



ONESOURCE JOINT COMMITTEE AGENDA

| | | |
|-----------------|--------------------------------|---|
| 10.30 am | Friday 12 July 2019 | Rooms W4.06 and W4.07, Newham Dockside |
|-----------------|--------------------------------|---|

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:
Anthony Clements, Principal Democratic Services Officer
anthony.clements@onesource.co.uk
Tel: (01708 433065)**

NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

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

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

2. MOBILE COMMUNICATIONS DEVICES

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

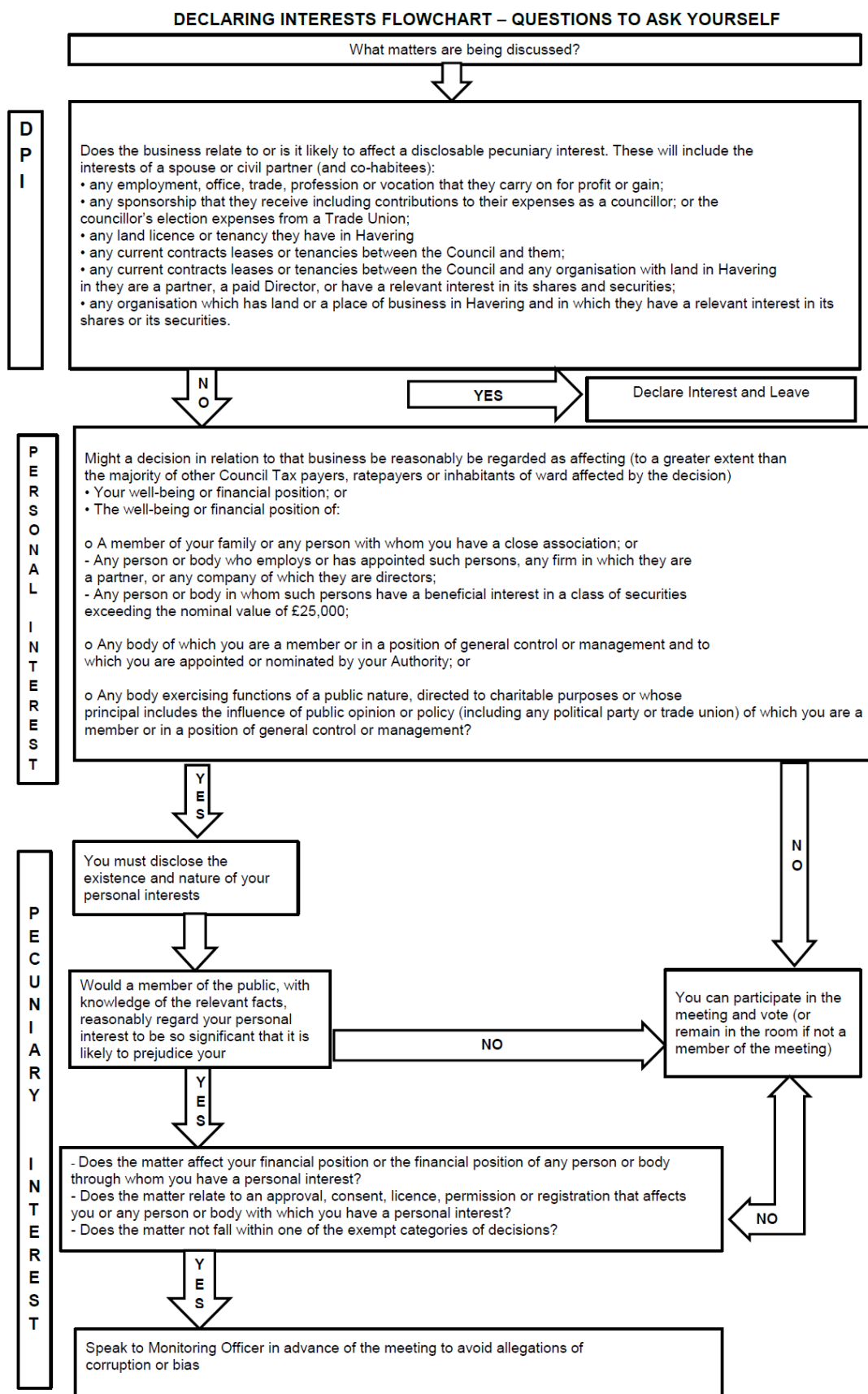
3. CONDUCT AT THE MEETING

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

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

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

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



AGENDA ITEMS

1 ELECTION OF CHAIRMAN AND VICE CHAIRMAN

Nominations are invited for the election of the Chairman and Vice Chairman of the Committee for the 2019/20 municipal year.

Note: As per the oneSource legal agreement, the Chairman for the 2019/20 municipal year will be from Havering and the Vice Chair from Newham.

2 APOLOGIES FOR ABSENCE

(if any) – receive.

3 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

4 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.

5 MINUTES (Pages 1 - 8)

To approve as a correct record the minutes of the meetings of the Joint Committee held on 5 and 12 April 2018, and 3 May 2018, and to authorise the Chairman to sign them.

6 2018/19 FINANCIAL OUTTURN REPORT (Pages 9 - 14)

Report attached.

7 SHARED SAVINGS (Pages 15 - 20)

Report attached.

8 PERFORMANCE MANAGEMENT BRIEFING PAPER (Pages 21 - 28)

Briefing paper attached.

9 IMPROVEMENT AND ACTION PLAN UPDATE (Pages 29 - 60)

Report attached.

10 COMMERCIAL PROTOCOL (Pages 61 - 70)

Report attached.

11 COMMUNICATIONS AND BRANDING UPDATE (Pages 71 - 78)

Report attached.

12 CHANGES TO HAVERING EXECUTIVE DELEGATION TO ONESOURCE OFFICERS IN RELATION TO WRITE-OFF OF DEBT (Pages 79 - 84)

Report attached.

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**MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Havering Town Hall
Friday, 5 April 2019
(10.00 - 11.40 am)**

Present:

Councillors Terence Paul (Chairman), 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.

13 DISCLOSURES OF INTEREST

There were no disclosures of interest made.

14 MINUTES

The minutes of the meeting of the Joint Committee held on 14 December 2018 were agreed as a correct record and signed by the Chairman.

15 ONESOURCE IMPROVEMENT PLAN

It was reported that 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 were already underway.

The Improvement and Action Plan, included as an appendix to the report, would 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 would be kept under review to reflect partner Council priorities.

It was commented that the culture change programme needed to be more embedded into the improvement plan and that there was insufficient clarity

regarding the allocation of resources to support the partners authorities, this was particularly relevant given the differing priorities of the partners and, specifically, the senior management reorganisation at Newham.

It was added also that whilst there had been consensus that oneSource should primarily deliver their corporate priorities and support council services rather than generate external business, the Improvement Plan should nevertheless include a protocol on how requests for oneSource support services by external parties are evaluated.

The Committee resolved:

1. To agree the oneSource Improvement Plan and Action Plan subject to the amendments as outlined in the body of minute 15
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 were 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 would agree the resources available to deliver the Improvement Plan, following the approach outlined in the report.

16 ONESOURCE FORECAST FINANCIAL POSITION AS AT FEBRUARY 2019

It was explained that the time of drafting the report the oneSource accounts were in the process of being finalised. It was explained therefore that the Period 11 position was being reported and that an updated outturn position would be presented at the next Joint Committee meeting.

The oneSource shared forecast for Period 11 was an underspend of (£0.375m). The projected outturn split between the three boroughs was (£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 were a £0.056m overspend for Havering, (£0.027m) underspend for Newham and nil variance for Bexley.

The shared and non positions were 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 was £12.191m for shared, and £1.326m for non-shared.

The Joint Committee noted the Period 11 oneSource forecasted outturn position as at February 2019

17 ONESOURCE BUDGET 2019/2020

The report before Members set 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 was £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.

It was noted that inflation had been agreed within each authority but had not been loaded into the financial system at the time of reporting.

The Joint Committee noted the based budget for oneSource services for 2019/2020 and the services that had been transferred between shared and non-shared during 2018-19.

18 ONESOURCE BRANDING ALTERNATIVES

It was explained in the report that the existing oneSource brand had been in place since its inception almost five years ago. The brand was intended to provide the shared service with an identity that staff could share and that could be marketed externally to attract business. With the changing priorities of the partner councils there was debate as to whether the branding remained fit for purpose.

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

The Joint Committee debated the merits of the current logo/branding and whether there needed to be variations to reflect the partner authority receiving the service.

The Joint Committee noted the report and recommended option 3 as its preferred brand.

19 MEETING DATES 19/20

The Joint Committee noted the dates for its meeting for the 19/20 municipal year:

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

Chairman

Public Document Pack

**MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Committee Room 2 -
Havering Town Hall
Friday, 12 April 2019
(9.30 am - 12.50 pm)**

Present:

Councillors Terence Paul (Chair), 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.

Apologies were received for the absence of Councillors: Robert Benham

20 DISCLOSURES OF INTERESTS

There were no disclosures of interest.

21 EXCLUSION OF THE PUBLIC

The joint committee resolved to exclude members of the public from the remainder of the meeting on the grounds that it was likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 1 of Schedule 12A to the Local Government Act 1972.

22 APPOINTMENT TO THE POST OF EXECUTIVE DIRECTOR

The Joint Committee interviewed two applicants for appointment to this position. It carefully considered their respective merits and satisfied itself as to their competency by reference to their written profiles, oral presentations and the answers to questions concerning the role and by wider questioning.

The Joint Committee agreed on a suitable candidate for the post and indicated a provisional intention to make an offer to Simon Pollock.

Chairman

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**MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Newham Dockside,
Rooms EG05 and EG06
Friday, 3 May 2019
(9.30 am - 12.55 pm)**

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.

23 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

24 EXCLUSION OF THE PUBLIC

The joint committee resolved to exclude members of the public from the remainder of the meeting on the grounds that it was likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 1 of Schedule 12A to the Local Government Act 1972.

**25 APPOINTMENT TO THE POST OF DIRECTOR OF HUMAN RESOURCES
AND ORGANISATIONAL DEVELOPMENT - ONESOURCE SHARED
SERVICES**

The Joint Committee interviewed two applicants for appointment to this position. It carefully considered their respective merits and satisfied itself as to their competency by reference to their written profiles, oral presentations and the answers to questions concerning the role and by wider questioning.

The Joint Committee agreed on a suitable candidate for the post and indicated a provisional intention to make an offer to Ben Plant.

Chairman



HAVERING AND NEWHAM SHARED BACK OFFICE SUPPORT SERVICE

| | |
|---|--|
| JOINT COMMITTEE | 12 th July 2019 |
| Subject heading: | oneSource 2018-19 Outturn Position |
| Report author and contact details: | Mark Hobson Mark.Hobson@oneSource.co.uk 0203 373 9736 |
| Financial summary: | <p>The overall oneSource shared 2018/19 outturn position shows an underspend of (£0.727m).</p> <p>The Havering, Newham and Bexley non shared outturn positions are underspends of (£0.835m), (£1.193m) and (£0.445m) respectively.</p> |
| Is this a Key Decision? | No |

SUMMARY

The overall oneSource shared outturn position shows an underspend of (0.727m), split between Havering, Newham and Bexley as follows; (£0.307m) to Havering, (£0.418m) to Newham and (£0.002m) to Bexley. Havering and Newham transferred their share of the 2018/19 underspend into their respective oneSource reserves. Bexley's share of the underspend was not material enough in nature to transfer to their oneSource reserve.

The non-shared areas closed with the following variances:- Havering non-shared (£0.835m), Newham non-shared (£1.193m) and Bexley non-shared (£0.445).

RECOMMENDATIONS

The Joint Committee is asked to: -

- note the 2018-19 oneSource outturn position and transfer to reserves;

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| REPORT DETAIL |
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Background

oneSource shared areas are funded by Havering, Newham and Bexley Councils in order to deliver shared back office support services. Joint working has delivered savings of £12.2m to the partner councils up to the end of 2018/19 and is set to realise an additional £0.950m in 2019/20 taking savings to over £13m since inception.

oneSource is also responsible for the management of non-shared areas within each council, including the delivery of a large number of savings within the non-shared budgets (for example lettings income generation) and across the wider councils (for example procurement contract savings).

The 2018/19 financial position set out in this report is still subject to the external audit process within each Council however no adjustments are anticipated.

The budget, spend and outturn figures included controllable budgets only ie those which service managers directly influence and control through the delivery of their services. The non-controllable elements, which have been excluded, largely relate to corporate activity and technical accounting adjustments e.g. recharges, capital charges etc. No significant variances occur at the year end in relation to these as the expenditure incurred is matched by the necessary budget.

oneSource 2018/19 Outturn Position

Shared

The 2018/19 total oneSource controllable outturn position is an underspend of (£0.727m). The underspend is split between Havering, Newham and Bexley in the following amounts; Havering (£0.307m), Newham (£0.418m) and Bexley (£0.002m).

The Havering and Newham underspend was transferred into their oneSource reserve at year end for use in future years. Bexley's underspend was not material enough to transfer into their oneSource reserve.

The underspend of (£0.727m) is made up of a number of overspends and underspends across services. Exchequer and Transactional's underspend of (£0.916m) was derived in the main from over-achievement of income against target in relation to enforcement services (£0.450m) and vacancy management. The service is currently recruiting to a number of vacant posts and the enforcement income target is increased for 2019/20 as part of delivering the 2019/20 savings both of which will reduce the forecasted underspend for 2019/20. Legal services' underspend of (£0.338) was in the main a result of legal cost income which is sporadic in nature and recharge income as well as some staffing underspends. HR had a small underspend of (£0.081) which was an aggregation of a number of smaller underspends across a number of different budgets. Business services had an underspend of (£0.386m) due to vacancies and a budget pertaining to prior years overachievement of savings against original oneSource business case. Both the prior year savings budget and the vacancies are due to be offered up as on-going savings in 2019/20.

Partly offsetting these underspends was an overspend within finance of £0.373 which was largely due to the cost of agency staff over and above the vacant permanent posts being covered. Recruitment is currently underway and it is hoped that the outcome of this will be to reduce this pressure in 2019/20. ICT overspent by £0.255m due to an inability to recover printing costs owing to a reduction in the use of print. Asset Management overspent by £0.363m due to a shortfall in recharge income against target. Processes have been put in place which aim to maximise recharge income from 2019/20 onwards which is hoped will mitigate this pressure going forwards.

Haverling non-shared

The 2018/19 outturn for Haverling non-shared is an underspend of (£0.835m). The main underspends within the Haverling non-shared outturn relate to commercial property income and housing benefits overpayments. Additional savings have been loaded into the budget relating to commercial property income for 202019/20. The underspend within Exchequer services has not been profiled into the budget for 2018/19 because it is expected that Universal Credit will adversely impact on the amount of overpayment income able to be recovered in the future.

Newham non-shared

The 2018/19 outturn for Newham non-shared is an underspend (£1.193m).

Corporate Landlord reported a (£1.5m) underspend following delays to a number of repairs and maintenance works. A framework and plan is being put in place to ensure works are carried out and spend takes place in 2019/20. Commercial Property reported an underspend of (£0.770m), as a result of in-year rent reviews and lease renewals generating increased income. This area has seen an additional £0.799m of savings profiled into its budget for 2019/20. In 2017/18 a number of invoices were receipted in error relating to PFI. This was reversed in 2018/19 resulting in a one-off favourable benefit of £1.1m. This one-off benefit was

partly offset by pressures relating to the increased cost of NNDR due to the stair case ruling and pressures within technical services around savings and income targets both of which are ongoing in nature.

