repairs and maintenance works, following capacity and resource issues in the service. A work plan is being put in place for 19-20 and as no carry forward of the 18/19 underspend is being assumed any spend beyond budget in 19/20 would require a business case.</p> <p>Other reported pressures relate to the Stair Case ruling, although it was hoped this will be reversed prior to year end the assumption is that the additional £500k costs will remain for 18-19. Technical Services report unachievable income and savings targets within the service. However these are being offset by the one off credit relating to the over-receipting issue of £1.1m at the end of 2017-18 that was reversed in 18-19.</p> <p>ICT are reporting an overspend of £93k following one off oracle re-platforming costs reported in ICT £93k and external support relating to benefit collection within Transactional services of 86k.</p> <p>Finance are reporting an overspend of £262k relating to the pension deficit adjustment and external financial support relating to supporting the small business programme</p> |
| G4100C | Corporate Items            | (1,573,603)       | 7,021,377   | (454,398)             | (1,507,851)  | 35,752       | (1,600,906)  | (27,303)     | (63,055)        |  |
|        |                            | 10,200            |             |                       | 10,200       |              | 10,200       | 0            | 0               |  |
| G5010C | Finance                    | 344,500           | 767,953     | 524,122               | 496,700      | 152,200      | 606,700      | 262,200      | 110,000         | Finance are reporting an overspend of £262k, this is due to the pension deficit funding required as a result of the externalisation of a number of small businesses. As well as a further pressure of £100k associated with external services to support the small businesses.   |
| G5020C | Human Resources            | (4,600)           | 461,249     | (28,924)              | (105,100)    | (100,500)    | (139,700)    | (135,100)    | (34,600)        | The HR non shared position is reporting an underspend of £135k due to a delay in recruitment of the latest graduate and apprentice cohort.   |
| G5030C | Legal & Democratic         | 994,200           | 996,755     | 160,537               | 994,200      |              | 987,318      | (6,882)      | (6,882)         | The position will look to move to a balanced positioned in future years  |
| G5040C | Asset Management           |                   |             |                       |              |              |              |              |                 | <p>The period 11 forecast outturn position within Asset Management is a (£357m) underspend, a favourable movement of (£0.313m) from the period 10 forecast variance of (£44k). (£1.3m) of the movement is accounted for within Facilities Management, mainly Corporate Landlord, where there has been a delay in the repairs and maintenance programme due to resourcing issues. This is being addressed in 2019/20 and there is full commitment from the service to ensure compliance in corporate buildings. There has also been an adverse movement within the PFI schemes of £700k as a result of issues in historic invoicing.</p> <p>This large underspend now offsets other pressures within the services that had previously been highlighted including Dockside business rates of £843K in relation to the "Staircase Tax" that is pending reversal plus Stratford Workshop litigation fees of £127K. Settlement has been agreed in principal on one dispute and is expected to be paid shortly, three other items remain in dispute. The pressure of £645K within Technical Services remains, due to under recovery of income in relation to fee charging to capital plus an unachievable savings target. These pressures are being mitigated by the one off income associated with the correction of the 17-18 PFI receipt that was corrected and reversed in the current financial year</p>  |
|        |                            | (2,215,903)       | 3,528,633   | 242,479               | (2,229,154)  | (43,251)     | (2,572,636)  | (356,733)    | (313,482)       |  |
| G5050C | LBN Transactional Services |                   |             |                       |              |              |              |              |                 | LBN Transactional Services are reporting an overspend position of £116k, this is as a result of the costs associated from Analyse Local who assist the authority in business rate collection.  |
|        |                            | (602,000)         | 620,027     | (1,397,276)           | (574,697)    | 27,303       | (485,788)    | 116,212      | 88,909          | Any mitigating actions involved in removing the service would have an impact to the councils collection of business rates and would adverse the collection fund budget.  |
| G5060C | ICT Services               |                   |             |                       |              |              |              |              |                 | ICT Services are reporting an overspend of £93k, the overspend is as a result of one off replatforming costs associated with the 10Oracle system. It was assumed funding was set aside for these costs however by period 11 this has not materialised and so the pressure is being forecast to avoid any year end outturn movement against forecast.   |
|        |                            | (100,000)         | 646,759     | 44,665                | (100,000)    |              | (7,000)      | 93,000       | 93,000          |  |

## Appendix D - Period 11 Bexley Non-Shared Summary

|        |                           | FY REVISED<br>BUDGET | YTD ACTUALS    | P11<br>FORECAST  | P11<br>VARIANCE | P10<br>FORECAST  | P10<br>VARIANCE | CHANGE<br>FROM P10 |
|--------|---------------------------|----------------------|----------------|------------------|-----------------|------------------|-----------------|--------------------|
|        | <b>Non-Shared</b>         | <b>3,998,000</b>     | <b>984,894</b> | <b>3,998,000</b> | <b>0</b>        | <b>3,982,000</b> | <b>0</b>        | <b>0</b>           |
| C70103 | Exchequer Services        | 3,834,000            | 140,412        | 3,834,000        | 0               | 3,834,000        | 0               | 0                  |
| C60101 | General Income & Expenses | -101,000             | 449,314        | -101,000         | 0               | -117,000         | 0               | 0                  |
| C70101 | Finance Dept.             | 92,000               | 338,321        | 92,000           | 0               | 92,000           | 0               | 0                  |
| C70102 | Finance - Directors       | 173,000              | 56,848         | 173,000          | 0               | 173,000          | 0               | 0                  |



## **ONESOURCE JOINT COMMITTEE**

**5 April 2019**

**Subject Heading:**

**oneSource Budget 2019/2020**

**Report Author and contact details:**

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**Financial summary:**

**The oneSource base budget for 2019/2020 is £46.450m made up of £33.508m for oneSource Shared and £12.942m for oneSource non Shared.**

### **SUMMARY**

The report sets out the base budget for oneSource services for both shared and non-shared for the financial year 2019/2020 including the apportionment between the three partner Councils.

