

oneSource Improvement Action Plan 2019-2020

Ref	Partner	Corporate Plan Priorities/themes	Priority	oneSource Services	Delivery	Outcome	Lead	Timeline (n.b. detailed timeline are in service plans / impenentation plans)
IP01	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	STRATEGIC IMPACT & PRESENCE	ALL	Approval of Improvement Plan by partner Councils and Joint Committee 1. Alignment to partners' corporate priorities identified by Joint Committee, and aligned to corporate plan priorities 2. Strategic Governance Framework for required improvements 3. Performance measures agreed	Partner Council priorities embedded in oneSource strategy and operational priorities and delivery. Improved delivery of Council priorities and measures of oneSource performance	Executive Director	JC Meeting 5th April 2019 - approval of first draft 30 April 2019 to finalise
IP02	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	STRATEGIC IMPACT & PRESENCE	ALL	Approval of Service Plan and Service Offer by partner Councils and Joint Committee: 1. Service Plan by service 2. Service Offer and Standards by service 3. Performance Measures agreed 4. Agreed resources for each plan	Partner council priorities embedded in Service Plan by service Transparent service offer and standards by service and measurable performance Planned and agreed resourcing for oneSource to deliver partner council priorities.	Executive Director	31st May 2019 (but delivery starts from 1 April)
IP03	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	STRATEGIC IMPACT & PRESENCE	ALL	Agreed presence and involvement of oneSource in key bodies, boards and across partner Councils and Joint Committee. Qualitative performance measures introduced for senior managers and members of oneSource input.	Strategic visibility, performance management, and resource planning are improved through professional input at strategic level. Improved decision making and planning for partner boroughs.	Executive Director	30th April 2019
IP04	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	STRATEGIC IMPACT & PRESENCE	ALL	Ensure oneSource services are embedded within the key decision and policy making mechanisms within each Partner Council as required including membership of projects, programmes and also "ad hoc" availability and support to corporate management and members.	Improved satisfaction from partner councils of strategic input, i.e. oneSource services are embedded within key decision and policy making within each Partner Council as required including membership of projects, programmes and also "ad hoc" availability and support. Programme and Projects Register aligning oneSource strategic resources to partner Councils according to priorities.	Head of Business Development	30th April 2019 (and ongoing)
IP05	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	STRATEGIC IMPACT & PRESENCE	ALL	Confirm roles of oneSource on all transformation projects and programmes etc. Identify and map support and involvement required Establish programme management arrangements to ensure effective support. Agree resource and performance management requirements	Proactive and effective support to Transformation programmes. Improved and timely delivery of transformation programmes for partner councils. oneSource is actively involved in programmes and projects and borough priorities,, enabling strategic fit, and effective resource-planning with relevant LA to deliver these.	Executive Director	to be agreed with partner boroughs
IP06	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	STRATEGIC IMPACT & PRESENCE	ALL	Establish Continuous Improvement approach and prioritised improvements schedule, aligned with borough approaches, & process automation and digitalisation (Oracle Cloud, digital programmes)	Effective CI approach, that optimises continuous improvement across partner boroughs. Prioritised improvements for oneSource	Head of Business Development	Establish Continuous Improvement approach - 28th June 2019 Prioritised improvements schedule - 19th July 2019