Finance reported an overspend due to the pension deficit costs of the externalised small businesses and the additional audit fees incurred following the overrun of the 2016-17 year end audit as well as increase costs relating to card processing fees.

Bexley non-shared

The 2018/19 outturn for Bexley non-shared in an underspend of (£0.445m). The underspend related to favourable performance against budget with regard to housing benefit subsidy as well as some unbudgeted grant income.

oneSource reserve

The table below shows the oneSource reserve position after the contribution of the 2018/19 underspend:

| | Bexley £ | Havering £ | Newham £ | Total £ |
|--|---------------------|-----------------------|---------------------|--------------------|
| Closing Balance as at 31st March 2019 | (63,112) | (867,880) | (995,042) | (1,926,034) |

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial risks or implications inherent within the noting of the 2018/19 outturn position for oneSource.

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

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HAVERING AND NEWHAM SHARED BACK OFFICE SUPPORT SERVICE

| | |
|---|--|
| JOINT COMMITTEE | 12th July 2019 |
| Subject heading: | oneSource shared savings |
| Report author and contact details: | Daniel Fenwick Daniel.Fenwick@oneSource.co.uk01 708 432714 |
| Financial summary: | oneSource shared savings for 19/20 are £943,000. Existing future years savings across 2020/21 – 2022/23 are £2,456,000. Potential additional future years savings across 2020/21 – 2022/23 are £4m. |
| Is this a Key Decision? | No |

SUMMARY

oneSource has delivered in the region of £13m since its inception in 2014/15 for the three partner authorities.

Its current 2019/20 controllable budget is £31.8m net of income and 2019/20 savings.

There are savings planned for future years totalling £1,058,000 in 2020/21, £1,092,000 in 2021/22 and £306,000 in 2022/23 which have been built into the partner councils' MTFS.

In addition to this as part of their work to close their future year budget gaps, Newham and Havering councils have outlined aspirations to build in a further £3.8m and £200k respectively into their oneSource shared budgets.

RECOMMENDATIONS

The Joint Committee is asked to: -

- Consider the size of the savings due from oneSource shared budgets between 2019/20 – 2022/23;
- Note the plans for delivery of savings;
- Consider the split of the savings between authorities and the impact that this could have on the partner boroughs.

REPORT DETAIL

oneSource 2019/20 Shared Savings

The total 2019/20 oneSource shared saving is £943,000 which is split between the authorities as outlined in Table 1.

Table 1: Shared 2019/20 savings per authority:

| 19/20 Savings | Havering | Newham | Bexley | Total |
|---|-----------------|---------------|---------------|--------------|
| oneSource Reduction in oneSource support | - 100,000 | - 150,000 | | - 250,000 |
| oneSource Investment in ICT and automations | - 100,000 | - 212,000 | | - 312,000 |
| oneSource General Efficiency | - 125,000 | - 125,000 | | - 250,000 |
| Sale of oneSource services | - 64,000 | | | |
| Enforcement Income | - 67,000 | | | |
| TOTAL | - 456,000 | - 487,000 | - | - 943,000 |
| % | 48% | 52% | 0% | |

oneSource plans to deliver the 2019/20 savings on an ongoing basis, in full, in this financial year via the following actions:

- £200k business improvement restructure;
- £200k enforcement income;
- £200k savings within ICT;
- £143k review of budgets/ZBB exercise;
- £100k release of prior years savings;
- £50k funding swap re training budgets;
- £50k court fee income

It should be noted that none of the planned actions impact on areas to which Bexley contribute budget/receive services (other than enforcement which is shared based on caseload percentages) therefore Bexley will not experience a reduction in service provision as a result of oneSource delivering the 19/20 savings on behalf of Havering and Newham. The impact of future years savings could result in savings to Bexley dependent on where the savings are coming from.

oneSource Existing Future Years Shared Savings

The oneSource savings for future years total £2,456,000 between 2020/21 – 2022/23. These have been built into each authority's respective MTFS.

Table 2: Future years' savings by item

| Existing Future Years Savings | 2020/21 | 2021/22 | 2022/23 | Total |
|---|----------------|----------------|----------------|--------------|
| oneSource Reduction in oneSource support | - 200,000 | - 198,000 | - 48,000 | - 446,000 |
| oneSource Investment in ICT and automations | - 300,000 | - 388,000 | - | - 688,000 |
| oneSource include more services into model | - 200,000 | - 200,000 | - | - 400,000 |
| oneSource General Efficiency | - 250,000 | - | - | - 250,000 |
| <i>Sale of oneSource services</i> | - 64,000 | - 279,000 | - 214,000 | - 557,000 |
| <i>Enforcement Income</i> | - 44,000 | - 27,000 | - 44,000 | - 115,000 |
| TOTAL | - 1,058,000 | - 1,092,000 | - 306,000 | - 2,456,000 |

Table 3: Future years' savings by authority

| Year | Havering | Newham | Bexley | Total |
|--------------|-----------------|---------------|---------------|--------------|
| 2020/21 | - 583,000 | - 475,000 | | - 1,058,000 |
| 2021/22 | - 756,000 | - 336,000 | | - 1,092,000 |
| 2022/23 | - 306,000 | | | - 306,000 |
| TOTAL | - 1,645,000 | - 811,000 | - | - 2,456,000 |
| % | 67% | 33% | 0% | |

Being further into the future, the plans for delivering the savings outlined above are not as fully developed as those for 2019/20, however, several work streams are being followed up with a view to realising the savings as per their profiled years. These work streams include:

| Saving | Description |
|--|--|
| Integration of existing teams and addition of other services | Potential for closer integration of existing teams within oneSource, and explore appetite for bringing additional services into oneSource to deliver savings from management duplication and efficiency. |
| Strategic Corporate Commissioning | Scope for reviewing council wide spend across; legal services, advertising/recruitment, Finance, Asset Management to ensure council is providing services in house where possible and off frameworks at cheapest/most appropriate level where outsourced. |
| Demand Management | Improving client performance – ‘Right First Time’ – training the wider council to complete all of their responsibilities fully and correctly to minimise demand on back office support function through awareness raising and general and/or bespoke training. |
| oneSource review | Refresh of the original oneSource business case to ensure the organisation is aligned with its partner authorities’ aims and objectives. |
| Integrated Workflow | Integration of workflow between Legal, Finance, Property, HR etc to ensure work is not duplicated, work is done at the most appropriate level and an improved customer experience. |

oneSource additional Future years Shared Savings

As part of their work to close future years’ budget gaps, Havering and Newham have all outlined potential future years savings figures for oneSource shared budgets.

- As part of their ‘opportunities’ theme board Havering has earmarked a further £200k of enforcement income from oneSource shared in 2020/21;
- As part of their July cabinet report Newham has indicated oneSource shared budgets will be asked to deliver £2.1m in 2020/21, £1m in 2021/22 and £0.7m in £2022/23 totalling £3.8m over the three year period;

If the future savings are deducted from the existing £31.8m budget it would leave a budget of £25.3m. However, as noted, there are some inequities around the application of savings across boroughs. Historically, 2014/15 – 2018/19 business case, savings have been applied to the oneSource shared budgets broadly in line with the proportion of budget contributed by each authority under the assumption that the service delivered to each authority would also be broadly in line with those percentages.

The latest round of savings appear to be deviating from that original premise and so consideration needs to be given to bringing the savings back in line with contributions by:

- grossing up the savings across authorities where required which would result in total future years savings in the region of £10m i.e nearly a third of the existing budget; and/or if this results in savings in excess of the appetite for any of the partner authorities
- seeking a new approach whereby oneSource looks to depart from providing services to each authority in line with those initial percentages.

oneSource recognises the level of savings required by each of its partner authorities over the next few years in order to bridge their respective budget gaps, however, it is equally aware of the central role back office services play in supporting services to deliver these savings.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial risks or implications inherent within the consideration of savings which is the purpose of this report, however, risks might materialise as and when the savings are implemented.

With regards to the savings illustrated in this paper these are at a formative stage for later years especially where dependent on delivery of other projects such as oracle.

Significant savings are likely to impact on the level and range of services delivered and this needs to be agreed by the partner Councils.

There could be aspects of the partner Boroughs Transformation and Change Programmes that require oneSource to play a key role in their delivery. This support and capacity will be particularly critical in key areas such as ICT, Finance, HR, Procurement and Property where their input is necessary to realise efficiency across the whole Council/s and underpin key community and place facing strategies such as regeneration. oneSource needs to have the capacity to deliver change for the Council as a whole especially in strategic finance & HR, ICT etc.

Savings based on sharing are dependent on partner council agreement.

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



ONESOURCE JOINT COMMITTEE

Subject heading:

Providing Quality Assurance and Performance Management of service delivery

Report author and contact details:

Liz Carswell (Head of Business Development)
Liz.Carswell@newham.gov.uk
020 3373 0413

Financial summary:

Not Applicable

SUMMARY

This report sets out oneSource's proposed approach to quality assurance, performance management and service performance to assess and evaluate service delivery, as set out in the Corporate Plans, Improvement Plan and service plans. The following outlines the means by which the Shared Service will measure service improvements; ensure that services provided are of adequate quality; and services are delivering against the Corporate Priorities.

Recommendations: The Joint Committee is asked to consider and agree the proposed approach to quality assurance, performance management and service performance.

REPORT DETAIL

The Shared Service recognises the need for service improvements and providing assurance that priorities and performance standards being met, and services are aligned to each Council's strategic objectives. Performance reporting in oneSource is aligned to the recently refreshed performance mechanisms in Newham Council, and the reporting procedures in Havering and Bexley Councils. This ensures that the 'golden thread' pulls through from the Corporate Priorities and Improvement Plan to the Service Plans.

Current performance information is based on performance indicators as set out in each of the services' service plan and the key strategic indicators agreed by Joint Committee. Each indicator is reported to the Management Team and is provided regularly to the Section 151s, with the Strategic indicators provided annually to Joint Committee.

As part of our commitment to both transparency and good governance, and to align to the Councils' priorities, the Shared Service will be utilising a number of different mechanisms to establish good service delivery and quality assurance. This is an ongoing programme of work to establish effective performance and risk management.



Improvement Plan (Projects and Programmes)

The Improvement Plan is the overarching delivery plan for the whole of the Shared Service, developed in collaboration with the three partner Councils and the Joint Committee. The Improvement Plan provides the 'golden thread' that ensures that services support and link the four Improvement Plan priorities to the corporate plans of the partner councils.

The Improvement Plan identifies four improvement priorities:

- Strategic Presence & Impact
- Communications, Culture & Brand
- Operational Delivery
- Value for Money

Under each priority, there are a number of defined projects and actions which outline how each priority will be delivered. These actions have been incorporated into:

- Service Plans
- Programme and project plans
- individual objectives

Performance monitoring of the Improvement Plan will be conducted by the Joint Committee and Section 151s in order to ensure strategic objectives are met and to evaluate service delivery. Improvement Plan updates will be provided on a regular basis to Joint Committee and Section 151s.

A programme and project management framework to coordinate reporting of programmes and projects is being developed for the shared service, and will align with partner Councils' reporting methods and systems.

Performance Indicators

Joint Committee will continue to be provided with the four key strategic performance indicators that were previously agreed by the Joint Committee:

- Customer satisfaction
- Savings achieved
- Council Tax collection (LBH only)
- NNDR collection

These indicators were identified by the Joint Committee as the key priorities for the shared services and will be reported on an annual basis.

Underpinning this are operational performance indicators that are specific to the service area and used to provide management information for day-to-day management and to support functional management decision making.

There are 73 operational indicators across the services that are monitored against the service plans and will be regularly reported to the Section 151s during the 'S.151 Finance Forum and Strategic Commissioning Group' meetings in to ensure that service delivery is being met. All indicators will be provided but reported by exception. The indicators are found in appendix 1.

Performance information provided will focus upon:

- Reasons for level of performance
- Identifying differences between targets and achievements
- Outlining the remedial actions to mitigate areas of poorer performance

Customer Satisfaction

Customer satisfaction was previously assessed biannually through an online survey sent to all senior managers within each council in the shared service. It is one of the key strategic performance indicators upon which the Joint Committee evaluates the performance of services.

The survey commenced in March 2015 with surveys conducted in March and September. In August 2018, it was agreed assessing customer satisfaction would be temporarily halted for the oneSource Management Team (OMT) and Joint Committee to provide a clear understanding and assessment of the needs of the survey.

Given the priorities of the Councils and the Shared Service, assessing customer satisfaction will be vital for driving improvement, and understanding the Councils' needs and expectations.

Presently, a review of the customer satisfaction has taken place and will be discussed with OMT to design and implement a process that:

- Provides 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.
- Enhances culture of learning and continuous improvement, with lessons learnt incorporated into service planning and performance.
- Provides assurance on how quality of performance is measured and reported.

Pending the outcome of this discussion, the intention is for customer satisfaction to recommence in September.

Risk Management

In order to ensure good management and corporate governance to manage services and achieve objectives, the Shared Service maintains a risk register. Following the service planning exercise, the risk register is being refreshed to ensure it covers strategic priorities, operational activities and delivery of services, projects and partner outcomes. The risk register is monitored and reviewed throughout the year, with changes to risks and emerging or escalating risks reported through the relevant mechanisms.

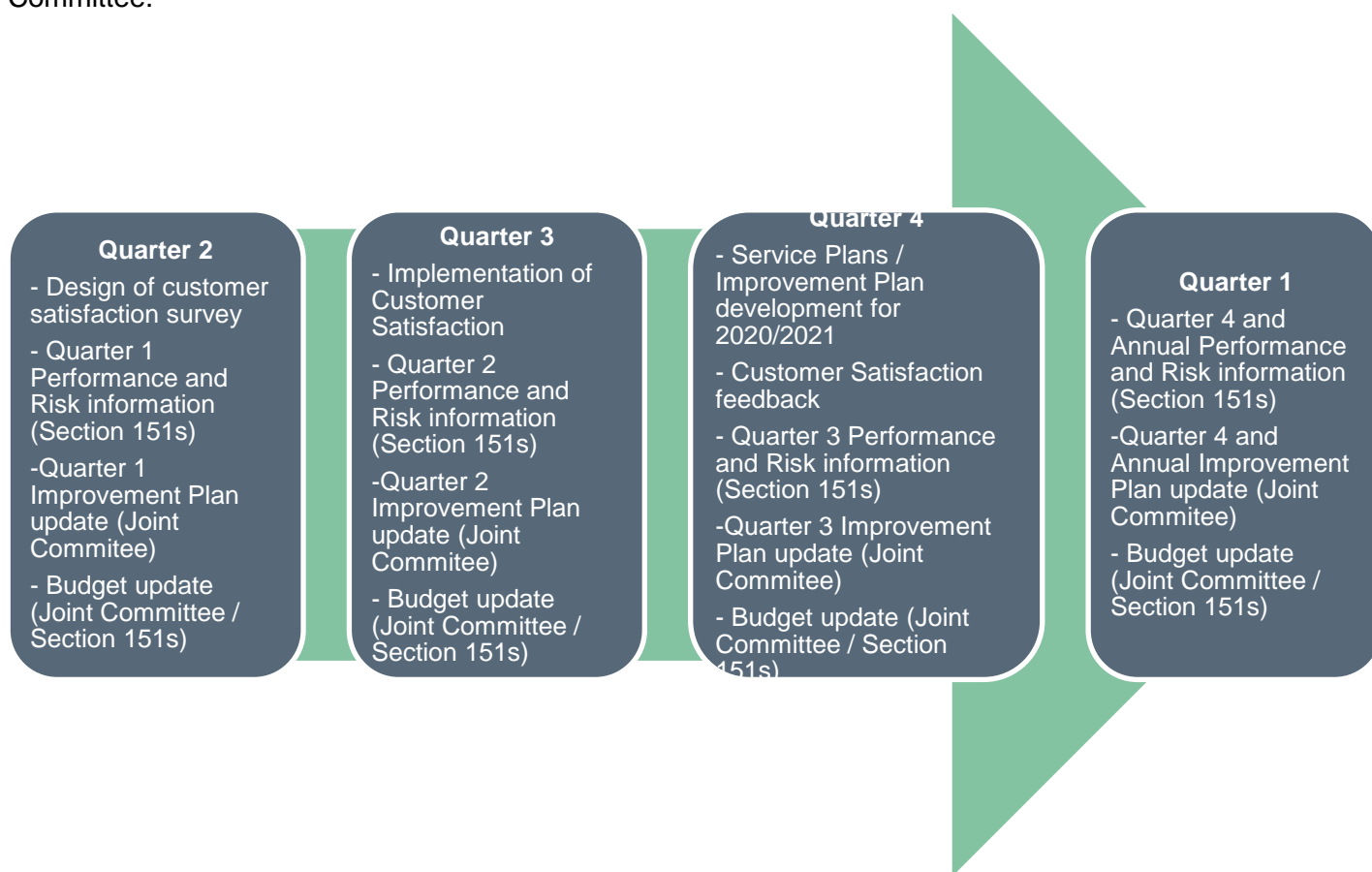
Strategic risks, such as those identified in the Improvement Plan, will be provided regularly to Joint Committee. Operational risks, such as those identified in the Service Plans, will be reported quarterly to the Section 151s.

