ONESOURCE JOINT COMMITTEE	**10 November 2017**
Subject heading:	**oneSource update for November 2017**
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Financial summary:	**This report provides an update of current activity across oneSource.**

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SUMMARY

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The updates in this report include:-

- Transition to Trading
- Oracle
- The oneSource Transformation Programme
- Commercial developments.

An update on the budget is detailed in a separate report on this agenda.

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RECOMMENDATIONS

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The Joint Committee is asked to note the report.

Transition to Trading

In July it was reported to the Joint Committee that funding was being sought from the three councils to develop a business case and a five year strategy for oneSource. The funding request was approved by all three councils and Red Quadrant were appointed to assist the oneSource Management Team. Their work was divided into two stages:-

- Drafting the Business Case for approval in autumn 2017
- Drafting the strategic documents that flow from the business case eg the five year strategy and the transition plan plus assisting the oneSource Management Team in developing methodologies for service reviews and an eventual business plan. This stage is anticipated to conclude in January 2018.

The first of these stages has been concluded and the Business Case is reported elsewhere on this agenda.

Oracle

Gartner was commissioned to undertake a review of Newham's requirements for finance, payroll and HR systems in the future. The report has been concluded but it has not be released by Newham. However, Newham is clear that it has no appetite to move to Oracle Cloud within the next two years. Alternative arrangements are being finalised with Cap Gemini to continue to provide Oracle Version 12 on the 1Oracle platform for Newham and Havering. Brent, Barking and Dagenham, Lambeth and Lewisham are on track to come off 1Oracle in the summer of 2018. Croydon will come off in the summer of 2019. Costs of the 1Oracle platform are being shared with Croydon for 2018/19.

oneSource Transformation Programme

Following the completion of the 1Oracle implementation in Newham and the bulk of the restructures, the oneSource Management Team has established a oneSource Transformation Programme. Appendix A sets out details of the projects within the programme. The programme is still in its early stages but in future quarterly reports will be made to the Joint Committee on progress.

An early exemplar has been the oneSource Starters and Movers project. The Business Improvement team are the first in oneSource to take the Government Digital Services' agile based approach to transforming the laborious paper based processes. The objective of this project was to standardise the process of setting up starters and leavers across Havering and Newham, improve the customer experience and contribute to the paperless initiative by reducing the number of forms and emails required to complete these activities.

New online forms that make it easier for managers to set up new staff in their teams and to notify payroll that a member of staff is leaving, are now available. These online forms have been designed to be simple to use and, wherever possible, complete basic information for the user. The forms do this by making use of intelligent design, coupled with an auto-populate function driven by One Oracle.

This is a key improvement for oneSource managers too as the process has been standardised and the same form can be used for Havering, Newham and oneSource staff. With the simultaneous launch of the Universal Single Employee Database (SED) oneSource managers will be able to access team information from both instances of One Oracle when using the forms.

Feedback from the business has been extremely positive.

Commercial developments

oneSource continues to have successes in being shortlisted for awards.

Newham's Local Government Pensions Scheme (LGPS), managed by the oneSource Treasury and Pensions Team, has won a national Pensions award beating off fierce competition from Lothian Pension Fund and London Borough of Hounslow LGPS for the Secure Income Strategy of the Year award. The Local Authority Pension Fund (LAPF) Investment Awards recognise the best in the UK Local Government market and are judged by a panel of industry experts.

The Scheme was also shortlisted in a further three categories:

•   LGPS Fund of the Year (under £2.5 billion)

•   Investment Strategy of the Year

•   Scheme Governance Award

Newham's investment strategy, administered by oneSource, was recognised for its pivot towards capital protection and shift to new income generating assets that are ahead of what is currently available from the London Pensions Collection Investment Vehicle asset pool and what many other LGPS' have managed to achieve.

The oneSource Enforcement Team was recently shortlisted for Excellence in Enforcement Services in the IRRV Awards and were Highly Commended for our efforts in refreshing our approaches to managing debt recovery whilst working with council services and the third sector to address socio-economic issues in our communities. We were up against two private companies and a joint service in Dorset.

Personnel Today have shortlisted the oneSource Human Resources and Organisational Development Team for the Award for Excellence in Public Service HR for redefining our HR service offer to meet the demands of our customers and demonstrating commercial viability. We will have to wait until the 21 November 2017 to find out whether we have been successful.

Regular award nominations are keeping our profile high in the sector.