oneSource Improvement Action Plan 2019-2020

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IP07	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	STRATEGIC IMPACT & PRESENCE	ALL	Establish programme and project management approach and function to coordinate reporting and governance of programme and projects, and service plans, across oneSource, and delivered by oneSource for boroughs.	Effective oneSource [PPM framework and function is in place, to enable robust programme and projects management, service plan delivery, risk management, and resource planning, aligned with borough reporting methods and systems	Head of Business Development	PPM framework in place - 26th July 2019
IP08	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	STRATEGIC IMPACT & PRESENCE	ALL	Establish performance monitoring regime with partner Councils (fit for purposes of each Council), and Joint Committee.	Create a systematic approach to performance management organisation Ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM. Support services in identifying, planning and reviewing performance indicators Provide assurance on how performance is measured and reported.	Head of Business Development	Performance framework in place - 26th July 2019
IP09	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	COMMUNICATI ONS, CULTURE AND BRAND	ALL	Design, implement and report on range of methods of measuring qualitative satisfaction with performance for oneSource and individual services and transactions/support Satisfaction Survey designed and implemented Regular reporting of satisfaction as part of monitoring Lessons learned incorporated into service planning and performance	Create a systematic approach to partner satisfaction at all levels to ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM. Enhance culture of learning and continuous improvement. Provide assurance on how quality of performance is measured and reported.	Head of Business Development	Customer Satisfaction Survey designed and implemented - 28th June 2019 Regular reporting of satisfaction - September 2019
IP10	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	COMMUNICATI ONS, CULTURE AND BRAND	ALL	Rebrand oneSource to reflect the focus on delivery to partner Councils and embedding within Councils: - Internal branding audit - Internal branding approach and plan - Internal branding updated - External branding and marketing updated	oneSource is rebranded to reflect the focus on delivery across partner Councils, and externally. OneSource services are successfully embedded within Councils.	Head of Business Development	Internal branding approach agreed - 5th April 2019 Internal branding implementation plan agreed - 17th May 2019 External branding and marketing plan updated - 17th May 2019
IP11	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	COMMUNICATI ONS, CULTURE AND BRAND	ALL	Development and approval of internal communications strategy and plan, agreed by partner Councils and Joint Committee	Embed new priorities, culture and identity within all oneSource services Embed positive culture celebrating success and improvement Provide a means of communicating partner council priorities and messaging to oneSource staff to improve integration of priorities and working.	Head of Business Development	Internal communications strategy and plan agreed - 26th July 2019
IP12	LBH/LBN	LBH: Theme - Opportunities LBN: Priority 3 - Community Wealth LBN: An Efficient & Effective Council	OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE	FINANCE	Review procurement function and deliver new structure recruiting to any new posts on a permanent basis Clear communication and awareness of new roles and service on ongoing basis, and across multiple media Revised rules and procedures focussed on reduced process, speed, value for money and innovation	1. fit for purpose procurement function providing proactive professional service meeting partner boroughs priorities and Improvement Plan Principles 2. Lean procurement processes maximising use of technology and simpler user experience. 3. Improved procurement outcomes for partner boroughs including innovation, savings and horizon scanning for opportunities	Director of Finance	01/07/19

oneSource Improvement Action Plan 2019-2020

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IP13	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE	FINANCE	1. Agreed structure meeting partner borough needs 2. Deliver new Finance structure recruiting to any new posts on a permanent basis	1. New Finance delivery model and restructure in place (with interim arrangement sooner as required) 2. Clear roles and responsibilities supporting s.151 and corporate management 3. fit for purpose finance providing proactive professional service meeting partner boroughs priorities and Improvement Plan Principles	Director of Finance	Head of Finance Restructure 01/06/2019 Rest of Finance 30/09/2019 General improvement ongoing 01/04/2020
IP14	LBB	LBB: Priority 5 - Innovation and Self-Sufficiency	OPERATIONAL DELIVERY	FINANCE	To review and update progress the specific LBB Finance improvement plan put into place in summer 2018.	LBB Improvement plan implemented Monthly review meetings: LBB Director of Finance and Corporate Resources, Director of Finance (oneSource), Head of Business Partnering (oneSource). Improved financial support to LBB	Director of Finance	01/04/20
IP15	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	FINANCE	1. Develop Financial Systems Strategies for LBB, LBH, and LBN 2. Implementation Plan with schedule of improvements	Financial Systems Strategies align with partners' priorities Improved delivery of Financial Systems	Director of Finance	Havering completed 01/03 Newham to be completed 15/04/2019 Bexley to be completed 15/05/2019
IP16	ALL	LBB: Priority 5 - Innovation and Self-Sufficiency LBH: Theme - Opportunities LBN: An efficient & Effective Council	OPERATIONAL DELIVERY / STRATEGIC IMPACT & PRESENCE	FINANCE	1. Review and improve budget management process and support 2. Review and improve financial control procedures and processes 3. Implementation plan 4. Delivery of implementation plan	Improved finance support to all Council departments, corporate management and members	Director of Finance	Work in progress 01/04/2020
IP17	LBB	LBH: Theme - Opportunities LBH: Theme - Connections	OPERATIONAL DELIVERY	FINANCE	Lead the implementation of Oracle Cloud. (IF AGREED)	Oracle Cloud successfully implemented (IF AGREED) Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies check against Oracle outcomes	Director of Finance	Bexley delivery September 2020
IP18	LBH	LBH: Theme - Opportunities LBH: Theme - Connections	OPERATIONAL DELIVERY	FINANCE	Lead the implementation of Oracle Cloud.	Oracle Cloud successfully implemented (IF AGREED) Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies check against Oracle outcomes	Director of Finance	Havering delivery April 2020
IP19	LBN	LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	FINANCE	Lead the implementation of Oracle Cloud.	Oracle Cloud successfully implemented (IF AGREED) Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies check against Oracle outcomes	Director of Finance	Newham delivery Dec 2020
IP20	LBH/LBN	LBH: Theme - Opportunities LBN: An Efficient & Effective Council	OPERATIONAL DELIVERY	ASSETS	Implement Property Services Restructure, with new Strategic Asset Management, Commercial Estate Management, and Digital and Data Functions.	Improved outcomes from Property delivery model and restructure in place Improved satisfaction from key partners Clear roles and responsibilities agreed and understood for role of AM and partner council services	Director of Asset Management	Consultation closure report issued 1/3/19; recruitment campaign to launch 1/4/19.