Financial Reporting

It is essential that the Shared Service's budget is controlled and used to accurately assess risks that may impact service delivery or performance in services. Budget information is included within Services Plans, and progress against the MTFS will be monitored at monthly meetings with Section 151s and a budget update provided at each Joint Committee meeting.

Reporting timeline

The below diagram outlines the timeline and information to be reported to OMT, Section 151s and Joint Committee.



Legal implications and risks: None

Financial Implications and risks: Improved scrutiny of how the oneSource is performing and whether the Councils are getting value for money. Links between performance information and expenditure will be strengthened and will support monitoring of the MTFS.

HR Implications and risks: None

Background Papers:

- Improvement Plan

Appendix 1: Strategic and Operational Indicators

Strategic Indicators

These indicators are reported to Joint Committee on an annual basis.

| KPI | 2019/20 Target |
|--|-----------------------------|
| Customer Satisfaction | 80% |
| Savings achieved | TBC |
| Council Tax collection rate (LBH only) | 97.00% |
| NNDR collection rate | 98.70% (LBH) 99.6% (LBN) |

Operational Indicators

These indicators will be reported to the Section 151s quarterly during the 'Section 151 Forum and Strategic Commissioning Group' meetings.

| Service | Service Area | KPI | 2019/20 Target |
|------------------|--------------|---|----------------|
| ICT | ICT | Customer Satisfaction Rating | 6.3 |
| | ICT | % of system availability | 99.50% |
| | ICT | % of calls resolved within SLA by severity type (severity 1 and 2) | 82.90% |
| HROD | HR&OD | Average time taken for Job Evaluations | 5 days |
| | HR&OD | % of Job Evaluations completed within 5 days | 100% |
| | HR&OD | User satisfaction with HROD services (in development) | >90% |
| | HR&OD | % of corporate complaints against HROD | 0% |
| Asset Management | FM | Compliance forecast/actual | 100% |
| | FM | Repairs dealt with on time: Priority 1 - response within 2 hours Priority 2 - response within 1 working day Priority 3 - response within 5 working days Priority 4 - response within 3 months | 97.00% |
| | FM | Service charge income forecast/actual | TBD |
| | FM | No of hires/pop ups forecast/actual | Reactive |
| | H&S | Mandatory e-learning carried out by Havering and Newham staff. | 100.00% |
| | H&S | Increased reporting of accident/incidents and near misses | 100.00% |
| | H&S | Review of risk assessment undertaken across the organisation against the annual plan | TBD |
| | H&S | Timely response to H&S Notices and Serious Incidents | TBD |
| | P&P (LBN) | Secondary school programme actual/forecast annual spend | TBD |
| | P&P (LBN) | Primary school programme actual/forecast annual spend | TBD |
| | P&P (LBN) | Other capital programme forecast/actual spend annual | TBD |
| | Property | Capital receipt forecast v actual | TBD |
| | Property | Annual commercial income target forecast v actual | TBD |
| | Property | All the commercial portfolio, legal agreements and data on Techforge. | TBD |
| | Property | Romford market income target forecast v actual | TBD |

| | | | |
|--|---------------------------|---|-----------------------------|
| | Technical Services (LBH) | Number of projects completed on time | 0.9 |
| | Technical Services (LBH) | Number of projects completed to agreed budget | 0.9 |
| | Technical Service (LBH) | Customer satisfaction rating | 90.00% |
| | Transport (LBH) | Gross external income | £1.0m |
| | Transport (LBH) | Customer satisfaction (Adults) | 98.50% |
| | Transport (LBH) | Customer satisfaction (Children) | 98.50% |
| Exchequer and Transaction | Council Tax (LBH) | Percentage of Council Tax collected | 97.00% |
| | Housing Benefits (LBH) | Average no. of days for Housing Benefit - new claims | 20 days |
| | Housing Benefits (LBH) | Average no. of days for Housing Benefit - change of circumstances | 11 days |
| | Council Tax (LBH) | Council Tax arrears reduction | 19.00% |
| | Housing Benefits (LBH) | Recovery of In Year overpayment collection rate | 60.00% |
| | NNDR | % of National Non-Domestic Rates collected | 98.70% (LBH) 99.6% (LBN) |
| | Accounts Payable | % of suppliers paid within 30 days of receipt (of documentation by Transactional Team) | 95.00% |
| | Accounts Receivable | % of debt collected in 90 days by Volume 80% | 80.00% |
| | Accounts Receivable | % of debt collected in 90 days by Value 80% | 80.00% |
| | Payroll | % accuracy of payroll payments | 99.95% |
| | Payroll | % of payroll payments made on time | 100.00% |
| | Payroll | % of BACS processing on time | 100.00% |
| | People Establishment | % of contracts issued to new starters within 10 working days of manager's notification to ES | 95.00% |
| | People Establishment | % of conditional letters being issued with 3 working days from point of notification from hiring manager | 98.00% |
| | People Establishment | Percentage of amendments completed to contracts (i.e. FTE, Hours etc.) within 30 working days of notification | 95.00% |
| Strategic and Operational Finance | Finance Business Partners | Monthly Budget monitoring reports – within 2 weeks of month end LBN, within 4 weeks of month end | 100.00% |
| | Finance Business Partners | All returns, statutory or otherwise, to be prepared and submitted within agreed deadlines | 100.00% |
| | Finance Business Partners | Balance sheet items reconciled according to agreed schedule. | 100.00% |
| | Finance Business Partners | Compliance with the Authority's treasury management strategy and reporting framework | Compliant |
| | Reconciliations | % of suspense items cleared within 10 days | 99.00% |

| | | | |
|----------------------|------------------------|---|-------------------------------------|
| | Reconciliations | 100% of reconciliations of account completed within timetable | 100% |
| Legal and Governance | Legal | Customer Satisfaction Rating | 94.00% |
| | Community Team | Average total cost to obtain care orders | <£20,000 |
| | Community Team | Average time to obtain care orders | <26 weeks |
| | Community Team | Average number of hearings per care proceedings case | <5 |
| | Housing and Litigation | Success in Routine Possession claims | >90% |
| | Housing and Litigation | Success in Routine Possession claims | >90% |
| | Property | Percentage of standard draft commercial leases within 15 working days of receipt of full instructions | >80% |
| | Property | Average time of Right To Buy completions | <175 |
| | Property | RTB leases/ freehold transfers issues within 10 days of full instruction | >90% |
| | Planning | Average time to complete planning agreements | <6 months |
| | Cross Service | External spend/savings on external barristers through LBLA framework | As much as possible during the year |
| | Cross Service | External spend/savings on external solicitors through LBLA framework | As much as possible during the year |

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ONESOURCE JOINT COMMITTEE

12th July 2019

Subject heading:

oneSource Improvement Plan, and Improvement Plan progress update

Report author and contact details:

Simon Pollock, Executive 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.

SUMMARY

This report is presented to the Committee for approval of the final Improvement Plan and Action Plan. This was previously presented to Committee in April 2019 and amendments to the Plan have been made based on that discussion. Service plans for each oneSource directorate have now been completed to reflect the Improvement Plan, taking into account the partner Council corporate priorities, and including performance indicators for each service. 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.

As agreed at the last Committee, progress on the Action Plan will be reported to the Joint Committee and partner Councils. This report also presents to the Committee progress with the Improvement Plan for the first quarter: April – June 2019.

RECOMMENDATIONS

1. To consider and agree the final oneSource Improvement Plan and Action Plan attached at Appendix 1 and 2.

2. To note progress with the Improvement Action Plan, attached as Appendix 3.
3. To note that the partner Councils and the 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 Following the 2018 election, the partner Councils developed a new direction for oneSource with the focus on the provision of excellent services to the three partner Councils and continuous improvement in service delivery rather than external trading, which had been the previous direction of travel.
- 1.2 The oneSource Improvement Plan was developed in response to this, and in discussion with all three Councils, reflecting the improvements they wish to see in oneSource's services. A first draft was discussed at the oneSource Joint Committee in April 2019.
- 1.3 The final version of the Improvement Plan is presented to Committee in this report. The Improvement Plan takes into account the discussions between the partner Councils, and reflects the views of the partners in identifying and addressing the areas for improvement, the Corporate Plans and / or priorities of all three partner Councils and will support the delivery of these.

2. The Improvement Plan

- 2.1 The Improvement Plan identifies 45 areas for improvement focussed around four main improvement themes aimed at reflecting and resolving the core issues raised by the partner councils:
 - Improved operational delivery
 - Improved strategic impact and presence
 - Communication, culture and branding.
 - Value for Money
- 2.2 There are four services where specific areas of improvement were identified:
 - ICT
 - Asset Management
 - Human Resources & Organisational Development
 - Finance
- 2.3 Sitting behind the Improvement Plan are:
 - Service Plans for each oneSource directorate
 - Detailed implementation plans for projects and programmes identified in the plan.

- 2.4 Once agreed, the Improvement Plan will be implemented through service and team plans and ultimately embedded into individual performance objectives.
- 2.5 Performance monitoring will be open and transparent with the primary forum being the oneSource Joint Committee and the commissioners in each authority.

3. Resources

- 3.1 Resourcing and / or prioritisation of existing resources are key to the delivery of the Improvement Plan. The approach of oneSource services is:
- 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)
- 3.2 It is recognised that appropriate resourcing is key to the successful delivery of the Improvement Plan, and also represents the biggest risk to the Plan. With finite resources available and additional demands inevitable over the course of the year, it is expected that Directors will flag up intractable resource demands via the s151 officers to allow for collective discussion amongst the partner Councils on whether additional resource is required or whether reprioritisation of workload and deadlines can be accommodated.
- 3.3 The partner Councils and oneSource services also need to consider the delivery and scope of the Improvement Plan in the context of the partner boroughs needs for further savings from oneSource services to meet existing budget gaps. It is a clear risk that the scope needs to be scaled back or amended to reflect the need for additional savings in each borough.
- 3.4 The final Improvement Action Plan reflects this approach.

4. Improvement Action Plan progress (April – June 2019)

- 4.1 The Joint Committee discussion in April on the Improvement Plan stressed that delivery of the Plan was key and that regular reporting was expected at both the Joint Committee meetings and to the partner Councils via the s151 officers.
- 4.2 An update on the delivery of the Improvement Plan will therefore be reported to the Joint Committee at each meeting.
- 4.3 Progress with the Improvement Action Plan for the period of April-June 2019 is now attached as Appendix 3.

5. Consultation & Engagement

- 5.1 All oneSource directors have contributed to the Improvement Plan. The draft Plan was shared with the commissioning officers in all three authorities and with Newham CMT and Havering SLT. A first draft of the Improvement Plan was also discussed at Joint Committee in April 2019.
- 5.2 Staff engagement in oneSource has been carried out via the service planning and appraisal process. Improvement Plan targets are imbedded within each areas' service plans and via appraisal targets for directors and staff, thereby ensuring the 'golden thread' is followed throughout the organisation.

6. Legal implications and risks:

There are no direct legal implications.

7. 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, as set out in Part 3 above 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 allows 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. Balancing the need to make significant savings in all three boroughs from oneSource services with the recognised need to review current resourcing levels to deliver the Improvement Plan, remains the key risk to its deliverability.

8. HR Implications and risks:

There are no direct HR implications.

Appendices:

- 1. oneSource Improvement Plan (final)**
- 2. oneSource Improvement Action Plan (final)**
- 3. oneSource Improvement Action Plan progress (April - June 2019)**

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"> 1. Growth that Benefits All 2. Clean and green local places 3. Strong and resilient communities and families 4. Living well 5. Innovation and self sufficiency |
| Havering | <ol style="list-style-type: none"> 1. <u>Communities</u> best start in life; stronger families; healthy and active; supportive and vulnerable 2. <u>Places</u> Clean and safe; quality leisure facilities; great parks; genuinely affordable homes. 3. <u>Connections</u> Road improvements; better public transport; broadband investment; digital access and skills 4. <u>Opportunities</u> Jobs and skills training; business growth; value for money; town centre improvements. |

** 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> |
| Value for Money | <p>Demonstrate commercial discipline in how partner councils' money is spent, income generated, and the costs of delivering services, with the overall aim to improve efficiency and value for money for the partner councils.</p> <p>Demonstrate innovation and 'added value' to partner councils, such as proposing and sharing mutually beneficial solutions to transform services and reduce costs.</p> <p>Provide clear service offer and standards by service and measurable performance.</p> <p>Provide meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM.</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 are 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 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 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 are incorporated into Service Plans and team and individual objectives within oneSource. Performance indicators for each oneSource Directorate and service have been developed as part of the service plans.