Our innovative solutions are also receiving industry recognition; The Mediation Service has been mentioned in a couple of well-respected publications. Personnel Today, a web-magazine attracting 300,000 unique visitors every month, quotes Catherine Anderson (HR and OD team) about putting resolution at the heart of managing conflict at work. The benefits of the oneSource resolution policy have also been highlighted in David Liddle's (CEO, The Conflict Management group) "Managing Conflict" book about achieving a system that discourages harmful and dysfunctional disputes in the workplace. It is a brilliant demonstration of the oneSource reputation and ability to provide progressive solutions.

We continue to be awarded work by the Newham small businesses as they move to company status and we have recently been appointed by Bexley's Housing Company to provide its finance services. This is requiring oneSource to rethink the offer it provides, diversifying into services that are more suited to small businesses and improving our customer service. Our services are improving fast in these areas and this could become a growing side to the business over time, beyond companies connected to the three partner councils.

We are doing more projects jointly with other teams in the three boroughs, particularly Education in both Havering and Newham. For example, we are having success selling on a product the oneSource ICT Team have developed in conjunction with the Newham Education Team. The CLA

Live system supports professionals in meeting the needs of currently and formerly looked after children and young people from ages 3-25 years. It automatically deals with data capture, enabling professionals to focus on the educational, training and employment needs of a child. By holding information about key social care factors it assists in identifying the needs of an individual young person or hundreds of young people.

What is unique about this product is that it looks at educational needs within the context of wellbeing factors. Looked after children often carry a history of trauma which impacts on educational performance. The right educational intervention can be the start of unravelling a complex emotional and social web which the young person has been caught up in.

It also enables high level analysis using straightforward language ready for Virtual School staff to manage their caseload or make the case for resources.

Finally we are also working on specific opportunities with a number of London Boroughs and a District Council.

Legal implications and risks:

None

Financial Implications and risks:

None

HR Implications and risks:

None

Background Papers

None

Appendix A

oneSource Transformation Programme

REF	Workstream	Description	SRO	Project Manager/ Lead	Status
**oneSource transformation workstreams Nov 2017**
1	Case management system	HR system	CN/JD	TB	In Progress
2	Work allocation / porta (service manager)	Automatic redirection of work request to teams	DF	MD	In Progress
3	Legal Trading account	Establish cost base of service, Recharging model	DF	DF	In Progress
4	Strategic Legal Commissioning	Establish the model	DF	DF	In Progress
5	Discovery (processes)	Identify processes/ inform work programme	JW	MD / CL	In Progress
6	Central repository for guidances	Forms and guidances in one place	JW	KS /CL	Not Started
7	Induction process end to end	HR process	JD	SA	Completed
8	Robotics RPA	Pilot RPA	JW	TBC	In Progress
9	Agile Pilot End to end starters-leavers	Agile 1st iteration minimum viable product	JW	CL	Completed
10	ICT transformation	Target operating model	PJ	PJ	Not Started
12	Oracle development	Wherever possible mirror to one instance	PT	JJ	In Progress
13	Time recording system	To record time for chargeble work and mgmt info	PT	TBC	Not Started
14	Continuous improvement Procurement	Critical to customer (CTQ) / Master scheduling	PT	KS / AA	In Progress
15	Finance Transformation	Strategic and operational	PT / SB	PT / SB	In Progress
16	Transactional Process standarisation	Oracle workarounds	PT	TBC	In Progress
17	Recruitment process end to end	HR process owner	SB / CN	KS	Not Started
18	Ctax & bens and exchequer LBH / cust serv	Target operating model	SB	TBC	In Progress
19	E resourcing portal	Review E-Resourcing Portal (Current urgent)	SB	KS	In Progress
20	ONE 1 Wireless	Sale of ducting, wireless and masts	PJ		Not Started
21	ONE 2 Digital post room (oneSource/ LBH)	Transformation of post, scan and print functions	JW		In Progress
22	ONE 4 Transition to Trading	oneSource to become a commercial entity	JW	JW	In Progress
23	ONE 5 Spans and Layers	Review compliance with Organisational Policy	CN		In Progress
24	ONE 7 Business Support (LBH)	Review of all business support across the services	JW	JP	Not Started
25	ONE 8 Agency Staff	Review of all agency workers	CN		Not Started
26	Movers	Next iteration following Starters and leavers	TBC	TBC	Not Started