The base budget for oneSource shared is £33.508m and £12.942m for non-shared after taking into consideration non recurring funding from 2018/2019 and agreed growth and savings for 2019/2020. Please note that inflation has been agreed within each authority however not loaded into the financial system at the time of the report, so no figures included in this report exclude inflation.

### **RECOMMENDATIONS**

The Joint Committee is asked to note the based budget for oneSource services for 2019/2020.

The Joint Committee is also asked to note the services that have been transferred between shared and non-share during 2018-19.

**REPORT DETAIL**

**Base Budget 2018/2019 – oneSource Shared**

At the time of writing this report, the closing budget for the 2018/2019 financial year for oneSource shared services is £35.804m. Taking into account non recurrent funding, growth and savings previously agreed for 2019/2020 this reduces the budget by £2.296m to provide an opening budget of £33.508m for the 2019/2020 financial year.

The summarised position is set out in the table below and a service breakdown is provided in Appendix A.

***Table 1 - oneSource Shared Budget Opening Budget***

|                            | <b>Income<br/>£'m</b> | <b>Expenditure<br/>£'m</b> | <b>Net Income/<br/>Expenditure<br/>£'m</b> |
|----------------------------|-----------------------|----------------------------|--|
| Closing Budget 2018/2019   | (10.286)              | 46.090                     | 35.804                                     |
| Removal of One Off Funding |                       | (1.493)                    | (1.493)                                    |
| Additional Growth          |                       | 0.140                      | 0.140                                      |
| Removal of Savings         |                       | (0.944)                    | (0.944)                                    |
| Opening Budget 2019/2020   | (10.286)              | 43.794                     | 33.508                                     |

The net expenditure is funded by the three partner Councils based on set percentages agreed on a service by service basis. The £33.508m is budgeted to be funded overall as follows, however the actual percentage splits are individual to each service.

- 8.10% by the London Borough of Bexley
- 45.49% by the London Borough of Havering
- 46.41% by the London Borough of Newham.

The tables below summaries the movement in budget by Council.



***Table 2a - oneSource Shared Budget for Bexley Opening Budget***

|                            | <b>Income<br/>£'m</b> | <b>Expenditure<br/>£'m</b> | <b>Net Income/<br/>Expenditure<br/>£'m</b> |
|----------------------------|-----------------------|----------------------------|--|
| Closing Budget 2018/2019   | (0.172)               | 2.973                      | 2.801                                      |
| Removal of One Off Funding |                       | (0.118)                    |  |
| Additional Growth          |                       | 0.031                      | 0.031                                      |
| Removal of Savings         |                       |                            |  |
| Opening Budget 2019/2020   | (0.172)               | 2.886                      | 2.714                                      |

***Table 2b - oneSource Shared Budget for Havering Opening Budget***

|                            | <b>Income<br/>£'m</b> | <b>Expenditure<br/>£'m</b> | <b>Net Income/<br/>Expenditure<br/>£'m</b> |
|----------------------------|-----------------------|----------------------------|--|
| Closing Budget 2018/2019   | (1.406)               | 17.999                     | 16.593                                     |
| Removal of One Off Funding |                       | (0.945)                    | (0.945)                                    |
| Additional Growth          |                       | 0.052                      | 0.052                                      |
| Removal of Savings         |                       | (0.457)                    | (0.457)                                    |
| Opening Budget 2019/2020   | (1.406)               | 16.648                     | 15.243                                     |

***Table 2c - oneSource Shared Budget for Newham Opening Budget***

|                            | <b>Income<br/>£'m</b> | <b>Expenditure<br/>£'m</b> | <b>Net Income/<br/>Expenditure<br/>£'m</b> |
|----------------------------|-----------------------|----------------------------|--|
| Closing Budget 2018/2019   | (8.709)               | 25.119                     | 16.410                                     |
| Removal of One Off Funding |                       | (0.430)                    | (0.430)                                    |
| Additional Growth          |                       | 0.057                      | 0.057                                      |
| Removal of Savings         |                       | (0.487)                    | (0.487)                                    |
| Opening Budget 2019/2020   | (8.709)               | 24.259                     | 15.551                                     |

### **One Off Funding – oneSource Shared**

As set out in Table 1, the 2018/2019 net budget for oneSource Shared included non recurrent funding of £1.493m, which has not been included in the base budget for 2018/19. The table below splits this funding down between authority with further explanation provided.