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oneSource Improvement Action Plan 2019-2020

| Ref | Partner | Corporate Plan Priorities/themes | Priority | oneSource Services | Delivery | Outcome | Lead | Timeline (n.b. detailed timeline are in service plans / implementation plans) |
|------|---------|--|---|--------------------|--|---|------------------------------|--|
| IP01 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE | ALL | Approval of Improvement Plan by partner Councils and Joint Committee 1. Alignment to partners' corporate priorities identified by Joint Committee, and aligned to corporate plan priorities 2..Performane Monitoring framework agreed | 1. Partner Council priorities embedded in oneSource strategy and operational priorities and delivery. 2. Improved delivery of Council priorities and measures of oneSource performance | Executive Director | JC Meeting 5th April 2019 - approval of first draft 30 April 2019 to finalise |
| IP02 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | ALL | Approval of Service Plan--by partner Councils and Joint Committee: 1. Service Plan by service 2 Performance Measures agreed 3. Agreed resources for each plan | 1. Partner council priorities embedded in Service Plan by service 2. Planned and agreed resourcing for oneSource to deliver partner council priorities. 3. All services exercise commerical discipline in how partner councils' money is spent, the costs of delivering services, to improve efficiency and value for money for the partner councils. | Executive Director | 31st May 2019 (but delivery starts from 1 April) |
| IP3 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | ALL | Confirmation of Value for Money through demonstration of: 1. how partner councils' money is spent, income generated, and the costs of delivering services. 2. Provision of clear service offer and standards by service. | Partner councils will be provided with assurance of value for money through clear and transparent service offer, standards, costs and income generation by service. | Executive Director | 1st September 2019 |
| IP04 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | ALL | Develop oneSource Commercial Protocol, outlining the principles behind the acquisition of additional income streams, allowing for the exploration of commercial opportunities, but only if they do not impact on the delivery to partner councils. | oneSource Commercial Protocol will provide assurance to partner councils that service standards will be prioritised for partners, whilst also maintaining current successful external customer base, and leaving open the option of exploring other income-generating opportunities. | Executive Director | 1st July 2019 |
| IP05 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities 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. Qualitative performance measures introduced for senior managers and members of oneSource input. | 1. Strategic visibility, performance management, and resource planning are improved through professional input at strategic level. 2. Improved decision making and planning for partner boroughs. | Executive Director | 30th April 2019 |
| IP06 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities 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. | 1. 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. | Head of Business Development | 30th April 2019 (and ongoing) |
| IP07 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | ALL | Confirm roles of oneSource on all transformation projects and programmes etc. Identify and map support and involvement required Establish programme management arrangements to ensure effective support. Agree resource and performance management requirements | 1. Proactive and effective support to Transformation programmes. 2. Improved and timely delivery of transformation programmes for partner councils. 3. oneSource is actively involved in programmes and projects and borough priorities, enabling strategic fit, and effective resource-planning with relevant LA to deliver these. 4. Programme and Projects Register aligning oneSource strategic resources to partner Councils according to priorities. | Executive Director | to be agreed with partner boroughs |

oneSource Improvement Action Plan 2019-2020

| Ref | Partner | Corporate Plan Priorities/themes | Priority | oneSource Services | Delivery | Outcome | Lead | Timeline (n.b. detailed timeline are in service plans / implementation plans) |
|------|---------|--|--|--------------------|---|---|------------------------------|--|
| IP08 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | ALL | Establish Continuous Improvement approach and prioritised improvements schedule, aligned with borough approaches, & process automation and digitalisation (Oracle Cloud, digital programmes). | 1. Effective CI approach, that optimises continuous improvement across partner boroughs. 2. Prioritised improvements for oneSource. | Head of Business Development | Establish Continuous Improvement approach - 1st September 2019 Prioritised improvements schedule - 1st September 2019 |
| IP09 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | 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 - 1st November 2019 |
| IP10 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | ALL | Establish performance monitoring regime with partner Councils (fit for purposes of each Council), and Joint Committee. | 1. Create a systematic approach to performance management organisation. 2. Ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM. 3. Support services in identifying, planning and reviewing performance indicators 4. Provide assurance on how performance is measured and reported. | Head of Business Development | Performance framework in place - 1st September 2019 |
| IP11 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | COMMUNICATIONS, CULTURE AND BRAND; VALUE FOR MONEY | ALL | Design, implement and report on range of methods of measuring qualitative satisfaction with performance for oneSource and individual services and transactions/support. Satisfaction Survey designed and implemented. Regular reporting of satisfaction as part of monitoring Lessons learned incorporated into service planning and performance. | 1. 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. 2. Enhance culture of learning and continuous improvement. 3. Provide assurance on how quality of performance is measured and reported. | Head of Business Development | Customer Satisfaction Survey designed and implemented. Regular reporting of satisfaction - September 2019 |
| IP12 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | COMMUNICATIONS, CULTURE AND BRAND | ALL | Rebrand oneSource to reflect the focus on delivery to partner Councils and embedding within Councils: - Internal branding audit. - Internal branding approach and plan. - Internal branding updated. - External branding and marketing updated. | 1. oneSource is rebranded to reflect the focus on delivery across partner Councils, and externally. 2. OneSource services are successfully embedded within Councils. | Head of Business Development | Internal branding approach agreed - 5th April 2019 Internal branding implementation plan agreed - 17th May 2019 External branding and marketing approach updated - 1st September |
| IP13 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | COMMUNICATIONS, CULTURE AND BRAND | ALL | Development and approval of internal communications strategy and plan, agreed by partner Councils and Joint Committee. | 1. Embed new priorities, culture and identity within all oneSource services. 2. Embed positive culture celebrating success and improvement. 3. 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 |
| IP14 | LBH/LBN | LBH: Theme - Opportunities LBN: Priority 3 - Community Wealth LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | FINANCE | Review procurement function and deliver new structure recruiting to any new posts on a permanent basis. Clear communication and awareness of new roles and service on ongoing basis, and across multiple media. 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. 2. Lean procurement processes maximising use of technology and simpler user experience. 3. Improved procurement outcomes for partner boroughs including innovation, savings and horizon scanning for opportunities. | Director of Finance | Restructure to start 1st September 2019 |

oneSource Improvement Action Plan 2019-2020

| Ref | Partner | Corporate Plan Priorities/themes | Priority | oneSource Services | Delivery | Outcome | Lead | Timeline (n.b. detailed timeline are in service plans / implementation plans) |
|------|---------|--|---|--------------------|---|--|------------------------------|--|
| IP15 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | FINANCE | Deliver new Finance structure: 1. Agreed structure meeting partner borough needs. 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). 2. Clear roles and responsibilities supporting s.151 and corporate management. 3. fit for purpose finance providing proactive. professional service meeting partner boroughs priorities and Improvement Plan Principles. | Director of Finance | Head of Finance Restructure 1st June 2019 Rest of Finance 30th September 2019 General improvement ongoing 1st April 2020 |
| IP16 | LBB | LBB: Priority 5 - Innovation and Self-Sufficiency | OPERATIONAL DELIVERY; VALUE FOR MONEY | FINANCE | To review and update progress the specific LBB Finance improvement plan put into place in summer 2018. | LBB Improvement plan implemented. Monthly review meetings: LBB Director of Finance and Corporate Resources, Director of Finance (oneSource), Head of Business Partnering (oneSource). Improved financial support to LBB. | Director of Finance | 1st April 2020 |
| IP17 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | FINANCE | 1. Develop Financial Systems Strategies for LBB, LBH, and LBN. 2. Implementation Plan with schedule of improvements. | Financial Systems Strategies align with partners' priorities Improved delivery of Financial Systems. | Director of Finance | Havering completed 1st March 2019 Newham to be completed 15th April 2019 Bexley to be completed 15th May 2019 |
| IP18 | ALL | LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council | OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE; VALUE FOR MONEY | FINANCE | Finance Transformation program-Improved budget management and financial control: 1. Review and improve budget management process and support. 2. Review and improve financial control procedures and processes. 3. Implementation plan. 4. Delivery of implementation plan. | Improved finance support to all Council departments, corporate management and members. | Director of Finance | Work in progress 1st April 2020 |
| IP19 | LBB | LBH: Theme - Opportunities LBH: Theme - Connections | OPERATIONAL DELIVERY; VALUE FOR MONEY | FINANCE | Lead the implementation of Oracle Cloud. (IF AGREED). | Oracle Cloud successfully implemented (IF AGREED). Improved business systems and financial, HR and procurement management and planning. Facilitates savings and efficiencies. | Director of Finance | Bexley delivery September 2020 |
| IP20 | LBH | LBH: Theme - Opportunities LBH: Theme - Connections | OPERATIONAL DELIVERY; VALUE FOR MONEY | FINANCE | Lead the implementation of Oracle Cloud. | Oracle Cloud successfully implemented. Improved business systems and financial, HR and procurement management and planning. Facilitates savings and efficiencies. | Director of Finance | Havering delivery June 2020 Finance Modules September 2020 Payroll |
| IP21 | LBN | LBN: An efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | FINANCE | Lead the implementation of Oracle Cloud. | Oracle Cloud successfully implemented Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies. | Director of Finance | Newham delivery June 2020 Finance Modules September 2020 Payroll |
| IP22 | LBH/LBN | LBH: Theme - Opportunities 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 Improved satisfaction from key partners Clear roles and responsibilities agreed and understood for role of AM and partner council services | Director of Asset Management | Consultation closure report issued 1st March 2019 Recruitment campaign to launch 1st April 2019 |

oneSource Improvement Action Plan 2019-2020

| Ref | Partner | Corporate Plan Priorities/themes | Priority | oneSource Services | Delivery | Outcome | Lead | Timeline (n.b. detailed timeline are in service plans / implementation plans) |
|------|---------|---|--|--------------------|---|--|------------------------------|---|
| IP23 | LBH | LBH: Theme - Opportunities LBH Theme: Places | OPERATIONAL DELIVERY; VALUE FOR MONEY | ASSETS | Develop and implement Asset Management Strategy and Plans for LBH, capturing lessons learnt, improvement plans, with both macro and micro action plans. 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 - August 2019 |
| IP24 | LBH | LBH: Theme - Opportunities LBH Theme: An Efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | ASSETS | Develop and implement Asset Management Strategy and Plans for LBH, capturing lessons learnt, improvement plans, with both macro and micro action plans. Asset Management Strategies and Plans developed and approved 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. Support to the delivery of the Housing Delivery Plan, SWW and other corporate programmes. Eradication of poor past practices and management. | Director of Asset Management | Asset Management Strategy and plans to be approved - September 2019 |
| IP25 | LBH/LBN | LBH: Theme - Opportunities LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY | ASSETS | Develop and implement Health and Safety Improvement Plan H&S Improvement Plan developed and approved Meeting performance indicators and demonstrable improvement in corporate compliance with statutory and policy requirements. Monitoring through Corporate Health & Safety Board, and through routine updates to CMT/SLT | 1. Statutory compliance and improved management of risk. 2. Safer places of work and systems of work for staff, visitors and users of buildings and council services. 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 |
| IP26 | LBH/LBN | LBH: Theme - Opportunities LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | ASSETS | FM Improvement Plan is developed and implemented LBN Cleaning Survey and action plan implemented LBN Catering Survey and action plan implemented Monitoring through Corporate Assets and Health and Safety Board. | Improved satisfaction with services and meeting performance indicators. Improved places to work and visit for staff and others. Reduction in service failings / incidents requiring repairs and maintenance. Improved vfm and efficiency. | Director of Asset Management | FM improvement plans within Asset Management Strategy and plans - to be approved - June 2019 LBN Catering Survey and action plan - June 2019 LBN Cleaning survey and action plan - June 2019. |
| IP27 | LBH | LBH: Theme - Opportunities LBH Theme: Places | OPERATIONAL DELIVERY; VALUE FOR MONEY | ASSETS | Delivery of key projects and transactions to support corporate programmes in LBH: 1 Romford Market Transformation Plan (short and medium term proposals) 2 One Public Estate accommodation brief 3 Town Hall Redevelopment - Town Hall site concept and feasibility complete 4. New Town Hall site identified 5. Enabling through land/property: housing delivery (housing, Mercury, RDV, Regeneration,). 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. Improved use of assets and vfm from assets. High satisfaction with AM services and contribution to projects. | Director of Asset Management | 1 Romford Market Plan - June 2019. 2 One Public Estate joint accommodation brief - target September 2019. 3 Town Hall Redevelopment. 1st stage Project Manager - June 2019; Consultants commission - September 2019. Concept and feasibility work complete - March 2020. 4 New Town Hall site. 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 (n.b. detailed timeline are in service plans / implementation plans) |
|------|---------|---|---------------------------------------|--------------------|--|--|------------------------------|---|
| IP28 | LBN | LBN: An efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | ASSETS | Delivery of key projects and transaction to support corporate programmes in LBN: 1 Housing Delivery Plan. 2 Communities portfolio review. 3 Smart working. 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. Contribution to increase of social housing in the borough through the HDP. Improved use of assets and vfm from assets. High satisfaction with AM services and contribution to projects. | Director of Asset Management | 1 Housing Delivery Plan. 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. 2 Communities portfolio review. Asset targets to be ascertained. 3 Smart working. 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. 4 Capital and schools New build, Refurb and Improvement performance in line with Capital Spend Programme. |
| IP29 | LBH/LBN | LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | HROD | Review and revise HROD operating model: 1. Recruit Director of HROD. 2. Review of HROD (LBH) 3. Revised HROD Operating Model, roles and responsibilities. | High quality HR service delivering proactive support to corporate priorities at strategic and operational level. High quality OD service delivering proactive support to corporate priorities and change programmes. Sharing experience and expertise gained across the shared service for the benefit of all partners. Demonstrable improvement in satisfaction and performance in HROD. | Executive Director | 1. August 2019 2. Jan-March 2020 3. July 2020 |
| IP30 | 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. People Strategy and action plans - with clear actions, timescales and measures of success - are approved, and implemented. 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. 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. Contribution to improved culture and staff satisfaction and views on key areas for improvement. Improved satisfaction with HROD service input and quality. | Director of HROD | People Strategy to CMT by 30th September 2019 Implementation will be ongoing from October 2019 onwards. |
| IP31 | 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 October 2019. Implementation will be ongoing over a period of two years. |
| IP32 | 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 31st August 2019. |
| IP33 | 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 31st October 2019. |
| IP34 | LBH/LBN | LBH: Theme - Opportunities LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY | HROD | Develop Organisational Development strategy and plan for LBH/LBN. Incorporated within People Strategy - LBN. To confirm requirements for LBH. | Successful delivery of OD strategy and Plan for both boroughs. Satisfaction with the contribution of HROD in respect of input and quality. | Director of HROD | LBN: alignment with People Strategy - by 30th September 2019 LBH: To be agreed - to align with the Transformation Programme. |

oneSource Improvement Action Plan 2019-2020

| Ref | Partner | Corporate Plan Priorities/themes | Priority | oneSource Services | Delivery | Outcome | Lead | Timeline (n.b. detailed timeline are in service plans / implementation plans) |
|------|---------|---|--|--------------------|--|--|------------------|---|
| IP35 | LBH/LBN | LBH: Theme - Opportunities LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY | HROD | Develop Talent Development Programme. This is incorporated within People Strategy - LBN. To confirm requirements for LBH. | Implemented Talent development programme. Improved staff/management feedback on inclusivity and opportunities within both boroughs. Demonstrable improvements in management skills (NB difficult to measure). | Director of HROD | Approach agreed: LBN by 30th September 2019 and LBH by 31st October 2019. Implementation October/November 2019 respectively - and ongoing. |
| IP36 | LBH/LBN | LBH: Theme - Opportunities LBN: An Efficient & Effective Council | OPERATIONAL DELIVERY | HROD | Review of all HR (people management) policies, procedures, toolkits. To be digital by default . | HR (people management) policies, procedures, and toolkits to provide clear, simple, accessible information for all managers and employees. 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. |
| IP37 | LBH/LBN | LBH: Theme - Opportunities 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 Identification of efficiencies and savings across both boroughs Improved partner council satisfaction with ICT (at senior and user level). Delivery of innovative solutions to support all Corporate priorities. | Director of ICT | Indicative date of August, tbc with Executive Director. |
| IP38 | LBH | LBH: Theme - Opportunities LBH: Theme - Connections | OPERATIONAL DELIVERY; VALUE FOR MONEY | ICT | Approval of Digital and ICT Strategies and road maps by LBH: <ul style="list-style-type: none"> Digital and ICT strategy and road maps action plans. Implement Infrastructure roadmap to upgrade infrastructure. Implement Business Systems Strategy and Roadmap - CRM, Oracle, Liquid Logic, Revs & Bens, Open Housing Phase 2. Implement Security and Risk Management Strategy to strengthen information governance and security. Implement Smarter ways of working. Upgrade Havering PCs. Improve digital offer, and borough-wide connectivity. Confirm Resources for projects, including Oracle, CRM, Robotics. | Clear and approved plans for ICT Strategy with approved budgets. Improved ICT systems and devices for LBH and its staff Facilitation of the delivery of SWW and savings. Innovative solutions through use of improved ICT and shared knowledge, experience and expertise. Improved satisfaction with ICT services at corporate and user level. 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 Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans. |
| IP39 | LBN | LBN: An efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | ICT | Approval of Digital and ICT Strategies and road maps for LBN: <ul style="list-style-type: none"> Digital and ICT strategy and road maps. Implement Infrastructure roadmap to upgrade infrastructure. Implement Business Systems Strategy and Roadmap - CRM, Oracle, RMS, IDOX, Mayrise and Northgate. Implement Security and Risk Management Strategy to strengthen information governance and security. Implement Smarter ways of working. Improve digital offer, and borough-wide connectivity. Replace and Develop Newham website. | Clear and approved plans for ICT Strategy with approved budgets. Improved ICT systems and devices for LBH and its staff Facilitation of the delivery of SWW and savings. Innovative solutions through use of improved ICT and shared knowledge, experience and expertise. Improved satisfaction with ICT services at corporate and user level. 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. Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans. |
| IP40 | LBH/LBN | LBH: Theme - Opportunities LBH: Theme - Connections 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"> The system must be able to demonstrate improved performance relating to access and speed through improved network bandwidth. Alignment with the Business Systems Strategy and Corporate Architecture. | Improved and efficient system that facilitates improved productivity NB supports Primary Improvement in Finance | Director of ICT | April 2020 Havering December 2020 Newham |