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IP21	LBH	LBH: Theme - Opportunities LBH Theme: Places	OPERATIONAL DELIVERY	ASSETS	Develop and implement Asset Management Strategy and Plans for LBH, capturing lessons learnt, improvement plans, with both macro and micro action plans. Monitored through monitoring through bi-annual Corporate Asset Management Board, and routine updates to SLT/CMT.	Improved asset management in Havering and outcomes from the use of its buildings and supporting corporate priorities.	Director of Asset Management	Asset Management Strategy and plans to be approved - June 2019
IP22	LBN	LBN: Theme - Opportunities LBN Theme: An Efficient & Effective Council	OPERATIONAL DELIVERY	ASSETS	Develop and implement Asset Management Strategy and Plans for LBN, capturing lessons learnt, improvement plans, with both macro and micro action plans. Asset Management Strategies and Plans developed and approved Monitored through monitoring through bi-annual Corporate Asset Management Board, and routine updates to SLT/CMT.	Improved asset management in Newham and outcomes from the use of its buildings and supporting corporate priorities. Support to the delivery of the Housing Delivery Plan, SWW and other corporate programmes. Eradication of poor past practices and management	Director of Asset Management	Asset Management Strategy and plans to be approved - June 2019
IP23	LBH/LBN	LBH: Theme - Opportunities LBN: An Efficient & Effective Council	OPERATIONAL DELIVERY	ASSETS	Develop and implement Health and Safety Improvement Plan H&S Improvement Plan developed and approved Meeting performance indicators and demonstrable improvement in corporate compliance with statutory and policy requirements. Monitoring through Corporate Health & Safety Board, and through routine updates to CMT/SLT	1. Statutory compliance and improved management of risk 2. Safer places of work and systems of work for staff, visitors and users of buildings and council services 3. Contribution to reduced absence and improved morale of workforce from improving work places and reducing accidents at work / managing risk (n.b. difficult to measure)	Director of Asset Management	H&S improvement plans within Asset Management Strategy and plans - to be approved - June 2019
IP24	LBH/LBN	LBH: Theme - Opportunities LBN: An Efficient & Effective Council	OPERATIONAL DELIVERY	ASSETS	FM Improvement Plan is developed and implemented LBN Cleaning Survey and action plan implemented LBN Catering Survey and action plan implemented Monitoring through Corporate Assets and Health and Safety Board.	Improved satisfaction with services and meeting performance indicators Improved places to work and visit for staff and others. Reduction in service failings / incidents requiring repairs and maintenance Improved vfm and efficiency.	Director of Asset Management	FM improvement plans within Asset Management Strategy and plans - to be approved - June 2019 LBN Catering Survey and action plan - date? LBN Cleaning survey and action plan - June 2019.
IP25	LBH	LBH: Theme - Opportunities LBH Theme: Places	OPERATIONAL DELIVERY	ASSETS	Delivery of key projects and transactions to support corporate programmes in LBH: 1 Romford Market Transformation Plan (short and medium term proposals) 2 One Public Estate accommodation brief 3 Town Hall Redevelopment - Town Hall site concept and feasibility complete 4. New Town Hall site identified 5. Enabling through land/property: housing delivery (housing, Mercury, RDV, Regeneration.), 6. supporting the Communities Portfolio Review, Schools delivery, Smart Working and non-residential capital project delivery.	Delivery of LBH corporate priorities through delivery of programmes and projects on time and to professional standard. Improved use of assets and vfm from assets High satisfaction with AM services and contribution to projects	Director of Asset Management	1 Romford Market Plan - June 2019. 2 One Public Estate joint accommodation brief - target September 2019. 3 Town Hall Redevelopment. 1st stage Project Manager - June 2019; Consultants commission - September 2019. Concept and feasibility work complete - March 2020. 4 New Town Hall site. In-house Site search - June 2019, if an external commission is needed - March 2020.

