

## HAVERING AND NEWHAM SHARED BACK OFFICE SUPPORT SERVICE

### JOINT COMMITTEE

13 February 2015

Subject heading:

Strategic and Delivery Plan report

Report author and contact details:

Deborah Hindson, 020 3373 0932,  
[deborah.hindson@oneSource.co.uk](mailto:deborah.hindson@oneSource.co.uk)

Financial summary:

There are no new financial implications outside of those budgeted for

Is this a Key Decision?

No

### 1. SUMMARY

- 1.1 This report presents and requests that the Joint Committee approves the oneSource Strategic Plan for 2015-18 and the Delivery Plan for 2015-16.
- 1.2 The supporting document outlines oneSource's strategic direction and how we will deliver our vision. The document gives an overview of our strategy for the next three years, considers the key business challenges for oneSource over this period and details the priorities and activities which will be taking place during 2015/16 in order to deliver the strategic objectives of oneSource.

### 2. RECOMMENDATIONS

- 2.1 It is recommended that the Joint Committee agree the strategic direction, six key strategic objectives, priorities and activities in the 2015-18 oneSource Strategic Plan and the 2015-16 Delivery Plan.

### 3. REPORT DETAIL

- 3.1 oneSource is currently the largest public sector shared service in London and one of the largest in the country. It has been formed by the London Boroughs of Havering and Newham by bringing together 22 services and 1350 staff. oneSource is supported by members through a joint committee structure who receive key reports and make strategic decisions about its operation.
- 3.2 oneSource provide a range of strategic, operational and transactional services. This means we lead for both Havering and Newham on key strategic issues as well as providing direct services to the councils and support to managers.
- 3.3 oneSource was developed and created quickly with the business case being agreed in November 2013 and the new shared service going live in April 2014. Since going live a number of activities have taken place to create, embed and mould oneSource. There is a dedicated management team in place and services are now being transformed to reduce costs through combining our strengths, economies of scale, reengineering our services and utilising new technologies.
- 3.4 We have developed our own vision, values and ways of working, distinctive from the councils we work with. These reflect the sort of service we want to be and provide to our customers.
- 3.5 oneSource has developed a clear brand and identity both internally to its staff and customers and externally in the local government and shared service market. We have been active in raising awareness and acquiring legitimate interest in oneSource and its services through promotion in service specific media, undertaking keynote speaker slots to best practice communities as well as attending conferences and exhibitions. We have also hosted a shared learning event with high profile speakers from the shared service industry and central government which was attended by councils traveling from as far as Scotland.
- 3.6 Even in our first year of operation oneSource is already being recognised for the work we do with interest from others in working with us and our services being shortlisted and winning industry awards.
- 3.7 Most importantly by creating oneSource we are on target to achieve our first year savings of £4.1m, helping both councils with their fiscal challenges by saving £40m over five years.
- 3.8 Now that oneSource has been formed, the task of fully working together and implementing our target operating model has begun. To continue our plans six key strategic business objectives have been developed, which are used to steer our efforts over the next three years, these are:

1. Delivering savings
2. Focusing on our customers
3. Embedding the oneSource culture
4. Transforming our services
5. Having the technology we need to deliver
6. Growing our business – new partners and customers

3.9 oneSource has developed a delivery plan for 2015/16 which shows the priorities and activities which will be taking place over the year in order to deliver our six strategic objectives and to help deliver each of our customer councils' corporate priorities. These activities have been taken from each of the individual directorate service plans.

3.10 The full details of the strategic plan and delivery plan can be found in the accompanying document to this report titled 'Strategic Plan 2015-18'.

## **4. REASONS AND OPTIONS**

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

4.1.1 This report identifies the strategic direction for oneSource to be able to achieve our vision and strategic aims. In order to do this the Joint Committee will need to agree this strategy and the key priorities for 2015/16.

### **4.2 Other options considered:**

4.2.1 Not applicable.

## **5. IMPLICATIONS AND RISKS**

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

5.1.1 There are no new financial implications outside of those currently budgeted for, any activities described in the delivery plan will be budgeted for through the 2015/16 budget monitoring process.

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

5.2.1 There are no new legal implications identified for this strategic plan.

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

5.3.1 There are no new human resource implications identified for this business development plan, specific human resource advice will be taken as necessary as part of any project mentioned in the delivery plan.

**5.4 Equalities implications and risks:**

5.4.1 Not applicable.

**6. BACKGROUND PAPERS**

6.1 The oneSource Strategic Plan 2015-18 dated January 2015 which includes the Delivery Plan for 2015-16 has been used in preparation of this report and should be read in conjunction with this paper and to make any recommended decisions.