oneSource Improvement Action Plan 2019-2020

| Ref | Partner | Corporate Plan Priorities/themes | Priority | oneSource Services | Delivery | Outcome | Lead | Timeline (n.b. detailed timeline are in service plans / implementation plans) |
|------|---------|---|--|--------------------|---|--|-----------------|--|
| IP41 | LBN | LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | ICT | Implement CRM for LBN • The current CRM is no fit for purpose and is financially unsustainable . • 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. | Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience. | Director of ICT | 31st December 2020 |
| IP42 | LBH | LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council | OPERATIONAL DELIVERY | ICT | Implement CRM for LBH • The current CRM is no fit for purpose and is financially unsustainable . • 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. | Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience. | Director of ICT | 31st December 2020 |
| IP43 | LBH | LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | ICT | Improve borough wide connectivity for LBH: • The draft connectivity strategy will go through the approval process for a sign off. • The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. | Define connectivity strategy and work with private sector to improve connectivity in the borough Modern and improved channels for customer engagement delivering on the Smart Cities agenda | Director of ICT | 31st December 2019 |
| IP44 | LBN | LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | ICT | Improve borough wide connectivity for LBN: • The draft connectivity strategy will go through the approval process for a sign off. • The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. | Define connectivity strategy and work with private sector to improve connectivity in the borough Modern and improved channels for customer engagement delivering on the Smart Cities agenda | Director of ICT | 31st December 2019 |
| IP45 | LBH/LBN | LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council | OPERATIONAL DELIVERY; VALUE FOR MONEY | ICT | Implement Business Systems Strategy and Roadmap for LBH and LBN: • 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. • 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. | Better engagement and planned business system replacement programme. Work with the service DMTs and SMTs to implement. Business systems that are fit for purpose for the future ways of working. | Director of ICT | 31st December 2019 |

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oneSource Improvement Plan Monitoring

Quarter 1: April to June 2019

Progress is behind schedule
Progress is within acceptable variance
Progress is on track

R
A
G

Services

1. All Services

Lead: Executive Director, Head of Business Development

| | | | |
|--|----|------|----------|
| Actions are progressing well, and are on track to be delivered | 13 | 100% | G |
| N/A | 0 | 0% | A |
| N/A | 0 | 0% | R |
| | 13 | | |

3. Finance and Procurement

Lead: Director of Finance and Procurement

| | | | |
|--|---|-----|----------|
| Actions are progressing well, and are on track to be delivered | 4 | 50% | G |
| Procurement review / restructure to commence in July 2019, go-live expected 1st September 2019.. Accelerate the delivery of the review and restructure. Increase momentum of LBB Improvement Plan and its delivery; resolve issues regarding performance. Progress Budget Management and Financial Control process improvement review. | 4 | 50% | A |
| N/A | 0 | 0% | R |
| | 8 | | |

5. ICT

Lead: Director of ICT

| | | | |
|---|----|-----|----------|
| Actions are progressing well, and are on track to be delivered | 6 | 67% | G |
| ICT restructure date is dependent on Havering service review, and potential PwC performPlus. CRM LBH go live date tbc. Business Strategy 'To Be' Road Maps to be completed by Dec 2019, dependent on business engagement. | 3 | 33% | A |
| N/A | 0 | 0% | R |
| | 9 | | |
| | 12 | | |

Services

1. Asset Management

Lead: Director of Asset Management

| | | | |
|--|---|------|----------|
| Actions are progressing well, and are on track to be delivered | 7 | 100% | G |
| N/A | 0 | 0% | A |
| N/A | 0 | 0% | R |
| | 7 | | |

4 Human Resources & Organisational Development

Lead: Director of Human Resources & Organisational Development

| | | | |
|--|---|------|----------|
| Actions are progressing well, and are on track to be delivered | 8 | 100% | G |
| N/A | 0 | 0% | A |
| N/A | 0 | 0% | R |
| | 8 | | |

ALL SERVICES IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Executive Director oneSource, Head of Business Development

| IP Ref | Partner | Delivery | Outcome | Target Date | Status | Progress Comments | Next Steps |
|--------|---------|--|---|---|--------|---|--|
| IP01 | ALL | Approval of Improvement Plan by partner Councils and Joint Committee 1. Alignment to partners' corporate priorities identified by Joint Committee, and aligned to corporate plan priorities. 2. Performance Monitoring framework agreed. | 1. Partner Council priorities embedded in oneSource strategy and operational priorities and delivery. 2. Improved delivery of Council priorities and measures of oneSource performance. | JC Meeting 5th April 2019 - approval of first draft 12th July 2019 to finalise | G | 1. The Improvement Plan draft was discussed at JC on 5th April, and has subsequently been socialised with key stakeholders across partner boroughs. 2. The final draft will be presented to JC on 12th July, along with 1st quarter progress report. 3. A performance management and quality assurance approach has been drafted, to present to JC on 12th July. | 1. To continue to implement the Improvement Plan, and socialising this across partner Councils. 2. To complete the governance framework, aligned partner Councils. 3. The Improvement Plan will be reported on to Joint Committee on a quarterly basis. |
| IP02 | ALL | Approval of Service Plan by partner Councils and Joint Committee: 1. Service Plan by service. 2. Performance Measures agreed. 3. Agreed resources for each plan. | 1. Partner council priorities embedded in Service Plan by service 2. Planned and agreed resourcing for oneSource to deliver partner council priorities. 3. All services exercise commercial discipline in how partner councils' money is spent, the costs of delivering services, to improve efficiency and value for money for the partner councils. | 31st May 2019 (but delivery starts from 1 April) | G | 1. The service plans for 2019/20 are completed, and shared with partner Councils. LBN has shared service plans with the Shared Service. The sharing of service plans allows further alignment with partner Council priorities and requirements for 2019/20. 2. Performance measures are identified in all service plans, and will be reported on a regular basis to the S151 officers. 3. Directors, via service plans and programme/project plans, plan resources for delivery flagging up any issues/areas of growth via s151 Officers. | 1. Service plans will be reviewed on a quarterly basis 2. Service Planning for 2020/21 will commence in next quarter. |
| IP3 | ALL | Confirmation of Value for Money through demonstration of: 1. how partner councils' money is spent, income generated, and the costs of delivering services. 2. Provision of clear service offer and standards by service. | Partner councils will be provided with assurance of value for money through clear and transparent service offer, standards, costs and income generation by service. | 1st September 2019 | G | 1. Zero Based Budgeting of oneSource services underway. Finance in the first phase. Exercise undertaken identifying budget shortfall due to staffing costs which is being managed via vacancy factors and income / underspends in other oneSource services. Work now taking place to balance the budget, including through the restructure. 2. Service specific budgets being assessed to establish correct budget structures. ICT undertaking a line by line budget review with its outcome and recommendations due shortly. Impact of additional savings targets for oneSource being assessed and modelled. | Complete Zero-Based Budgeting for remaining oneSource services. Complete review of service-specific budgets. Complete Impact assessment and modelling of additional savings targets for oneSource, as part of MTF5 process Complete service offer and standards by service. |
| IP04 | ALL | Develop oneSource Commercial Protocol, outlining the principles behind the acquisition of additional income streams, allowing for the exploration of commercial opportunities, but only if they do not impact on the delivery to partner councils. | oneSource Commercial Protocol will provide assurance to partner councils that service standards will be prioritised for partners, whilst also maintaining current successful external customer base, and leaving open the option of exploring other income-generating opportunities. | 1st July 2019 | G | Draft protocol submitted to interim Executive Director. Going to Joint Committee on 12th July for approval. | Draft protocol to be reviewed and approved by Joint Committee on 12th July. Once approved, this will be a guide for oneSource Managers when considering growing the business. |
| IP05 | ALL | Agreed presence and involvement of oneSource in key bodies, boards and across partner Councils and Joint Committee. Qualitative performance measures introduced for senior managers and members of oneSource input. | 1. Strategic visibility, performance management, and resource planning are improved through professional input at strategic level. 2. Improved decision making and planning for partner boroughs. | 30th April 2019 and ongoing | G | Currently working with Legal and Democratic Services, Transformation teams and PMO across both Councils to confirm 1) bodies, and boards across partner Councils which require oneSource representation and 2) who are the most appropriate attendees. Developing a Forward Planning and reporting Schedule / Forward Planning protocol for OMT, and with partner boroughs. | Confirm 1) bodies, and boards across partner Councils which require oneSource representation and 2) who are the most appropriate attendees. Complete and maintain Forward Planning and reporting Schedule / Forward Planning protocol for OMT, and with partner boroughs. |

ALL SERVICES IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Executive Director oneSource, Head of Business Development

| IP Ref | Partner | Delivery | Outcome | Target Date | Status | Progress Comments | Next Steps |
|--------|---------|---|---|--|--------|---|--|
| IP06 | 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. | 30th April 2019 (and ongoing) | G | Shared Services are embedding within the key decision and policy mechanisms within each partner councils, and within programme and projects. Work underway to develop overview of programmes and projects across partners Councils, and membership, as part of developing governance framework. | 1. Confirming key programme and project boards across partner boroughs, and oneSource. 2. Confirming attendees at these boards. 3. Confirming governance arrangements for these boards. 4. Developing Forward Planning and reporting schedule for programmes and projects. |
| IP07 | ALL | Confirm roles of oneSource on all transformation projects and programmes etc. Identify and map support and involvement required. Establish programme management arrangements to ensure effective support. Agree resource and performance management requirements | 1. Proactive and effective support to Transformation programmes. 2. Improved and timely delivery of transformation programmes for partner councils. 3. oneSource is actively involved in programmes and projects and borough priorities, enabling strategic fit, and effective resource-planning with relevant LA to deliver these. 4. Programme and Projects Register aligning oneSource strategic resources to partner Councils according to priorities. | to be agreed with partner boroughs | G | 1. Meetings underway with Transformation Programmes and PMOs, and corporate planning and teams to confirm programmes and projects within oneSource that require or will require oneSource support or lead. This will inform the demand and resource requirements for Shared Services, and resource planning. 2. Programmes and Projects register developing, incorporating programmes and projects identified corporate planning and service planning processes. | 1. Confirm all programmes and projects across partner councils and within oneSource that require or will require oneSource support or lead. 2. Develop programmes and projects register, with detail of key milestones, key dates, and resource requirements 4. Develop programme management approach to resource planning. |
| IP08 | ALL | Establish Continuous Improvement approach and prioritised improvements schedule, aligned with borough approaches, & process automation and digitalisation (Oracle Cloud, digital programmes). | 1. Effective CI approach, that optimises continuous improvement across partner boroughs. 2. Prioritised improvements for oneSource. | Establish Continuous Improvement approach - 1st September 2019 Prioritised improvements schedule - 1st September 2019 | G | 1. Reviewing CI best practice. 2. Reviewing CI approaches / requirements with partner councils. 3. Developing CI approach for oneSource. 4. Developing functions and processes catalogue for Shared Services. 5. Identifying functions and processes a) already being reviewed / improved via other programmes, b) require improvement. | 1. Review approach with Executive Director. 2. Complete review of approaches with partner councils. 3. Develop CI approach for oneSource. 4. Complete functions and processes catalogue for Shared Services. 5. Complete identification of functions and processes a) already being reviewed / improved via other programmes, b) require improvement. 6. Develop Schedule for improvements. |
| IP09 | 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. | PPM framework in place - 1st November 2019 | G | 1. Meetings underway with Transformation Programmes and PMOs, and corporate planning and teams to discuss programme and project management approach and function, and how this will align with reporting and governance for service plans. 2. Programmes and Projects register developing, incorporating programmes and projects identified corporate planning and service planning processes. | 1. Complete meetings with key stakeholders to obtain current methods and systems, and requirements for PPM framework and function. 2. Develop programme and project management framework and function to coordinate reporting and governance of programmes and projects and service plans. |

ALL SERVICES IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Executive Director oneSource, Head of Business Development

| IP Ref | Partner | Delivery | Outcome | Target Date | Status | Progress Comments | Next Steps |
|--------|---------|--|---|--|--------|---|---|
| IP10 | ALL | Establish performance monitoring regime with partner Councils (fit for purposes of each Council), and Joint Committee. | 1. Create a systematic approach to performance management organisation. 2. Ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM. 3. Support services in identifying, planning and reviewing performance indicators 4. Provide assurance on how performance is measured and reported. | Performance framework in place -1st September 2019 | G | Developed a Performance Management framework and established a set of meaningful indicators, as outlined within Service Plans. Indicators to be combined with Improvement Plan outcomes to assess service delivery. | Implementation of performance monitoring and reporting process. Development of a performance dashboard and embedding of performance framework. |
| IP11 | ALL | Design, implement and report on range of methods of measuring qualitative satisfaction with performance for oneSource and individual services and transactions/support. Satisfaction Survey designed and implemented Regular reporting of satisfaction as part of monitoring. Lessons learned incorporated into service planning and performance. | 1. 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. 2. Enhance culture of learning and continuous improvement. 3. Provide assurance on how quality of performance is measured and reported. | Customer Satisfaction Survey designed and implemented. Regular reporting of satisfaction - September 2019 | G | Review of customer satisfaction process and objectives. Report to be discussed with OMT to establish an effective and meaningful for assessing satisfaction, and incorporation of feedback. | Development of customer satisfaction survey and implementation in September 2019. |
| IP12 | ALL | Rebrand oneSource to reflect the focus on delivery to partner Councils and embedding within Councils: - Internal branding audit - Internal branding approach and plan - Internal branding updated - External branding and marketing approach updated. | 1. oneSource is rebranded to reflect the focus on delivery across partner Councils, and externally. 2. OneSource services are successfully embedded within Councils. | Internal branding approach agreed - 5th April 2019 Internal branding implementation plan agreed - 17th May 2019 External branding and marketing approach updated - 1st September | G | 1. Internal branding approach and plan developed 2. Summary update to JC on 12th July. | 1. Implement the internal branding plan 2. Develop external branding and marketing approach. |
| IP13 | ALL | Development and approval of internal communications strategy and plan, agreed by partner Councils and Joint Committee. | 1. Embed new priorities, culture and identity within all oneSource services 2. Embed positive culture celebrating success and improvement 3. Provide a means of communicating partner council priorities and messaging to oneSource staff to improve integration of priorities and working. | Internal communications strategy and plan agreed - 26th July 2019 | G | 1. Strategy has been developed and is being reviewed with OMT 2. Summary update going to JC on 12th July. | 1. Incorporate feedback from Joint Committee. 2. Develop Action plan in conjunction with LBB/LBH/LBN. 3. Evaluate strategy with survey after two years. |

| ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE 1st Quarter April - Jun 2019 | | | | | | | |
|--|---------|---|--|---|--------|--|--|
| Lead: Director, Asset Management | | | | | | | |
| IP Ref | Partner | Delivery | Outcome | Target Date | Status | Progress Comments | Next Steps |
| IP22 | LBH/LBN | Implement Property Services Restructure, with new Strategic Asset Management, Commercial Estate Management, and Digital and Data Functions. Consultation report completed. Recruitment campaign completed. Property restructure completed. | Improved outcomes from Property delivery model and restructure in place. Improved satisfaction from key partners. Clear roles and responsibilities agreed and understood for role of AM and partner council services. | Consultation closure report issued 1st March 2019. Recruitment campaign to launch 1st April 2019. | G | Recruitment is underway. All posts are in the process of being approved and uploaded to Talentlink. Two are already on the oneSource Intranet/JobGo Public website. | Complete Property Services Restructure. |
| IP23 | LBH | Develop and implement Asset Management Strategy and Plans for LBH, capturing lessons learnt, improvement plans, with both macro and micro action plans. 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. | Asset Management Strategy and plans to be approved - August 2019. | G | The Draft Asset Management Strategy went to SLT on 19th May who delegated sign off to Places Steering Group. | The Draft Asset Management Strategy to go to Places Steering Group on 10th July with a view to progressing to Cabinet on 7th August. |
| IP24 | LBN | Develop and implement Asset Management Strategy and Plans for LBN, capturing lessons learnt, improvement plans, with both macro and micro action plans. 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. Support to the delivery of the Housing Delivery Plan, SWW and other corporate programmes. Eradication of poor past practices and management. | Asset Management Strategy and plans to be approved - September 2019. | G | The Draft Asset Management Strategy was considered by CMT on 23rd April. | The Draft Asset Management Strategy is to be socialised across CMT Director DMTs in July. The Strategy will be returned to CMT on 23rd July with a view to progressing to September cabinet. |
| IP25 | LBH/LBN | Develop and implement Health and Safety Improvement Plan. Meeting performance indicators and demonstrable improvement in corporate compliance with statutory and policy requirements. Monitoring through Corporate Health & Safety Board, and through routine updates to CMT/SLT. | 1. Statutory compliance and improved management of risk. 2. Safer places of work and systems of work for staff, visitors and users of buildings and council services. 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). | H&S improvement plans within Asset Management Strategy and plans - to be approved - June 2019. | G | The Health and Safety Improvement Plans are progressing. LBH had an update at the June CMT and LBN are due to have an update to CMT in July. Progress has been made e.g. The new Accident Reporting Form has been implemented. The Contact Us Portal is in place that helps to streamline access to services, Terms of Reference for CHSMB have been refined and agreed, training matrix has been refined and agreed. | Updates will be provided at the July H&S Boards LBH/LBN. LBN are due to have an update to CMT in July. |
| IP26 | LBH/LBN | FM Improvement Plan is developed and implemented. LBN Cleaning Survey and action plan implemented. LBN Catering Survey and action plan implemented. Monitoring through Corporate Assets and Health and Safety Board. | Improved satisfaction with services and meeting performance indicators Improved places to work and visit for staff and others. Reduction in service failings / incidents requiring repairs and maintenance Improved vfm and efficiency. | FM improvement plans within Asset Management Strategy and plans - to be approved - June 2019. LBN Catering Survey and action plan - June 2019. LBN Cleaning survey and action plan - June 2019. | G | The Improvement Plan is being implemented. A comprehensive customer questionnaire has been drafted and has been agreed with Director of Asset management for issue in Autumn following the earlier survey for Catering services. The questionnaire will span all FM functions including catering and cleaning. The Corporate Landlord SLA has been refined and repurchase of several service contracts are underway. Compliance gaps are being closed out. | Customer survey to be issued Autumn 2019. Draft Procurement report for compliance activities agreed by Newham CMT in June - due to go to Cabinet September 2019. Procurement reports for Security and Catering options (Dockside) in draft. Compliance update submitted for Havering Opportunities Theme Board on 29th July. |

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director, Asset Management

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|------|-----|--|---|---|---|--|--|
| IP27 | LBH | <p>Delivery of key projects and transactions to support corporate programmes in LBH:</p> <ol style="list-style-type: none"> 1 Romford Market Transformation Plan (short and medium term proposals). 2 One Public Estate accommodation brief. 3 Town Hall Redevelopment - Town Hall site concept and feasibility complete. 4. New Town Hall site identified. 5. Enabling through land/property: housing delivery (housing, Mercury, RDV, Regeneration). 6. Supporting the Communities Portfolio Review, Schools delivery, Smart Working and non-residential capital project delivery. | <p>Delivery of LBH corporate priorities through delivery of programmes and projects on time and to professional standard.</p> <p>Improved use of assets and vfm from assets.</p> <p>High satisfaction with AM services and contribution to projects.</p> | <ol style="list-style-type: none"> 1 Romford Market Plan - June 2019. 2 One Public Estate joint accommodation brief - target September 2019. 3 Town Hall Redevelopment. 1st stage Project Manager - June 2019; Consultants commission - September 2019. Concept and feasibility work complete - March 2020. 4 New Town Hall site. In-house Site search - June 2019, if an external commission is needed - March 2020. | G | <p>One Public Estate, Town Hall redevelopment, and New Town Hall site acquisition have been initiated and working group has been formalised. An initial accommodation brief has been drafted plus a technical brief for engagement or architects, the latter is currently going through the procurement stage. Desk top assessments on 12 sites completed. Of these at least 5 sites will be taken forward to work with Mercury Land Holdings. Further work to be done to carry out full feasibility studies. Schools expansion programme is on track and Smart Working proposals are due to go to Cabinet formally in August 2019.</p> | <p>Progress projects, and monitor through project working groups/boards, and corporate delivery board. Smart Working proposal to Cabinet in August 2019.</p> |
| IP28 | LBN | <p>Delivery of key projects and transaction to support corporate programmes in LBN:</p> <ol style="list-style-type: none"> 1 Housing Delivery Plan. 2 Communities portfolio review. 3 Smart working. 4 Capital and schools New build, Refurb and Improvement. Monitored through project boards, and corporate delivery board. | <p>Delivery of Mayor's priorities through delivery of programmes and projects on time and professional standard.</p> <p>Contribution to increase of social housing in the borough through the HDP.</p> <p>Improved use of assets and vfm from assets.</p> <p>High satisfaction with AM services and contribution to projects.</p> | <ol style="list-style-type: none"> 1 Housing Delivery Plan. 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. 2 Communities portfolio review. Asset targets to be ascertained. 3 Smart working. 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. 4 Capital and schools New build, Refurb and Improvement performance in line with Capital Spend Programme. | G | <ol style="list-style-type: none"> 1. Housing Delivery Plan progressing well for 2019 and in progress for 2020 2. Community Portfolio review - Zoe advised targets are to be ascertained depending on working groups with members. 3. Smart Working: Co-Chair Place Board; Accommodation Plan (Moves Plan) agreed by: Tranche 1 July 2019; Tranche 2 October 2019; Tranche 3 December 2019; Tranches 4-6 indicative agreement by March 2020. 4. Capital Schemes (schools and non-schools): Project development and delivery in line with MTFS funding and VERTO timelines, including Cabinet and/or all other necessary approvals. | <p>Progress the delivery of projects and programmes. Monitor through project working groups/boards, and corporate delivery board.</p> |

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of Finance and Procurement

| IP Ref | Partner | Delivery Objectives | Outcome | Target Date | Status | Progress Comments | Next Steps |
|--------|---------|--|---|--|--------|--|--|
| IP14 | LBH/LBN | Review procurement function and deliver new structure recruiting to any new posts on a permanent basis. Clear communication and awareness of new roles and service on ongoing basis, and across multiple media. 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. 2. Lean procurement processes maximising use of technology and simpler user experience. 3. Improved procurement outcomes for partner boroughs including innovation, savings and horizon scanning for opportunities. | 1st September 2019 | A | An interim Head of Procurement has been appointed. They will be reviewing the structure and driving change in the Procurement function. The restructure will be reviewing resourcing levels & roles and responsibilities to provide a better operating model with better accountabilities and responsibilities, in agreement with the Partner Councils. | Discussion with Partner Councils regarding operating method and Procurement offer. Procurement review and restructure to commence in July 2019 with Go-Live expected 1st September 2019. |
| IP15 | ALL | Deliver new Finance structure: 1. Agreed structure meeting partner borough needs. 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). 2. Clear roles and responsibilities supporting s.151 and corporate management. 3. fit for purpose finance providing proactive professional service meeting partner boroughs priorities and Improvement Plan Principles. | Head of Finance Restructure 1st June 2019 Rest of Finance 30th September 2019 General improvement ongoing 1st April 2020 | A | The three Deputy 151 roles have been regraded to reflect the requirements of the Finance structure. The regrading of non-deputy 151s are currently delayed due to capacity issues in both Finance and HR. The roles are currently being regraded to align to Council needs and Market expectations. Additional support at senior levels has been identified and will be addressed in the structure. An interim Director of Financial Operations has been appointed and will start in July 2019. He will be managing Operational Finance and the Finance restructure. | Interim Deputy Director of Finance will accelerate the delivery of the review and restructure. |
| IP16 | LBB | To review and update progress the specific LBB Finance improvement plan put into place in summer 2018. | LBB Improvement plan implemented. Monthly review meetings: LBB Director of Finance and Corporate Resources, Director of Finance (oneSource), Head of Business Partnering (oneSource). Improved financial support to LBB. | 1st April 2020 | A | Improvement Plan has been reviewed and signed off with Bexley's Section 151 / Finance Director. There are currently performance management issues that have been identified and the service has been working with the Section 151 to resolve. This includes improving performance management, building extra capacity and ensuring the right individuals and skills are within the workforce. | Increase momentum of Improvement Plan and its delivery. Continue working with Section 151 to resolve issues regarding performance. |
| IP17 | ALL | Develop Financial Systems Strategies for LBB, LBH, and LBN. Implementation plan with schedule of improvements. | Financial Systems Strategies align with partners' priorities. Improved delivery of Financial Systems. | Havering completed 1st March 2019 Newham to be completed 15th April 2019 Bexley to be completed 15th May 2019 | G | Financial Systems Strategies for LBH and LBN were presented in February 2019 and signed off. This enabled the progression of the Oracle Fusion programme. An options paper was presented to Bexley Council and is currently being assessed by the Section 151. | Financial Systems Strategy has enabled the delivery of Oracle Fusion, and will be predominantly delivered under the Oracle Programme. The Oracle programme will deliver the base platform with further automation and integration with other systems, but this aspect is contingent on Oracle and will be delivered in 2022. |

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of Finance and Procurement

| IP Ref | Partner | Delivery Objectives | Outcome | Target Date | Status | Progress Comments | Next Steps |
|--------|---------|---|--|--|--------|---|---|
| IP18 | ALL | Finance Transformation program-Improved budget management and financial control: 1. Review and improve budget management process and support. 2. Review and improve financial control procedures and processes. 3. Implementation plan. 4. Delivery of implementation plan. | Improved finance support to all Council departments, corporate management and members. | Work in progress 1st April 2020 | A | A targeted recruitment campaign has been launched to recruit to all vacancies and to replace interims. It is proposed that 2 senior management and financial accountants are bought in to review our key processes and part of that work will also work with the Section 151s to understand the service offer. Oracle Fusion implementation will facilitate new Ways of Working and transparent information for Finance and other services. | The service will be identifying serious and important service process failures for review. This includes closure of accounts where we will be aiming to do a soft close mid year and to review how we support our budget holders. This will lead to the development of an action plan for targeted action. |
| IP19 | LBB | Lead the implementation of Oracle Cloud (LBB) (IF AGREED). | Oracle Cloud successfully implemented (IF AGREED). Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies. | Bexley delivery September 2020 | G | Business Case for Oracle was presented to the Section 151 / Finance Director in April 2019, providing options and justification of costs. The decision on Oracle Cloud is currently with Bexley Council. | Dependent upon Bexley Council's decision and therefore awaiting decision. |
| IP20 | LBH | Lead the implementation of Oracle Cloud (LBH). | Oracle Cloud successfully implemented. Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies | Havering delivery June 2020 Finance Modules September 2020 Payroll | G | Contract signed with the supplier Evosys - Programme Governance and ToR completed for Steering Board approval - Programme team structure agreed and key roles have been appointed - Project Kick off session held with staff - First draft of High Level Advisory (HLA) Questionnaires completed - HLA Workshops started on the 21st May and run until the 18th June. So far over 49 session have been held and to date feedback from staff on the sessions has been positive Finalising CCN with Cap Gemini to provide Oracle clone & to extend the current hosting contract to support data migration requirements. | All High Level Advisory (HLA) sessions, questionnaires and resulting actions to be completed - HLA sessions. This will provide key information on where there are potential gaps in functionality between the best practice processes within Oracle Fusion and the Havering required business processes. - A High Level Technical design document for the Integration Process will be completed by Evosys and Havering will need to provide specifications for All interfaces. - Complete the CCN agreement with Cap Gemini and confirm dates for when clones will be available to support the data migration activities and timescales agreed with Evosys. It is essential that these dates are achieved to ensure there are no delays to the project plan. |
| IP21 | LBN | Lead the implementation of Oracle Cloud (LBN). | Oracle Cloud successfully implemented. Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies. | Newham delivery June 2020 Finance Modules September 2020 Payroll | G | Contract signed with the supplier Evosys. - Programme Governance and ToR completed for Steering Board approval. - Programme team structure agreed and key roles have been appointed. - Project Kick off session held with staff. - First draft of High Level Advisory (HLA) Questionnaires completed. - HLA Workshops started on the 21st May and run until the 18th June. So far over 49 session have been held and to date feedback from staff on the sessions has been positive. Finalising CCN with Cap Gemini to provide Oracle clone & to extend the current hosting contract to support data migration requirements. | All High Level Advisory (HLA) sessions, questionnaires and resulting actions to be completed - HLA sessions. This will provide key information on where there are potential gaps in functionality between the best practice processes within Oracle Fusion and the Havering required business processes. - A High Level Technical design document for the Integration Process will be completed by Evosys and Havering will need to provide specifications for All interfaces. - Complete the CCN agreement with Cap Gemini and confirm dates for when clones will be available to support the data migration activities and timescales agreed with Evosys. It is essential that these dates are achieved to ensure there are no delays to the project plan. |