***Table 3 – oneSource Shared one off Funding for 2018/2019***

|                                       | <b>Havering</b> | <b>Newham</b> | <b>Bexley</b> | <b>Total</b> |
|---------------------------------------|-----------------|---------------|---------------|--------------|
| oS Asset Management Services          | 0.290           |               |               | 0.290        |
| oS Exchequer & Transactional Services | 0.256           |               |               | 0.256        |
| oS Finance                            | 0.068           | 0.191         | 0.118         | 0.377        |
| oS ICT Services                       | 0.052           | 0.147         |               | 0.199        |
| oS Strategic & Operational HR         | 0.279           | 0.092         |               | 0.371        |
| <b>Total</b>                          | <b>0.945</b>    | <b>0.430</b>  | <b>0.118</b>  | <b>1.493</b> |

**Asset Management** – Digital post room transformation project, £0.120m, was for developing the original business case and a planned £0.150m in 2018-19 for project development costs. The remaining £0.020m was in relation to redundancy costs incurred which was met by Havering's transformation reserve.

**Exchequer & Transactional Services** - £0.168m for Fiscal Technology project to support Accounts Payable and £0.064m allocated to the Payroll Project which developed the system for new pay tables both projects were met from the oneSource Reserve. The remaining £0.020m was in relation to redundancy costs incurred which was met by Havering's transformation reserve.

It should be noted that redundancies are met by the individual councils reserve funding, and as per the oneSource arrangement their will be a cost share carried out to split the redundancy costs as per the agreed cost share percentages.

**Finance** – £0.239m cost of the additional Chief Accountant brought in to support 2017-18 closure of accounts in each authority and the costs were split across the three authorities. Interim cover to support the posts supporting the S151 post in Newham £0.038m, Bexley contributed an additional £0.080m for a dedicated resource to support their system team £0.080m. The remaining £0.020m was a transformation project in Havering to support Procurement in reviewing contracts across the authorities.

**ICT** – projects funded from the oneSource reserve included; Work Allocation £0.035m and e-sourcing portal £0.017m, to help improve the customer experience in logging and raising service requests to ICT and other support services.

**Strategic & Operational HR** – £0.100m of funding has been allocated to Havering in relation to Sickness Monitoring posts to help managers support employees through sickness. A further £0.100m has been allocated split across Havering and Newham relating to consultancy framework to assist with ensuring more consultancy is made via a framework. Further funding of £0.084m in Havering and Newham allocated to support HR manage the Apprenticeship levy. The remaining £0.087m was used to support havering with its Spans and Layers review.

**Growth – oneSource Shared**

Confirmed growth for 2019-20, relates to the Head of Finance structure which is planned to go live in early 2019-20 of £0.140m, split as follows

- £0.057m Newham (41%)
- £0.052m Havering (37%)
- £0.031m Bexley (22%)

**Savings – oneSource Shared**

As set out in Table 1, the 2019/2020 net budget for oneSource Shared includes additional savings of £0.880m. As the original business case for oneSource, outlined a 5 year plan for savings ending in 2018-19, the 2019-20 savings were agreed during Havering and Newham Star Chamber challenge sessions that took place in 2018-19.

The split of these savings were between the two authorities were as follows;

- Havering – £0.357m
- Newham – £0.487m

The savings are aimed to met through overall efficiencies across all of the oneSource services, which will see a review of contracts and staffing.

**Reserves**

In previous years where oneSource has underspent a reserve has been set up in the respective Council to hold this balance to fund future year financial pressures or to be utilised as an invest to save funding stream. OneSource shared is projecting an underspend, for the purposes of the report this is not being factored into any closing balance.

**Table 4 – oneSource Shared Reserve for 2018/2019**

|                                       | Balance<br>£'m | Funded by<br>Havering<br>£'m | Funded by<br>Newham<br>£'m | Funded by<br>Bexley<br>£'m |
|---------------------------------------|----------------|------------------------------|----------------------------|----------------------------|
| Closing Balance<br>2017/2018          | 1.345          | 0.633                        | 0.649                      | 0.063                      |
| Estimated Used for<br>Projects        | (0.334)        | (0.334)                      |                            |                            |
| Forecast Closing<br>Balance 2017/2018 | 1.011          | 0.299                        | 0.649                      | 0.063                      |

*The estimated use in 2018/2019 will look to be reapportioned during the cost share process at year end.*

**Base Budget 2018/2019 – oneSource non Shared**

The closing budget for the 2018/2019 financial year for oneSource non shared services is £13.771 Taking into account non recurrent funding, growth and savings previously agreed for 2018/2019 this reduces the budget by £0.829m to provide an opening budget of £12.942m for the 2019/2020 financial year. The summarised position is set out in the table below and a service breakdown is shown in Appendix B, C and D.

**Table 1 - oneSource non Shared Budget Opening Budget (3 councils combined)**

|                            | Income<br>£'m | Expenditure<br>£'m | Net Income<br>/Expenditure<br>£'m |
|----------------------------|---------------|--------------------|-----------------------------------|
| Closing Budget 2018/2019   | (226.153)     | 239.924            | 13.771                            |
| Removal of One Off Funding |               | (1.800)            | (1.800)                           |
| Additional Growth          |               | 2.150              | 2.150                             |
| Removal of Savings         |               | (1.179)            | (1.179)                           |
| Opening Budget 2019/2020   | (226.153)     | 239.085            | 12.942                            |

The table above shows the total oneSource non-shared budgets combined. However, it should be noted that these budgets are not part of the cost-sharing arrangement. All three councils' budgets have been combined within the above table to provide information regarding the size of the non-shared budgets for which oneSource managers are responsible outside of/over and above the oneSource cost sharing arrangement resources.

