

## Culture, Leadership, Governance & Freedoms

Leads: Jane, Sandy & Mark

Desired outcome	Workstream	Activity	Senior Responsible Owner	Resource(s)	Start date	Target completion date
<ul style="list-style-type: none"> <li>• Good sound governance from the start</li> <li>• Governance supports positive and constructive partnership working across all four organisations</li> <li>• Trading Company activated efficiently and effectively to allow the company to have good sound governance</li> </ul>	1. Implementation of new governance structure	Redesign and implementation of more strategic terms of joint committee and make changes to the three councils schemes of delegation	CE	CE and Legal	Feb-18	Jul-18
		Formation and development of terms and conditions of intelligent client group	CE	CE and Legal	Feb-18	Jul-18
		Agree Shareholding	CE	JW and Council CEs	Nov-17	Dec-17
		Agree shareholder representatives	CE	JW and council CEs	Jun-18	Jul-18
		Draft business case	CE	JW and council CEs	Nov-17	Dec-17
		Clear business case through Shadow Commissioning Board, Steering Groups and Cabinets	CE		Jan-18	Jun-18
		Draft 2019/20 SLA between oneSource Partnership and councils (for all services)	CE	CE and council CEs	Mar-18	Aug-18
		Consider make up and appointment of shadow board of directors	CE	CE and council CEs	Jan-18	Jun-18
		Incorporate from Commissioning workstream	CE	CE and Shadow Commissioning Board	Dec-17	Jun-18
		Activate dormant company - activities listed below and also in detail on a separate plan	CE	CE, Legal and Finance	Jun-18	Sep-18
		Agree Board of Directors (not Shadow), will include recruitment of Non-Execs	CE	CE and HR	Jun-18	Sep-18
		Draft Shareholders Agreement	CE	CE and Legal	Mar-18	May-18
		Sign off Shareholder Agreement	CE	CE and Legal	Jun-18	Jul-18
		Paper required on pensions arrangements as part of sign off	CE	PT, SB and Pensions Teams	Jan-18	Feb-18
		Draft pensions admission agreement	CE	PT, SB and Pensions Teams	Mar-18	Jun-18
		Open Bank Account	CE	CE and Finance	Aug-18	Aug-18
		Review oneSource Scheme of Delegation	CE	CE and Legal	Feb-18	Jul-18
		Draft oneSource Partnership Ltd Scheme of Delegation	CE	CE and Legal	Feb-18	Jul-18
		Identify impacts for Council Constitution/SoD/SO/CSOs	CE	CE and Legal	Feb-18	Jul-18
		Agree "roll-out" and rah rah for after the election?	CE	SH and BDT	Jun-18	Jul-18
Revisit "pre-nup"	CE	SH	Feb-18	Jul-18		
<ul style="list-style-type: none"> <li>• Desired "oneSource" identity achieved</li> <li>• oneSource staff are empowered to deliver maximum productivity</li> <li>• oneSource staff are happy and committed</li> </ul>	2. Culture change (including People strategy and workforce development)	oneSource Trading Vision Agreed	SH	SH, OMT, Commercial Champs and ONCE	Feb-18	Mar-18
		oneSource Values revisited	SH	MB, OMT, managers' engagement group and ONCE	Mar-18	Jun-18
		oneSource Managers Engagement Group established	SH	MB and HR	Feb-18	Mar-18
		oneSource desired culture articulated	SH	SH, OMT and ONCE	Feb-18	Aug-18
		Develop cultural transition plan	SH	SH and ONCE	Sep-18	Dec-18
		oneSource People and WDS agreed	SH	SH and ONCE	Jun-18	Dec-18
		WDS road-map agreed	SH	SH and ONCE	Jun-18	Dec-18
		Implement a oneSource set of staff behaviours	SH	SH and ONCE	Dec-18	Mar-19
		oneSource PDR and Competencies Agreed	SH	SH and ONCE	Oct-18	Dec-18
		Design of oneSource Commercial Awareness Standards	SH	SH, Stewart Aldersley and ONCE	Jan-18	Feb-18

		Implementation of oneSource Commercial Awareness Standards and Development Programme implemented using non-conventional interventions eg partnering, peer review, shadowing and mentoring. Prioritise pilot areas from March 18	SH	SH, Stewart Aldersley and ONCE	Mar-18	Jun-18
		Manage comms emerging from this stream and passing them through to the Customer stream	SH	SH and BDT	Ongoing	Ongoing
<b>• All managers to be effective commercial leaders</b>	<b>3. Leadership Development</b>	Procure and develop a cultural leadership programme that informs the development change programme for all staff.	SH	SH, OMT and HR	Feb-18	Jun-18
		Run the Cultural Leadership Development Programme for top two tiers	SH	SH and HR	Apr-18	Mar-19
		Evaluate the Cultural Leadership Development Programme	SH	SH and HR	Oct-18	Dec-18
		Design and run a second phase Development Programme for all staff and managers	SH	SH and HR	Jan-19	Mar-19
		Run the Development Programme for remaining staff	SH	SH and HR	Apr-19	Mar-20
		Individual Coaching plans developed for top two tiers	SH	SH and HR	Apr-18	Mar-19
		External Commercial Mentors secured	SH	SH and HR	Apr-18	Mar-19
		Establish the Pilot Leads as an Action Learning Set	SH	MB and Sue Wilks	Jan-18	Feb-18
<b>• Future Target Operating Model developed</b>	<b>4. Leadership structure</b>	Develop Leadership structure with councils to take into account the introduction of new entities such as the Shareholder Board, the Intelligent Client and the oneSource Board of Directors.	CE	CE and HR	Jan-18	Oct-18
<b>• Current barriers to trading removed</b>	<b>5. Negotiation on commercial agility</b>	Identify priority areas of "dispensation" to allow entrepreneurial activity - likely to include internal procurement rules, PDR processes (see above), freedom to communicate, other clearances etc	MB	MB and Pilot Leads	Feb-18	Mar-18
		Develop business case for dispensations including opportunities and risks	MB	MB, OMT and Pilot Leads	Feb-18	Jun-18
		Dialogue with parent boroughs and internally within oneSource to agree limit of dispensations and implementation impact	MB	MB and OMT	Feb-18	Sep-18