HROD IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of HROD

| IP Ref | Partner | Delivery Objectives | Outcome | Target Date | Status | Progress Comments | Next Steps |
|--------|---------|--|--|--|--------|---|---|
| IP29 | LBH/LBN | Review and revise HROD operating model 1. Recruit Director of HROD. 2. Review of HROD. 3. Revised HROD Operating Model, roles and responsibilities. | High quality HR service delivering proactive support to corporate priorities at strategic and operational level. High quality OD service delivering proactive support to corporate priorities and change programmes. Sharing experience and expertise gained across the shared service for the benefit of all partners. Demonstrable improvement in satisfaction and performance in HROD. | 1. August 2019 2. Jan-March 2020 3. July 2020 | G | Director of HROD appointed and taking up post on 27th August 2019 | Director of HROD to undertake an assessment of current operating model. |
| IP30 | LBN | 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 People Strategy and action plans - with clear actions, timescales and measures of success - are approved, and implemented. 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. The 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. Contribution to improved culture and staff satisfaction and views on key areas for improvement Improved satisfaction with HROD service input and quality. | People Strategy to CMT by 30th September 2019 Implementation will be ongoing from October 2019 onwards. | G | Draft strategy produced (May 2019) and shared with newly appointed Director of HROD for comment on 21st June 2019. Work to progress once the new Director HROD takes up post at the end of August. | Finalise People Strategy Report to CMT |
| IP31 | LBH | Develop a People Strategy for LBH. | People Strategy that supports the People & Change project. | People Strategy to SLT by October 2019. Implementation will be ongoing over a period of two years. | G | Draft strategy produced (May 2019) to align with the People and Organisational Change programme. | Finalise People Strategy Report to SLT |
| IP32 | LBN | 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. | This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with CMT by 31st August 2019. | G | Report produced by Stanton Marris and presented to CE on 28th June 2019. | Action plan to be developed in response to findings (some elements will be addressed via the People Strategy) |
| IP33 | LBH | HROD To support the Culture Change Programme in LBH. | Delivery of LBH Cultural Change Programme on time and satisfaction with quality of contribution. | This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with SLT by 31st October 2019. | G | Work is ongoing and approach aligned with the People and Organisational Change programme. Will take on board feedback from Colleague Survey and Service Reviews. | SLT/CLT meetings (July 2019). |

HROD IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of HROD

| IP Ref | Partner | Delivery Objectives | Outcome | Target Date | Status | Progress Comments | Next Steps |
|--------|---------|--|---|---|--------|--|---|
| IP34 | LBH/LBN | Develop Organisational Development strategy and plan for LBH/LBN Incorporated within People Strategy - LBN. To confirm requirements for LBH. | Successful delivery of OD strategy and Plan for both boroughs Satisfaction with the contribution of HROD in respect of input and quality. | LBN: alignment with People Strategy - by 30th September 2019 LBH: To be agreed - to align with the Transformation Programme. | G | LBN - Draft document produced (May 2019) and shared with newly appointed Director of HR&OD on 21st June 2019. Work to progress once the new Director HR&OD takes up post at the end of August. LBH - Not ready to commence | Finalise strategy and present to CMT. |
| IP35 | LBH/LBN | Develop Talent Development Programme. This is incorporated within People Strategy - LBN. To confirm requirements for LBH. | Implemented Talent development programme. Improved staff/management feedback on inclusivity and opportunities within both boroughs. Demonstrable improvements in management skills (NB difficult to measure). | Approach agreed: LBN by 30th September 2019 and LBH by 31st October 2019. Implementation October/November 2019 respectively - and ongoing. | G | LBN - Draft document produced (May 2019) and shared with newly appointed Director of HROD on 21st June 2019. Work to progress once the new Director HR&OD takes up post at the end of August. Talent Development strategy drafted (May 2019). Work to progress once the new Director HROD takes up post at the end of August. LBH - To align with People & Organisational Change programme. | Finalise strategy and present to CMT. LBH - align with Transformation Programme. |
| IP36 | LBH/LBN | Review of all HR (people management) policies, procedures, toolkits. To be digital by default. | HR (people management) policies, procedures, and toolkits to provide clear, simple, accessible. information for all managers and employees All forms and policies to be digital by default. | 2021. This is a two year programme, prioritised into 5 phases of development. | G | Templates agreed with SLT (Havering). Project plan in place. Prioritisation to align with most frequently used policies and the People & Organisational Change programme. | Engage CMT. |

ICT IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of ICT

| IP Ref | Partner | Delivery Objectives | Outcome | Status | Target Date | Progress Comments | Next Steps |
|--------|---------|--|---|--------|--|---|--|
| IP37 | LBH/LBN | Restructure ICT, incorporating North Highland recommendations, and working with service review (LBH). | Alignment of ICT service to corporate priorities. Identification of efficiencies and savings across both boroughs. Improved partner council satisfaction with ICT (at senior and user level). Delivery of innovative solutions to support all Corporate priorities. | A | indicative date of August, tbc with Executive Director. | Havering service review to be concluded in June 2019. | Confirm next steps with Executive Director. |
| IP38 | LBH | Approval of Digital and ICT Strategies and road maps by LBH: <ul style="list-style-type: none"> Digital and ICT strategy and road maps action plans Implement Infrastructure roadmap to upgrade infrastructure. Implement Business Systems Strategy and Roadmap - CRM, Oracle, Liquid Logic, Revs & Bens, Open Housing Phase 2. Implement Security and Risk Management Strategy to strengthen information governance and security. Implement Smarter ways of working. Upgrade Havering PCs. Improve digital offer, and borough-wide connectivity Confirm Resources for projects, including Oracle, CRM, Robotics. | Clear and approved plans for ICT Strategy with approved budgets. Improved ICT systems and devices for LBH and its staff. Facilitation of the delivery of SWW and savings. Innovative solutions through use of improved ICT and shared knowledge, experience and expertise. Improved satisfaction with ICT services at corporate and user level. Full review of ICT budgets and charging to identify efficiencies and improve transparency. | G | Digital and ICT Strategies and road maps due to be signed off - June 2019 Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans. | Strategy signed off by Leader (May 2019) and by SLT, (Jan 2019) and ICT Board Project plan shared with SLT. Liquid Logic social care device roll out started. Security Strategy draft ready. Smarter Working project in progress SQL redesign project - procurement complete. Networks redesign decision report signed off. | Presentation to all Members Progress delivery of strategies and plans |
| IP39 | LBN | Approval of Digital and ICT Strategies and road maps for LBN: <ul style="list-style-type: none"> Digital and ICT strategy and road maps Implement Infrastructure roadmap to upgrade infrastructure. Implement Business Systems Strategy and Roadmap - CRM, Oracle, RMS, IDOX, Mayrise and Northgate. Implement Security and Risk Management Strategy to strengthen information governance and security. Implement Smarter ways of working. Improve digital offer, and borough-wide connectivity. Replace and Develop Newham website. | Clear and approved plans for ICT Strategy with approved budgets Improved ICT systems and devices for LBH and its staff Facilitation of the delivery of SWW and savings Innovative solutions through use of improved ICT and shared knowledge, experience and expertise. Improved satisfaction with ICT services at corporate and user level Full review of ICT budgets and charging to identify efficiencies and improve transparency | G | Digital and ICT Strategies and road maps due to be signed off - June 2019 Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans. | CMT signed off strategy April 2019; by Mayor June 2019. | Align with Borough Regeneration Strategy, Mayor to sign off in July 2019, and go to Cabinet in September 2019. |

ICT IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of ICT

| IP Ref | Partner | Delivery Objectives | Outcome | Status | Target Date | Progress Comments | Next Steps |
|--------|---------|---|---|--------|---|--|--|
| IP40 | LBH/LBN | Support Implementation of Oracle Fusion for Havering and Newham (Implementation by Finance), in particular integration with the council's business systems: • The system must be able to demonstrate improved performance relating to access and speed through improved network bandwidth. • Alignment with the Business Systems Strategy and Corporate Architecture. | Improved and efficient system that facilitates improved productivity. NB supports Primary Improvement in Finance. | G | Havering April 2020 Newham December 2020 | Technical job descriptions defined; Technical Design Authority involved in all tech discussions. Buying in tech resource - see Oracle Fusion progress in Finance section. | Recruit technical resource. |
| IP41 | LBN | Implement CRM for LBN. • The current CRM is no fit for purpose and is financially unsustainable. • 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. | Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience. | G | 31st December 2020 | Technical expert in place for CRM in LBN; business case signed off in March - LBN; project manager appointed, bus analyst appointed. Website business case completed and signed off by CMT April - procurement underway, and BA appointed to do implementation. | Write procurement specification and complete bus case; going to ICT board. |
| IP42 | LBH | Implement CRM for LBH • The current CRM is no fit for purpose and is financially unsustainable. • 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. | Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience. | A | 31st December 2020 | LBH in process of appointing PM, and define and confirm business case. | Appoint PM, and confirm business case. |
| IP43 | LBH | Improve borough wide connectivity for LBH: • The draft connectivity strategy will go through the approval process for a sign off. • The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. | Define connectivity strategy and work with private sector to improve connectivity in the borough. Modern and improved channels for customer engagement delivering on the Smart Cities agenda. | G | 31st December 2019 | Concept case approved, project manager appointed. Proposal developed, due to go to Transformation Board in July. Meetings have taken place with 7-8 suppliers. The work is being progressed through Connectivity Theme Board. Initial discussions with the lead members and the leader have taken place. | Going to Transformation Board 27th July. The plan is to agree the proposal and go out to market by December 2019. Taking to members through Connections theme board. |
| IP44 | LBN | Improve borough wide connectivity for LBN: • The draft connectivity strategy will go through the approval process for a sign off. • The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. | Define connectivity strategy and work with private sector to improve connectivity in the borough. Modern and improved channels for customer engagement delivering on the Smart Cities agenda. | G | 31st December 2019 | Currently, the borough is very well connected with its own dark fibre. Recent LGA connectivity shows connectivity in the borough being above national average. Conversations held at Smart Newham meeting with Mayor to further develop connectivity through alignment with Borough's regeneration plans. The borough is also one of the lead boroughs working with LOTI (London Office of Technology & Innovation). | Further discussion with Regeneration, Mayor and members. Plan is to agree a proposal for Newham by December. |

| ICT IMPROVEMENT PLAN UPDATE 1st Quarter April - Jun 2019 | | | | | | | |
|---|---------|---|--|--------|--------------------|---|---|
| Lead: Director of ICT | | | | | | | |
| IP Ref | Partner | Delivery Objectives | Outcome | Status | Target Date | Progress Comments | Next Steps |
| IP45 | LBH/LBN | <p>Implement Business Systems Strategy and Roadmap for LBH and LBN:</p> <ul style="list-style-type: none"> 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. 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. | <p>Better engagement and planned business system replacement programme. Work with the service DMTs and SMTs to implement.</p> <p>Business systems that are fit for purpose for the future ways of working.</p> | A | 31st December 2019 | <p>Supporting business strategy agreed as part of ICT strategy.</p> <p>As Is business systems roadmap drafted.</p> <p>Comprehensive business systems register, and ICT contracts register created.</p> <p>meetings with management teams across LBH and LBN in progress to develop To Be road maps.</p> | <p>To Be ' roadmaps to be concluded by December 2019.</p> |

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ONESOURCE JOINT COMMITTEE

12th July 2019

Subject heading:

oneSource Commercial Protocol

Report author and contact details:

Simon Pollock, Executive Director,
oneSource

Financial summary:

Implementation of the Commercial Protocol will ensure that there is no impact on the current service delivery and that efficiencies will be used to alleviate any budget pressures.

SUMMARY

This report is presented to the Committee for approval of the Commercial Protocol for oneSource. Discussions at the 5th April Joint Committee members agreed to move away from the mandate to “sell” shared services externally on a commercial basis, to primarily an in-house shared service delivering excellent services to the three partner councils.

The Joint Committee recognised the benefits of commercialisation and this can be viewed within the context of reductions in Central Government grant, caps on Council Tax Increases and savings required as part of the MTFS process. The use of a more commercial approach to providing services to mitigate the financial pressures can be seen as a way of safeguarding service delivery and standards.

The Joint Committee requested a way of ensuring that the development of commercial opportunities does not undermine the in house focus on delivery of excellent services. It was agreed that a commercial protocol would ensure this.

RECOMMENDATIONS

1. To consider and agree the Commercial Protocol at Appendix 1

1. Background

- 1.1 Whilst scaling back the previous push to 'trade' the oneSource service and a focus on supporting the delivery of the partner Councils' priorities, the Joint Committee supported the shared services undertaking work for other councils where that brings in income – but does not undermine the in house focus. The move reflects the agreed shift of oneSource towards a dominant focus on excellent service delivery to the partner councils and away from commercial expansion.
- 1.2 oneSource services income generation is a successful element of the shared service. In particular, the Ethical Enforcement service is now successfully delivered in all three authorities and also in four other councils. This service generated significant increases in debts recovered (including parking, council tax and business rates) but also adopts an ethical approach, including waiving fees in cases of hardship, early engagement with debtors to avoid proceedings, awareness and understanding of working with and signposting to debt advice agencies and are currently considering the establishment of a welfare service to enhance this aspect of the service, which is unique from the services provided by traditional private sector services.
- 1.3 The Joint Committee at its meeting on the 5th April 2019 requested that a Commercial Protocol be drafted to ensure that the exploration of any commercial opportunities does not undermine the in house focus on delivery of excellent service and the in house service provision.

2. The Commercial Protocol

- 2.1 The Commercial Protocol is attached at Appendix 1.

3. Legal implications and risks:

There are no direct legal implications.

4. Financial Implications and risks:

The Implementation of the Commercial Protocol will ensure that there is no impact on the current service delivery and that efficiencies will be used to alleviate any budget pressures.

There will be a proportionate business case approach to developing and implementing new proposals that includes accurate costings.

5. HR Implications and risks:

There are no direct HR implications.

Appendices:

1. Commercial Protocol

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Commercial Protocol

Appendix 1

Purpose

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

Context

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

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

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

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

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

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

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

Sharing Opportunities

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

The benefits of sharing services are:

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

The potential risks of sharing services are:

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

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

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

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

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

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

Commercial Opportunities

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

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

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

Existing Commercial Opportunities

oneSource will continue to undertake external work where:

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

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

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

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

New Commercial Opportunities

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

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

"One off" or ad hoc requests for support

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

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

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

New opportunities for service provision to external customers

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

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

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

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

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

Implementing the Commercial Protocol

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

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

Governance

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

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

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

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

ONESOURCE JOINT COMMITTEE

Subject heading:

Branding and communications for oneSource shared services

Report author and contact details:

Liz Carswell
Head of Business Development
Liz.Carswell@newham.gov.uk
020 3373 0413

Financial summary:

N/A

SUMMARY

With changes to oneSource's strategic direction, the shared service is now seeking to focus less on generating external revenue and expansion, and more on delivering excellent service and supporting the partner councils' savings, transformation and modernisation agendas. There is therefore a desire to see the partnership become more embedded within the councils and reduce the perception of client-contractor split; hence plans have been put in place to address branding and staff communications.

This briefing paper sets out:

- What steps will be taken to reframe the oneSource brand internally so that staff are made to feel more a part of a shared services directorate within the councils and less a separate organisation.
- What steps will be taken to address the wider issue of staff engagement and help foster an affinity for the shared service and, consequently, the three boroughs.

RECOMMENDATIONS

The committee is asked to note the contents of this briefing paper.

REPORT DETAIL

1. BRANDING

1.1. Background

With the Joint Committee providing clear direction for the shared service in terms of embedding oneSource services as individual professional services rather than a wholly separate organisation,

the management team has been working on an Improvement Plan that addresses the need to relook at branding.

1.2. Action Plan

An action plan detailing how this will be achieved has been developed and will be implemented over the coming months. This includes, for example, the usage of:

- email signatures;
- letter templates; and
- Induction guides;

Some channels, such as email addresses, will continue to be used as they are. Communications will gradually rolled out over the coming months notifying staff of the changes to protocols. Please see appendix 1 for the proposed first message to staff.

2. COMMUNICATIONS AND ENGAGEMENT

2.1. Background

To reflect the new priorities for oneSource, it has been identified that shared service staff need to be encouraged to align to all the partners' culture, priorities and values. In order to do so, a review of staff group feedback, briefings feedback and communications survey results was carried out to understand staff thoughts and opinions about working across multiple boroughs.