The tables below summaries the movement in budget by Council;

***Table 2a - oneSource non Shared Budget for Bexley Opening Budget***

|                            | Income    | Expenditure | Net Income/<br>/Expenditure |
|----------------------------|-----------|-------------|-----------------------------|
|                            | £'m       | £'m         | £'m                         |
| Closing Budget 2018/2019   | (103.448) | 107.282     | 3.834                       |
| Removal of One Off Funding |           |             |                             |
| Additional Growth          |           |             |                             |
| Removal of Savings         |           | (0.050)     | (0.050)                     |
| Opening Budget 2019/2020   | (103.448) | 107.232     | 3.784                       |

***Table 2b - oneSource non Shared Budget for Havering Opening Budget***

|                            | Income   | Expenditure | Net Income/<br>Expenditure |
|----------------------------|----------|-------------|----------------------------|
|                            | £'m      | £'m         | £'m                        |
| Closing Budget 2018/2019   | (87.385) | 90.106      | 2.721                      |
| Removal of One Off Funding |          |             |                            |
| Additional Growth          |          | 0.250       | 0.250                      |
| Removal of Savings         |          | (0.330)     | (0.330)                    |
| Opening Budget 2019/2020   | (87.385) | 90.016      | 2.641                      |

***Table 2c - oneSource non Shared Budget for Newham Opening Budget***

|                            | Income   | Expenditure | Net Income/<br>Expenditure |
|----------------------------|----------|-------------|----------------------------|
|                            | £'m      | £'m         | £'m                        |
| Closing Budget 2018/2019   | (35.320) | 42.536      | 7.216                      |
| Removal of One Off Funding |          | (1.800)     | (1.800)                    |
| Additional Growth          |          | 1.900       | 1.900                      |
| Removal of Savings         |          | (0.799)     | (0.799)                    |
| Opening Budget 2019/2020   | (35.320) | 41.837      | 6.517                      |

**One Off Funding – oneSource non Shared**

One off funding was allocated during a realignment of budgets across Newham services based on the variances reported as at period 8, the impact was an allocation of £1.8m of budget allocated to Asset Management. The funding was used to offset historic income targets in commercial property and Dockside lettings as well as NNDR budget pressures.

### **Growth – oneSource non Shared**

Newham non-shared will be allocated with growth of £1.9m for 2019-20; this replaces the £1.8m that was allocated following the period 8 budget reset in Newham.

Havering allocated £0.250m for 2019-20, as a result of the move to universal credit, which is estimated to have a direct impact on Housing Benefit collection rates.

### **Savings – oneSource Non-Shared**

There remain savings for oneSource non-shared across each authority;

#### **Havering**

- Asset Management; Commercial Property - £0.100m
- ICT; Wireless and Mobile Infrastructure - £0.100m
- Technical and Transport – Transport Income - £0.040m
- HR – Union Support - £0.040m
- Transformation of Post and Print - £0.050m

#### **Newham**

- Asset Management; Commercial Property £0.399m
- Asset Management; Commercial Property £0.400m

#### **Bexley**

- Exchequer Services – Contract Reduction - £0.050m

### **Other Considerations**

#### ***Movement of Services between Shared and Non-Shared***

The following transfer of services took place between shared and non-shared during 2018-2019.

#### **Asset Management**

- Post Room and Corporate Services; following the ongoing work around the two authorities post room transformation projects.

## **ICT**

- Havering – Education Computer Centre, this is a wholly Havering run service.

## **Legal Services**

- Electoral Registration; As part of the original oneSource business case the plans were for the two teams to combine, but this is yet to take place, therefore teams have been moved to non-shared.

## ***Movement of Services from Non-Shared***

## **Finance**

- Director of Finance and General Income and Expenditure will be transferred out of oneSource and moved to Bexley's Corporate and Finance Directorate.

## **REASONS AND OPTIONS**

The oneSource budget is developed from the three partner Councils revenue budgets which have already been agreed by full Council for each of the respective of the partners. The content of this report is for noting by the committee and is consolidating the oneSource budget from that held by the respective Councils.

### **Reasons for the decision:**

Not applicable.

### **Other options considered:**

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

The financial position of oneSource for both shared and non shared has a direct bearing on the financial position of Bexley, Havering and Newham Councils; with any overspends being shared as set out in the Joint Committee agreement. Delivering of oneSource services within the set budget is therefore vital to each council meeting their Financial Strategy.

Robust financial management processes are in place across oneSource and the financial performance against the set budget will be monitored through the Joint Committee inline with current practice.

**Legal implications and risks:**

There are no immediate legal implications arising from this report.

**Human Resources implications and risks:**

There are no immediate HR implications arising from this report.

**Equalities implications and risks:**

There are no equalities implications arising from this report.

