

# Strategic Priorities

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## Today's Agenda and Focus

- Initial view of priorities and key issues from Interim CEO
- To promote discussion and debate with the Joint Committee
- To use to shape agenda and thinking prior to OMT strategic away day 26th April
- Priorities to be developed further in discussions with three Councils post May

## Overview of key priorities and issues

- Development of strong relationships with the three “new” political administrations post May 2018 Elections
- Agreement from three Councils to the strategic direction and organisational form for oneSource over medium term
- Prioritise the Integrated Programme Plan and TTT to ensure best fit to future strategy
- Deliver key improvements to quality and performance across oneSource improving customer satisfaction
- Identify “new business opportunities” from existing and potential clients
- Staff engagement, communications and improving morale

## Strong relationships with the Councils

- Very important for oneSource to develop trust and confidence with all three Councils for long-term development
- There will be three “new” political administrations to establish a relationship with post May
- Important task to ensure that the political priorities and policy positions of the three Councils are understood and oneSource responds to this positively
- Establishing a clear understanding between the relationship with our political and managerial Commissioners and political oversight via the Joint Committee

## Clear direction from the Councils

- Gain agreement from our three Councils about the future strategy and direction of oneSource
- Achieving clarity is key for OMT priorities and for leading staff and managers through the next stage of development
- CE/OMT role is to be clear about our best advice and recommendations to the three Councils based upon our understanding of their priorities
- This advice needs to be based upon ongoing engagement and dialogue with political and managerial leaderships in three Councils
- The objective is to clarify this by July to enable implementation

## Prioritise Integrated Programme Plan/TTT

- Identify what the most important priorities are and ensure we have the resources and skills to deliver at pace
- Improve the quality and performance of our services to customers
- Identify what “transformation looks like” for each service and prioritise
- Clarify our true cost base and use this to drive strategy
- Create a “one organisation” culture with our staff
- Align our staff to the vision of our councils and create the “golden thread” from oneSource
- Deliver what we say we are going to do!

## Improving Quality and Performance

- This is closely linked to the Integrated Programme Plan but also a key part of business as usual
- The perception and reality of our service performance is a key driver of how supportive the three Councils are of our role
- Given there are options for deepening the relationship with our existing Councils this should be a priority
- For each service area service improvement plans, performance indicators and quality assurance measures will be a focus
- Important link to understanding our “real costs” and VFM
- This is an important part of the cultural change agenda for oneSource

## New business opportunities

- Always easier to keep and expand from existing business base than to win new business.....
- Therefore the priority over the next 12 months should be (generally) to deepen rather than widen our customer base
- There will be exceptions to this and OMT's role is to pick the winners and deliver with quality e.g. ....??
- Clear priority to ensure that all three Councils retain services in oneSource and where appropriate expand the services delivered
- Possible discussions with other neighbouring boroughs e.g. Redbridge and Tower Hamlets?
- Have to be able to do what we say, on time and on a realistic cost base



## Staff engagement, communications & morale

- Leadership to deliver quality and productivity is the “X Factor” in public service
- Therefore our aim should be to have a well motivated, skilled and enthusiastic workforce at all levels
- This requires a clear vision, people knowing how they fit in and being managed and developed to deliver their potential
- This is a challenge in context of austerity, more change and uncertainty
- Communication, engagement and a focus on culture, behaviour and values are crucial
- Development of “the deal” between staff and the organisation key
- CEO and OMT need to prioritise this over next 6 months

## Recruitment of new CEO etc.....

- Overall my role is to agree and implement a clear way forward for oneSource in the context of TTT and local elections
- By July(?) to gain agreement from the Councils and implement the strategy following this
- This will establish the nature of the CEO function and allow a permanent appointment on that basis
- Ensuring a smooth transition to the new CEO once recruited

## Conclusions

- OneSource is at a pivotal point in its evolution and development
- There is a requirement to improve and develop the quality and performance of oneSource in all scenarios
- Given the elections and the “new” administrations there is a need to gain clarity about the future direction for oneSource
- OMT’s role working with the Councils is to provide the best advice and recommendations on the future direction of oneSource
- This needs to be aligned with the Integrated Programme Plan which needs to be prioritised in the short-term
- Leadership of our managers and staff will be crucial to our success