The evidence demonstrates that due to uncertainty and upheaval surrounding oneSource's continuation, direction and purpose, staff have moved away from aligning to the shared service (and to an extent the three boroughs) to only prioritising and having an affinity for their home borough. As shared service staff are expected to deliver services to the best of their ability to **all** councils, this disengagement must be turned around.

2.1.1. Communications methods

Prior to May 2018, staff were regularly communicated to via monthly staff newsletters, intranet messaging and regular staff briefings. Since then, a moratorium has been in place on corporate communications, with the exception of a couple of briefings in 2018 that provided an overview of the new strategic direction and email messages for specific developments (e.g. senior appointments).

2.2. Key findings

2.2.1. ONCE Network

- A staff committee (The ONCE Network), set up at the end of 2017 to encourage two way communications and engagement across services, has seen numbers fall by 90% and so has temporarily been on hold since December 2018. Reasons for non-attendance include:
 - Travel
 - Workloads
 - Non-belief in their voices being heard.
- Feedback gathered:
 - Staff want greater clarity on direction and better integration of services' communications
 - Concern at the lack of communications since May 2018
 - Personally feel their investment in the shared service has been wasted
 - Feeling unable to take on three different cultures, values and priorities

2.2.2. Staff communications survey

- Staff completed a communications survey in July 2016 prior to the corporate communications suspension and changes to the Shared Service's strategic direction.

- 56% of staff agreed with the statement “overall I am satisfied working for oneSource” compared with 72% of UK local government employees feeling the same way about their authority (shared service data not available).
- 52% felt well informed (prior to suspension and formation of ONCE committee)
- Many statements were neither agreed nor disagreed with, e.g. “I fee proud to work for oneSource” (30% neither agreeing nor disagreeing); highlighting considerable indifference.

2.2.3. Findings conclusion

The feedback highlights lack of clarity around, and communications of, direction and developments. Regular communications is key to building a satisfied and motivated workforce and establishing trust. The communications and engagement strategies outlined later in the report focus on encouraging two-way communications between management and staff, and between colleagues across services.

2.3. **Communications objectives**

The communication objectives set in 2013 are no longer relevant as their focus was to identify oneSource as separate organisation. Three new objectives are being proposed, each aligned to three key focus areas for internal communications:

- **Corporate Strategy:** Communicating organisational vision and values, and ensuring staff are aware of future business priorities.
- **Business Development:** Informing employees of organisational developments (successes / challenges) and industry news.
- **Employee Focus:** Announcing staff changes, promoting cultural diversity and encouraging uptake of developmental opportunities.

2.3.1. New objectives

| Ref | Focus | Objective (to be achieved by August 2021) | Current score | Min Target |
|-----|----------------------|--|---------------|------------|
| CO1 | Corporate Strategy | Staff will understand the strategic direction of the shared service. | 59% | TBD |
| CO2 | Business Development | Staff will be aware of the developments within oneSource occurring across all service areas. | 52% | TBD |
| CO3 | Employee Focus | Staff will feel that communications has become more of a two way process and their opinions and thoughts are taken on board. | N/A | TBD |

Objectives will be assessed via a staff survey that will present statements relating to the focus areas, carried out 2 years after implementation of strategies; please see appendix 2.

2.4. **Strategic options**

2.4.1. Reinstatement of internal communications

The suspension of communications has resulted in uneasiness and confusion amongst staff and regular internal communications has been shown to create a sense of community and trust within an organisation. It is therefore recommended that internal communications methods are re-employed, though modified to reflect the new objectives.

2.4.2. ONCE staff committee

Studies document that staff committees result in better staff engagement, a decrease in employee turnover, increase in service user satisfaction and improved service delivery. It is therefore

recommended that the staff committee is reinstated with members of OMT actively sitting on the committee to provide steer on the art of the possible. Tasks could include:

- Redeveloping and planning the communication of the Shared Services' vision and values
- Working with HR to develop strategies for talent management, succession planning and performance, rewards and recognition;
- Raising awareness of the direction, developments and issues and pressures within the partner councils and the Shared Service;

2.4.3. Removing barriers

Staff need to be engaged and able to communicate their ideas and suggestions with senior management and the rest of the organisation. Staff have voiced that supervisors and managers can be a "hindrance to voicing opinions, feeling empowered to do a job well and innovating". The Shared Service must find ways of removing non-physical barriers between staff on the ground and the management team. These could include:

- Asking for feedback from staff across disciplines in small intimate meetings and later communicating what is being done with the feedback;
- Inviting staff to senior leadership forums within the councils to provide updates, publicise achievements and innovations.

2.4.4. Spreading values through recruitment and HR

In combining the skills of HR and the Business Development team, a number of steps can be taken to support staff in aligning with the boroughs in addition to the shared service.

- De-emphasise "oneSource" as a pseudo-employer – use council branded job descriptions but include description of the Shared Service in adverts to highlight expectations of working across multiple boroughs;
- Have a small induction for Shared Service staff (in addition to council corporate induction) to provide overview of councils' hot topics, priorities and how the Shared Service is supporting this.

2.5. **Next steps**

July – August: create action plan to include:

- Review and refresh of the staff committee
- Creation of a new internal communications plan
- Options for encouraging exchanges of ideas with staff

August 2019 – August 2021: Implementation

August 2021 – Evaluation of objectives through staff survey

Legal implications and risks: None

Financial Implications and risks: None

HR Implications and risks: None

Background Papers: None

Appendix 1 – ED Message to staff regarding branding changes

Dear colleagues,

Shared Service Improvement Plan & Branding

I write to update you on the current position on the branding and “public image” of oneSource and to provide some guidance about the future direction in this area.

The current branding reflects the need in 2014 to establish the identity and vision of the new shared service with staff, members and the wider public sector. This was successfully achieved and we are now a mature stable shared service with a successful brand commercially and are well known in the local government sector. However, internally, it is recognised that some staff mistakenly perceive oneSource as a separate organisation from the partner Councils and we need to redress this perception and re-establish our position as a leading in-house shared service.

In line with this, the partner authorities have reaffirmed their commitment to oneSource and now want us to focus on the support to their services and transformation agendas and to ensure we are viewed as part of their corporate structure. We have been working with the oneSource Joint Committee (including the Mayor of Newham, the Leader of Havering and the Cabinet Member for Resources in Bexley) to reframe our branding to match this new mature ambition.

I have been working with the Directors to create an Improvement Plan, a part of which addresses the need to review our branding to ensure it reflects these priorities. An action plan detailing how we will achieve this has been developed and will be implemented over the forthcoming weeks.

What does this mean?

Most things will remain as they are but we will be refocussing some of the branding of communications and our internal image. We also want to keep changes simple to understand and implemented in a phased way to avoid wasted resources.

Please note this is just an introduction and full guidance will be issued to allow for a smooth changeover.

Internally

The main changes will come with how we communicate with our internal colleagues in the three partner councils.

- A key change will be to reduce the use of the oneSource name internally and instead identify ourselves by our professional capacity (e.g. Procurement or Property Services). Each Directorate needs to establish its new service titles for agreement by the oneSource Management Team to ensure consistency.
- We will still use the name oneSource where it makes sense to do so but refer to the services collectively as “The Shared Service”. Going forward we will identify ourselves with individual clients by our professional service, e.g. XXX from Legal Services.
- There will be changes to email signatures, letter templates and lanyards and you will be informed of these in due course. Some channels, such as email addresses, will continue to be used as they are. Communications will begin to trickle through notifying you of changes to protocols over the next month or so, so please be on the look out and spread the word to colleagues without computers.
- Though many branding channels are not in place at Bexley, we will still need to be mindful of how we refer to ourselves when communicating to our colleagues within each council.

External Work and Marketing

The Shared Service has successfully built up the oneSource brand externally over 5 years. Some services bring in a significant amount of income for the partner councils and others are building their client base, especially amongst other authorities. It is agreed that the oneSource brand should remain for external work and communications, e.g. press releases or in marketing materials.

However, as part of the partner Councils wish for the Shared Service to focus on supporting their services, we will be reducing the amount of marketing activity we undertake to those services that are already successfully working for external clients.

External communications on behalf of a Partner Council

Where we are acting and writing on behalf of a Council to an external person or organisation, changes will be made to letterheads etc. to give greater emphasis to the Council branding rather than oneSource.

Examples will include letters to residents from Legal Services or Revenues & Benefits or from Property Services to a developer. However some services that have agreement from their Director, such as Enforcement Services, will continue to use the oneSource brand for external communications.

There's no need to make any changes now. Templates and guidance will be developed and rolled out over the next couple of months but you may want to discuss the changes in teams and if there are any areas of branding that we have missed. If you have any questions, please contact the [Business Development team](#).

Thank you

Executive Director

Appendix 2 – Objectives evaluation

| Focus | Statement | LG benchmark | 2016 result | 2021 result |
|----------------------|---|--------------|-------------|-------------|
| Corporate strategy | I am aware of the aims and objectives of oneSource in helping the councils achieve outcomes. | X | 59% | |
| | The actions of senior managers are consistent with the values of the shared service. | X | 43% | |
| Business development | I feel well informed about what is happening within oneSource and the councils. | X | 52% | |
| | Communication is good between service areas. | X | 22% | |
| Employee focus | I am encouraged to propose new ideas and to improve the quality of our services to service users. | 74% | X | |
| | I have the opportunity for personal development and growth. | 51% | X | |
| Overall | I satisfied working for the shared service. | 72% | 56% | |
| | I am proud to work for all three councils. | 67% | 58% | |

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ONESOURCE JOINT COMMITTEE

12 July 2019

Subject heading:

**Change of Havering executive
delegation to oneSource officers
in relation to write off of debt.**

Report author and contact details:

**Anne Brown Interim Director of
Legal and Governance, oneSource
Shared Services**

SUMMARY

This report provides the Joint Committee with details regarding the change to Havering officer delegations in relation to the write off of unrecoverable debt. Current Havering and oneSource delegation schemes give officers delegated powers to write any unrecoverable debt with no limitations on the exercise of that power.

Following a review in this area the officer delegations have been constrained to prescribe this function to particular officers in consultation with relevant portfolio holders depending upon the value of the debt to be written off.

As these limitations apply to officers in the oneSource shared service as well as non- shared Havering staff they have been brought to the joint committee for inclusion in the oneSource delegation scheme .They apply solely in relation to the collection of Havering debt.

RECOMMENDATIONS

The Joint Committee is asked to:

- Note the changes made by the Leader of the London Borough of Havering in relation to the write of Havering unrecoverable debt and include the same within the oneSource officer delegation scheme in relation to Havering Council only.

REPORT DETAIL

The Chief Operating Officer and Section 151 officer of Havering Council has raised concerns relating to the lack of political and senior officer oversight of the write of irrecoverable debt. In order to provide a more measured approach the power to write off irrecoverable debt has been

limited to certain officers depending upon the value of the outstanding debt. Appendix 1 sets out the delegation in detail.

Legal implications and risks:

The OneSource delegation scheme requires all delegation of officer power made by either Executive or Council are brought to the Joint Committee for adoption into the scheme of delegation.

Financial Implications and risks:

It is considered that the delegation changes will minimise the risk of inappropriate write off of debt and insure that senior officers and members have oversight of the write off of the larger and more controversial debts that are recommended for write off.

HR Implications and risks:

Staff involved in the current exercise of this power have been involved in the review and are aware of the respective changes.

Equalities implications and risks:

There are not considered to be any equalities issues or risks in this proposed change.

Background Papers

None

Revenues & Financial Transactional Services

Corporate Write Off Approval Limits

June 2019

| | |
|---------------------|---|
| Date last Reviewed: | January 2019 |
| Approved by: | Director of Exchequer & Transactional Services |
| Version Number: | 1.0 |
| Review Date: | January 2020 |
| Document Owner: | Head of Revenues & Financial Transactional Services |
| Post Holder: | Dave Gibbs |
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1 Purpose

This document details the delegated write-off approval limits for uncollectable debts across the Authority. Any write-off submitted should make reference to the Councils write-off guidance procedures. For the avoidance of doubt this includes the write off delegation for Council Tax and NNDR .

2 Amendment to Scheme of Delegation.

6.1 The Scheme of Delegation was approved by the Leader on 3rd June 2019. the scheme is set out in the tables below. For the avoidance of doubt Officers listed in the higher value debt levels may exercise the delegation for al lower value debts.

| Designated Level of Authority | Posts |
|-------------------------------|--|
| 1 | Chief Executive, Executive Directors, Managing Director oneSource |
| 2 | Directors and officers reporting to tier 1 posts (excluding officers in support/clerical roles) including oneSource Directors. |
| 3 | Officers reporting to tier 2 posts (excluding administrative or clerical posts) or oneSource directors |
| 4 | Officers reporting to tier 3 posts(excluding administrative or clerical posts) or Tier 3 oneSource officers |

Citizen Debts

To agree to write off a **citizen debt** owed by a Havering resident or former resident

| <u>Debt Value</u> | <u>Delegation</u> | <u>Source</u> |
|---------------------|---|---------------------------------|
| £500,000 + | Chief Executive in consultation with the Leader | |
| £100,001 - £500,000 | | |
| £25,001 - £100,000 | Directors(Tier 2) in consultation with the Cabinet Member for Finance and Property and Section 151 officer (or officer nominated by her) | s.101 LGA 1972 s.9E LGA 2000 |
| £10,001 - £25,000 | Head of Service (Tier 3) in consultation with the Cabinet member for Finance and Property and Section151 officer (or officer nominated by her). | s.101 LGA 1972 s.9E LGA 2000 |
| Up to £10,000 | Service Manager | s.101 LGA 1972 s.9E LGA 2000 |

Business Debts

To agree to write off a **business debt**, i.e. A debt owed by a business, sole trader, or other organisation in the course of business, trading or delivery of services.

| <u>Debt Value</u> | <u>Delegation</u> | <u>Source</u> |
|----------------------|--|---------------------------------|
| £500,000 + | Chief Executive in consultation with the Leader, Section 151 Officer and Monitoring Officer. | s.101 LGA 1972 s.9E LGA 2000 |
| £100,001 - £500,000* | Chief Operating Officer in consultation with the Cabinet Member for Finance and Property. | s.101 LGA 1972 s.9E LGA 2000 |
| £25,001 - £100,000* | Director in consultation with the Cabinet Member for Finance and Property and Section 151 officer (or officer nominated by her) | s.101 LGA 1972 s.9E LGA 2000 |
| £10,001 - £25,000 | Head of Service in consultation with the Cabinet Member for Finance and Property and Section 151 officer (or officer nominated by her) | s.101 LGA 1972 s.9E LGA 2000 |
| Up to £10,000 | Service Manager | s.101 LGA 1972 s.9E LGA 2000 |

Negotiated Settlements

| <u>Debt Value</u> | <u>Delegation</u> | <u>Source</u> |
|---------------------|---|---------------------------------|
| £500,000 + | Chief Executive in consultation with the Leader ,Section151 and Monitoring Officer | s.101 LGA 1972 s.9E LGA 2000 |
| £100,001 - £500,000 | Chief Operating Officer in consultation with the Cabinet Member for Finance and Property and the Monitoring Officer | s.101 LGA 1972 s.9E LGA 2000 |
| £25,001 - £100,000* | Director (Tier 2) in consultation with the Cabinet Member for Finance and Property and Section 151 Officer(or officer nominated by her) | s.101 LGA 1972 s.9E LGA 2000 |
| £10,001 - £25,000 | Head of service (Tier 3) in consultation with the Cabinet Member for Finance and Property and section 151 officer (or officer nominated by her) | s.101 LGA 1972 s.9E LGA 2000 |
| Up to £10,000 | Service Manager | s.101 LGA 1972 s.9E LGA 2000 |

Negotiated settlement as part of legal proceedings are already contained within relevant delegation schemes.