**BACKGROUND PAPERS**

None



Appendix A - oneSource Shared Based Budget 2019-2020

|  | Closing Budget 2018-19 |               |               |               | Removal of one off Funding |                |                |                | Savings         |                |               |                | Growth/Realignemnt |               |               |              | Opening Budget 2019-20 |               |               |               |
|--|------------------------|---------------|---------------|---------------|----------------------------|----------------|----------------|----------------|-----------------|----------------|---------------|----------------|--------------------|---------------|---------------|--------------|------------------------|---------------|---------------|---------------|
|  | Havering<br>£'m        | Newham<br>£'m | Bexley<br>£'m | Total<br>£'m  | Havering<br>£'m            | Newham<br>£'m  | Bexley<br>£'m  | Total<br>£'m   | Havering<br>£'m | Newham<br>£'m  | Bexley<br>£'m | Total<br>£'m   | Havering<br>£'m    | Newham<br>£'m | Bexley<br>£'m | Total<br>£'m | Havering<br>£'m        | Newham<br>£'m | Bexley<br>£'m | Total<br>£'m  |
| <b>oS Asset Management Services</b>              |                        |               |               |               |                            |                |                |                |                 |                |               |                |                    |               |               |              |                        |               |               |               |
| Health & Safety                                  | 0.273                  | 0.316         |               | 0.589         |                            |                |                |                |                 |                |               |                |                    |               |               |              | 0.273                  | 0.316         |               | 0.589         |
| Asset Management Services                        | 0.341                  | (0.014)       |               | 0.327         |                            |                |                |                |                 |                |               |                |                    |               |               |              | 0.341                  | (0.014)       |               | 0.327         |
| Facilities Management                            | 0.551                  | 0.498         |               | 1.048         | (0.290)                    |                |                | (0.290)        | (0.037)         | (0.055)        |               | (0.092)        |                    |               |               |              | 0.224                  | 0.443         |               | 0.666         |
| Property   | 0.364                  | (0.047)       |               | 0.317         |                            |                |                |                |                 |                |               |                |                    |               |               |              | 0.364                  | (0.047)       |               | 0.317         |
| <b>oS Business Services</b>                      |                        |               |               |               |                            |                |                |                |                 |                |               |                |                    |               |               |              |                        |               |               |               |
| Business Services                                | 0.622                  | (0.152)       |               | 0.470         |                            |                |                |                | (0.150)         | (0.128)        |               | (0.278)        |                    |               |               |              | 0.472                  | (0.280)       |               | 0.192         |
| <b>oS Exchequer &amp; Transactional Services</b> |                        |               |               |               |                            |                |                |                |                 |                |               |                |                    |               |               |              |                        |               |               |               |
| Council Tax and Benefits                         | 2.013                  |               | 0.250         | 2.263         |                            |                |                |                |                 |                |               |                |                    |               |               |              | 2.013                  |               | 0.250         | 2.263         |
| Debt Management / Recovery                       | (0.150)                | (0.068)       | (0.130)       | (0.348)       |                            |                |                |                | (0.067)         |                |               | (0.067)        |                    |               |               |              | (0.217)                | (0.068)       | (0.130)       | (0.415)       |
| DETs Management                                  | 0.735                  | 0.164         | 0.041         | 0.940         |                            |                |                |                |                 |                |               |                |                    |               |               |              | 0.735                  | 0.164         | 0.041         | 0.940         |
| Finance - Rec/pay/income/client unit             | 0.968                  | 0.963         | 0.386         | 2.317         | (0.192)                    |                |                | (0.192)        | (0.039)         |                |               | (0.039)        |                    |               |               |              | 0.737                  | 0.963         | 0.386         | 2.086         |
| HR - Trans HR/Hier                               | 0.657                  | 0.467         |               | 1.124         |                            |                |                |                |                 |                |               |                |                    |               |               |              | 0.657                  | 0.467         |               | 1.124         |
| NNDR   | 0.226                  | 0.348         |               | 0.574         |                            |                |                |                |                 |                |               |                |                    |               |               |              | 0.226                  | 0.348         |               | 0.574         |
| Payroll  | 0.258                  | 0.543         |               | 0.801         | (0.064)                    |                |                | (0.064)        |                 | (0.058)        |               | (0.058)        |                    |               |               |              | 0.194                  | 0.485         |               | 0.679         |
| <b>oS Finance</b>                                |                        |               |               |               |                            |                |                |                |                 |                |               |                |                    |               |               |              |                        |               |               |               |
| Audit, Risk, Insurance & Fraud                   | 0.371                  | 0.370         | 0.484         | 1.224         |                            |                |                |                |                 |                |               |                |                    |               |               |              | 0.371                  | 0.370         | 0.484         | 1.224         |
| Corporate & Operational Finance                  | 2.572                  | 3.477         | 1.770         | 7.819         | (0.048)                    | (0.191)        | (0.118)        | (0.357)        | (0.055)         | (0.082)        |               | (0.137)        | 0.052              | 0.057         | 0.031         | 0.140        | 2.521                  | 3.261         | 1.683         | 7.465         |
| Procurement                                      | 0.283                  | 0.806         |               | 1.089         | (0.020)                    |                |                | (0.020)        |                 |                |               |                |                    |               |               |              | 0.263                  | 0.806         |               | 1.069         |
| <b>oS ICT Services</b>                           |                        |               |               |               |                            |                |                |                |                 |                |               |                |                    |               |               |              |                        |               |               |               |
| ICT Services                                     | 4.265                  | 4.643         |               | 8.908         | (0.052)                    | (0.147)        |                | (0.199)        | (0.056)         | (0.084)        |               | (0.140)        |                    |               |               |              | 4.157                  | 4.412         |               | 8.569         |
| <b>oS Legal &amp; Governance</b>                 |                        |               |               |               |                            |                |                |                |                 |                |               |                |                    |               |               |              |                        |               |               |               |
| Legal  | 0.928                  | 1.694         |               | 2.621         |                            |                |                |                | (0.032)         | (0.048)        |               | (0.080)        |                    |               |               |              | 0.896                  | 1.646         |               | 2.541         |
| <b>oS Strategic &amp; Operational HR</b>         |                        |               |               |               |                            |                |                |                |                 |                |               |                |                    |               |               |              |                        |               |               |               |
| HR   | 1.316                  | 2.405         |               | 3.721         | (0.279)                    | (0.092)        |                | (0.371)        | (0.021)         | (0.032)        |               | (0.053)        |                    |               |               |              | 1.016                  | 2.281         |               | 3.297         |
| <b>Total</b>                                     | <b>16.593</b>          | <b>16.410</b> | <b>2.801</b>  | <b>35.804</b> | <b>(0.945)</b>             | <b>(0.430)</b> | <b>(0.118)</b> | <b>(1.493)</b> | <b>(0.457)</b>  | <b>(0.487)</b> |               | <b>(0.944)</b> | <b>0.052</b>       | <b>0.057</b>  | <b>0.031</b>  | <b>0.140</b> | <b>15.243</b>          | <b>15.551</b> | <b>2.714</b>  | <b>33.507</b> |

