

Appendix 3

Transformation update

HR OD services – Systems, processes and continuous improvement (LBN, LBH)

Transformation HROD is the implementation / continuous improvement phase post-restructure. This includes:

1. Process improvement/redesign (incorporating/linking to automation and digital design)
2. Systems (requirements, internal IT system improvements, case management system)
3. Continuous improvement training to facilitate transformation change (eg. process mapping, waste analysis and problem solving)

Finance transactional services (LBH, LBN, LBB)

Transformation Finance is implementing the continuous improvement phase post restructure. This includes:

1. Accounts Receivable – Continuous Improvement workshop held in December 2016 and observation sessions booked for January 2017 to review Oracle processes in both LBN and LBH to allow for To Be map to be finalised. Electronic scanning process for invoices procured and due for implementation in January 2017.
2. Accounts Payable – Continuous Improvement workshop held December 2016. Officers allocated for tasks and first progress meeting arranged for January 2017.
3. Reconciliations – Continuous Improvement workshops delayed to allow for recruitment in the team.

Committee Reports management process redesign (LBN, LBH)

Final As Is maps produced and review meeting with the Director held in December. The project is moving into the procurement phase. The Business Improvement team will support the design of the To Be process to implement a solution to manage the reporting process for the Committee teams in LBN and LBH.

Digital Post Room (LBN, LBH)

Preparation and scoping phase of the digital post room project. Data collected for LBH and LBN to allow for initial costing exercise for the options appraisal and estimation of savings.

Bexley process improvement and redesign (services outside oneSource)

Bexley Adult Services

Work completed for process review of Day Care, Home Care, Respite Care and Transport. Final presentation to Director of Social Care and Director of Legal and HR held 5/1/17 with recommendations for improvement.

Bexley Children's Social Care:

Initial scoping meeting held for Foster Care 5/1/17. Further dates to be planned through January and February 2017.

Strategic Procurement Unit (LBN, LBH)

The Business Improvement team conducted a Voice of the Customer (VOC) exercise with the Strategic Procurement Unit (SPU) using new Lean tools to extract what is valuable for customers, this is to inform further areas of improvement and embed a continuous improvement culture. Customer feedback was gathered by conducting an online survey and holding interviews, the feedback was then analysed using affinity diagrams and KANO analysis. The results of the VOC were presented back to the Strategic Procurement Unit and subsequently to the new Director of Finance, Paul Thorogood and Jane West, oneSource Managing Director in December. The feedback was mainly positive for the service with a overall satisfaction rate of 75% and an even higher satisfaction rate of 82% with their help on achieving outcomes, however there are still some opportunities for improvement. A workshop is planned with Strategic Procurement Unit staff in January 2017 to create Critical to Customer (CTC) and Critical to Quality (CTQ) requirements. Business Improvement will then create an action plan with the service as a result of the workshop and the VOC analysis.

Transactional People Services (LBN, LBH)

Transactional People Services are in a period of transition, they are implementing new ways of working and embedding their new culture in a joint location. Business Improvement are helping the service implement their actions needed to achieve and embed the change, in particular scoping and drafting communications to customers to ensure they know what the new service provides, how they can access the service and key tips and facts to engage customers. Meetings are being held in January with Corporate Communications in both Newham and Havering to ensure we understand the methods, timelines and rules for internal communications in both councils. This information will be shared with the other services currently implementing change.

oneSource resourcing portal (LBN, LBH)

Following the success of the HR Resourcing portal, DASH, the Business Improvement Team were asked to scope what other oneSource services could benefit from using the Portal. Currently Business Improvement are drafting a template for services to complete with details of their current forms and potential new online forms which they would like to be considered for creation into the Portal. An analysis of the business and customer need based on information provided will be completed and a report produced outlining the potential scope, resource

requirements and benefits of a Project(s) to complete this work provided to oneSource Senior Management for consideration.