## Appendix B - oneSource Bexley Non Shared Based Budget 2019-2020

|                    | Closing Budget 2018-19<br>£'m | Removal of one off<br>Funding<br>£'m | Savings<br>£'m | Growth/Realignemnt<br>£'m | Opening Budget 2019-20<br>£'m |
|--------------------|-------------------------------|--------------------------------------|----------------|---------------------------|-------------------------------|
| Exchequer Services | 3.834                         |                                      | (0.050)        |                           | 3.784                         |
| <b>Total</b>       | <b>3.834</b>                  |                                      | <b>(0.050)</b> |                           | <b>3.784</b>                  |

## Appendix C - oneSource Havering Non Shared Based Budget 2019-2020

|   | Closing Budget 2018-19<br>£'m | Removal of one off Funding<br>£'m | Savings<br>£'m | Growth/Realignemnt<br>£'m | Opening Budget 2019-20<br>£'m |
|---|-------------------------------|-----------------------------------|----------------|---------------------------|-------------------------------|
| A5200C Exchequer Services               | (1.092)                       |                                   |                | 0.250                     | (0.842)                       |
| A5350C Business Services                | 0.056                         |                                   |                |                           | 0.056                         |
| A5650C Technical and Transport Services | (0.124)                       |                                   | (0.040)        |                           | (0.164)                       |
| A5800C Asset Management                 | 0.709                         |                                   | (0.150)        |                           | 0.559                         |
| A5850C Strategic HR & OD                | 0.452                         |                                   | (0.040)        |                           | 0.412                         |
| A5900C Legal & Democratic Svs           | 1.957                         |                                   |                |                           | 1.957                         |
| A5950C ICT Services                     | 0.763                         |                                   | (0.10)         |                           | 0.663                         |
|   | <b>2.721</b>                  |                                   | <b>(0.330)</b> | <b>0.250</b>              | <b>2.641</b>                  |

## Appendix D - oneSource Newham Non Shared Based Budget 2019-2020

|                                   | Closing Budget 2018-19<br>£'m | Removal of one off Funding<br>£'m | Savings<br>£'m | Growth/Realignemnt<br>£'m | Opening Budget 2019-20<br>£'m |
|-----------------------------------|-------------------------------|-----------------------------------|----------------|---------------------------|-------------------------------|
| G5010C Finance                    | 0.568                         |                                   |                |                           | 0.568                         |
| G5020C Human Resources            | 0.692                         |                                   |                |                           | 0.692                         |
| G5030C Legal & Democratic         | 0.878                         |                                   |                |                           | 0.878                         |
| G5040C Asset Management           | 4.564                         | (1.800)                           | (0.799)        | 1.900                     | 3.865                         |
| G5050C LBN Transactional Services | (0.395)                       |                                   |                |                           | (0.395)                       |
| G5060C ICT Services               | 0.909                         |                                   |                |                           | 0.909                         |
| <b>Total</b>                      | <b>7.216</b>                  | <b>(1.800)</b>                    | <b>(0.799)</b> | <b>1.900</b>              | <b>6.517</b>                  |



## **ONESOURCE JOINT COMMITTEE**

**5 April 2019**

**Subject heading:**

**oneSource branding alternatives**

**Report author and contact details:**

**Daniel Fenwick  
Daniel.Fenwick@oneSource.co.uk  
01708432714**

**Financial Summary**

**There are no specific financial implications involved in reviewing the branding alternatives for oneSource.**

### **SUMMARY**

The existing oneSource brand has been in place for five years and was intended to provide the shared service with an identity that staff could share and a brand that could be marketed externally to attract business. Five years on, it is now important to review whether it is fit for purpose considering the changing priorities of the partner councils.

To date, an audit of the various channels through which oneSource is branded has been conducted. Recommendations have been made as to whether branding should be retained, reduced or removed for each of these channels. Furthermore, quick wins have already been implemented to reduce the visibility of branding in some areas.

### **RECOMMENDATIONS**

The Committee is asked to note the contents of the report presentation attached and recommend whether each medium of oneSource communication has its branding retained, reduced or removed (including the name of the shared service), whilst taking into account the practicality and feasibility of implementing decisions.

## REPORT DETAIL

Please see attached power point presentation

## IMPLICATIONS AND RISKS

### **Financial implications and risks:**

There are no significant financial implications and risks associated with this report.

### **Legal implications and risks:**

There are no immediate legal implications arising from this report.

### **Human Resources implications and risks:**

There are no significant HR implications and risks associated with this report.

### **Equalities implications and risks:**

There are no significant Equalities implications and risks associated with this report.

## BACKGROUND PAPERS

None

# Branding Options

# Context

**The existing branding has been in place for 5 years.**

**It focusses on a distinct and “separate” identity for oneSource.**

**This reflected the priorities of the time when:**

- **Distinct branding was needed to reflect the new innovative direction**
- **It provided a brand for external marketing and the original intention to trade commercially**

**Important to review – 5 years on - if continues to be fit for purpose**



# Context

**Factors taken into account and balanced:**

- **The priority to embed oneSource services into the culture and priorities of the partner councils, as articulated in the draft Improvement Plan**
- **The consequent lower priority for external expansion and the impact on overt / proactive external marketing and branding**

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**The services that generate significant income for the partner Councils based on the oneSource brand**

- **The positive benefits of oneSource having a partner focussed identity and culture as a shared support service – also as a “neutral” identity**
- **Avoiding change for change’s sake**
- **Practical issues and costs**

# Work to date

- **Audit of current oneSource branding / identity and created a schedule of branding considerations.**
- **Prepared options including retention and removal**
- **Identified the various channels through which “oneSource” is branded and the potential impact of complete removal**
- **Quick wins to reduce visible branding: ppt template, desktop screensavers, service plans, pull up banners and email communications from ICT.**

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# Options

- **Provide some options for branding to test the “look and feel” of different levels of branding**
- **Proposed areas for :**
  - **Retention**
  - **Reduction or**
  - **Removal**

# Name

## Options

- Retain name – internally and external
- Revert back to Havering / Newham / Bexley
- New generic name for internal use e.g “shared services”
- Change name internal but keep externally

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## Recommendation

- Retain the current name – we can address wish for change in the rebranding of oneSource rather than change of name

## Factors

- Recognisable; neutral; positive external brand; practical
- Against – is this sufficient change?

# General Brand Presentation

## Options

1. Retain oneSource branding
2. Service name, e.g. “Property Services”
3. Council, service name and / or retain low level oneSource branding “*oneSource – your shared service working for Bexley, Havering & Newham councils*” in footer/header.

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## Recommendation



- **3: Clear Council identity with recognition of the oneSource service being a shared service across the three / two councils.**

# Examples

## Option 1

## Current letterhead

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|  |   |
|--|---|
| <hr/>  |   |
| <p>Working on behalf of</p>   |    |
| <p>Mr A Sample<br/>Sample Street<br/>Sample Town<br/>Sample County<br/>SA3 MP1</p>   | <p>Double click here to amend your address details.<br/>Double click here to amend your address details.<br/>Post Code</p> <hr/> <p>W www.onesource.co.uk</p> |
| <p>Enter Date Here<br/>Your Ref: 123456789<br/>Our Ref: 123456789</p>  |   |
| <p>Dear XXX</p> <p>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br/>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br/>The quick brown fox jumps over the lazy dog.</p> <p>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br/>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br/>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br/>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br/>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.</p> |   |
| <p>Yours sincerely</p>   |   |
| <p><b>John Smith</b><br/>Property Services Advisor<br/>Property Services<br/>T: 020 3373 4000<br/>M: 07788 787878<br/>E: john.smith@onesource.co.uk</p>  |   |

# Examples

## Option 2

### Letter with just service

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| Property Services   |  |
|---|--|
| Double click here to amend your address details.<br>Double click here to amend your address details.<br>Post Code   |  |
| W www.onesource.co.uk   |  |
| Mr A Sample<br>Sample Street<br>Sample Town<br>Sample County<br>SA3 MP1   | Enter Date Here<br>Your Ref: 123456789<br>Our Ref: 123456789 |
| Dear XXX  |  |
| The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br>The quick brown fox jumps over the lazy dog.  |  |
| The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.<br>The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. |  |
| Yours sincerely   |  |
| John Smith<br>Property Services Advisor<br>T: 020 3373 4000<br>M: 07788 787878<br>E: John.Smith@onesource.co.uk   |  |

# Examples

## Option 3

Letterhead with  
council, service  
name and low-level  
oneSource mention

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**Property Services**  
Town Hall  
Main Road  
Romford RM1 3BB

[www.havering.gov.uk](http://www.havering.gov.uk)

Name  
Address1  
Address2  
Address3  
Postcode

Enter date here  
Your ref: 123456789  
Our ref: 123456789

Dear XXX

The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.

Yours sincerely

**John Smith**  
Property Services Advisor  
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*oneSource – your shared services working for Bexley, Havering & Newham councils*

Cleaner, Safer, Prouder Together



# Strap line

## Options

1. Retain oneSource strapline: *oneSource – working on behalf of Bexley, Havering and Newham Councils*
2. Emphasize shared service to embed new approach:  
*oneSource – your shared service working for Bexley, Havering and Newham Councils / oneSource – the shared services of Bexley, Havering and Newham Councils*
3. Generic strapline: *the shared services of Bexley, Havering and Newham councils*

## Recommendation

- 2 clearly identifies that oneSource is a shared service between the partner councils

# Email signatures strap line examples

## Current

Name | Role | Post-nominal letters

Address line

T: XXX XXXX XXXX

E: name.surname@oneSource.co.uk

**oneSource** – working on behalf of Bexley, Havering and Newham councils

www.onesource.co.uk

Twitter: @oneSourceUK

## Council and shared service emphasis

Name | Role | Post-nominal letters

*Council (for which the work is being carried out for) & service/department*

Address line

T: XXX XXXX XXXX

E: name.surname@oneSource.co.uk

**oneSource** - your shared service working for Bexley, Havering and Newham councils

# Other Branding

| Branding                        | Options  | Factors / recommendation   |
|---------------------------------|--|--|
| <div>Page 6</div> Email address | Current: @onesource.co.uk<br>Council: @bexley.gov.uk<br>New: e.g.<br>@sharedservices.co.uk<br><br>(add footer “ <b>oneSource – your shared service working for Bexley, Havering &amp; Newham councils</b> ”) | <u>Recommendation</u><br>Retain current model<br><br><u>Reasons</u> <ul style="list-style-type: none"> <li>- Consistency and recognisable: internal and external</li> <li>- No evidence that a major concern</li> <li>- Neutral across the 3 boroughs and with external partners</li> </ul>                              |
| <div>Page 7</div> Signatures    | See general branding for options   | <u>Recommendation</u> <ul style="list-style-type: none"> <li>- “..... Legal Services”</li> <li>- “<b>oneSource – your shared service working for Bexley, Havering &amp; Newham councils</b>” to footer</li> </ul> <u>Reasons</u><br>Balances Council identity and oneSource brand<br>Will work internally and externally |

# Other Branding

| Branding   | Options   | Factors / recommendation  |
|--|---|---|
| Telephone and personal greetings<br><br><div>Page 64</div> | <ul style="list-style-type: none"> <li>- Keep oneSource branding</li> <li>- Change to service name and corporate greeting.</li> <li>- Retain oneSource where the external branding is also oneSource, e.g. enforcement but service name where not, e.g. HR when doing external casework.</li> </ul> | <u>Recommendation</u> <ul style="list-style-type: none"> <li>- Move to service name and corporate greeting.</li> <li>- Retain oneSource branding where consistent with external branding.</li> </ul> <u>Factors</u> <ul style="list-style-type: none"> <li>- Simple change and recognition as embedded service</li> <li>- oneSource brand unnecessary</li> <li>- External branding is consistent and avoids confusion.</li> </ul> |
| Other Written Materials                                    | e.g. Induction materials, report template & policy documents <ul style="list-style-type: none"> <li>- Move to service name &amp; Council</li> <li>- Retain oneSource</li> </ul>   | <u>Recommendation</u> <ul style="list-style-type: none"> <li>- Brand as Council or Councils where shared materials and low key oneSource branding</li> </ul> <u>Factors</u> <ul style="list-style-type: none"> <li>• As above</li> </ul>  |

# Other Branding

| Branding   | Options   | Factors / recommendation   |
|--|---|--|
| <p>Job Descriptions and recruitment materials</p> <p>Page 65</p> | <ul style="list-style-type: none"> <li>• Keep oneSource branding</li> <li>• Remove oneSource branding</li> <li>• Reduce oneSource branding</li> </ul> | <p><u>Recommendation</u></p> <ul style="list-style-type: none"> <li>• Keep oneSource branding but with prominent co-branding of 3 partner Councils</li> <li>• Increase borough based material in recruitment</li> </ul> <p><u>Factors</u></p> <ul style="list-style-type: none"> <li>• oneSource has a positive impact on recruitment generating applications because of shared working</li> <li>• JD's have specific requirements for shared working and cross borough working</li> </ul> |

# Minor Issues

| Branding                                     | Branding options                   |                            |              |
|--|------------------------------------|----------------------------|--------------|
|  | oneSource - your shared service... | Council plus “working for” | Council only |
| Templates                                    |                                    | x                          |              |
| ID cards                                     |                                    |                            | x            |
| Lanyards                                     |                                    |                            | x            |
| Commercial brochures / banners / merchandise | x                                  |                            |              |
| Services plans                               |                                    | x                          |              |
| Intranet                                     |                                    | x                          |              |
| Telephone display                            |                                    |                            | x            |
| Website (limited external use)               | x                                  |                            |              |
| Twitter / LinkedIn (limited external use)    | Use for recruitment & external use |                            | x            |

# External Marketing

- Stop proactive marketing
- Keep presence at key events / conferences
- Limited marketing of successful and “market ready” commercial services, e.g. enforcement, health and safety, in vestigations.

Reactive marketing where approached by potential customers

# Communications

## Within oneSource

- Continued intranet site for internal comms and information
- Internal communications with oneSource staff to continue to build positive culture and communicate key messages relevant to oneSource and partner Councils
- oneSource staff to be included in partner Council internal comms as default and invited to engagement events etc.

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## oneSource to Partner Councils

- About service provision and key changes e.g. staffing
- Newsletters to client groups e.g. legal updates
- Positive stories and developments

## External Publicity

- In coordination with Partner Comms team and sign off as Partner Council



# Implementation

- **Agreement by Joint Committee**
- **Branding preparation**
- **Agree launch date**
- **Comms plan with staff and partner councils**
- **Implementation plan to be agreed by .....**

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