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IP26	LBN	LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	ASSETS	Delivery of key projects and transaction to support corporate programmes in LBN: 1 Housing Delivery Plan. 2 Communities portfolio review. 3 Smart working. 4 Capital and schools New build, Refurb and Improvement Monitored through project boards, and corporate delivery board.	Delivery of Mayor's priorities through delivery of programmes and projects on time and professional standard Contribution to increase of social housing in the borough through the HDP Improved use of assets and vfm from assets High satisfaction with AM services and contribution to projects	Director of Asset Management	1 Housing Delivery Plan. Transfer of seven sites and grant draw down - March 2019. Acquisition/lease surrender of two sites March 2019. Appointment of 2 people to work with Regen - April 2019 . Housing Delivery Assets Working Group set up - April 2019. Prepare transfer of c.40 sites - into 2020. 2 Communities portfolio review. Asset targets to be ascertained. 3 Smart working. Places Board set up for 2019/20 – working group. Accommodation Plan finalised by June 2019. Delivery of the Accommodation Plan CMT and Cabinet papers - September 2019. FM revisions to service contracts as budgets approved. Recruitment of staff in Projects and Programmes 2 people and 1 person in Strategic Assets- June 2019. 4 Capital and schools New build, Refurb and Improvement performance in line with Capital Spend Programme.
IP27	LBH/LBN	LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	HROD	Review and revise HROD operating model: 1. Recruit Director of HROD. 2. Review of HROD (LBH) 3. Revised HROD Operating Model, roles and responsibilities.	High quality HR service delivering proactive support to corporate priorities at strategic and operational level High quality OD service delivering proactive support to corporate priorities and change programmes Sharing experience and expertise gained across the shared service for the benefit of all partners Demonstrable improvement in satisfaction and performance in HROD	Executive Director	tbc
IP28	LBN	LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	HROD	Develop People Strategy and action plans for LBN. This will be underpinned by four themes: Leadership; Culture, Values and Ways of Working; Performance and Development; and Resourcing People Strategy and action plans - with clear actions, timescales and measures of success - are approved, and implemented. The key themes and actions will harness the talent and commitment of staff to realise LBN ambitions, putting people at the heart of everything we do; create an inclusive working environment; attracting, retaining and developing staff in line with the agreed values and behaviours. Our People Strategy will be underpinned by a detailed action plan which sets out clear actions, timescales and measures of success	People Strategy that delivers support to the Council against four themes: Leadership; Culture, Values and Ways of Working; Performance and Development; and Resourcing Contribution to improved culture and staff satisfaction and views on key areas for improvement Improved satisfaction with HROD service input and quality	Director of HROD	People Strategy to CMT by 31/05/2019. Implementation will be ongoing over a period of two years.
IP29	LBH	LBH: Theme - Opportunities	OPERATIONAL DELIVERY	HROD	Develop a People Strategy for LBH	People Strategy that supports the People & Change project	Director of HROD	People Strategy to SLT by 30/06/2019. Implementation will be ongoing over a period of two years.
IP30	LBN	LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	HROD	HROD to continue support of the Culture Change Programme in LBN	Delivery of LBN Cultural Change Programme on time and satisfaction with quality of contribution.	Director of HROD	This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with CMT by 30/06/19.

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IP31	LBH	LBH: Theme - Opportunities	OPERATIONAL DELIVERY	HROD	HROD To support the Culture Change Programme in LBH.	Delivery of LBH Cultural Change Programme on time and satisfaction with quality of contribution.	Director of HROD	This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with SLT by 30/06/19
IP32	LBH/LBN	LBH: Theme - Opportunities LBN: An Efficient & Effective Council	OPERATIONAL DELIVERY	HROD	Develop Organisational Development strategy and plan for LBH/LBN Incorporated within People Strategy - LBN. To confirm requirements for LBH.	Successful delivery of OD strategy and Plan for both boroughs Satisfaction with the contribution of HROD in respect of input and quality	Director of HROD	LBN 31/05/19 and LBH by 30/06/19
IP33	LBH/LBN	LBH: Theme - Opportunities LBN: An Efficient & Effective Council	OPERATIONAL DELIVERY	HROD	Develop Talent Development Programme This is incorporated within People Strategy - LBN. To confirm requirements for LBH.	Implemented Talent development programme Improved staff/management feedback on inclusivity and opportunities within both boroughs. Demonstrable improvements in management skills (NB difficult to measure)	Director of HROD	Approach agreed: LBN by 30/06/19 and LBH by 31/07/19
IP34	LBH/LBN	LBH: Theme - Opportunities LBN: An Efficient & Effective Council	OPERATIONAL DELIVERY	HROD	Review of all HR (people management) policies, procedures, toolkits To be digital by default	HR (people management) policies, procedures, and toolkits to provide clear, simple, accessible information for all managers and employees All forms and policies to be digital by default	Director of HROD	2021.This is a two year programme, prioritised into 5 phases of development. Action plan to be agreed by SLT/CMT by 31/05/19
IP35	LBH/LBN	LBH: Theme - Opportunities LBN: An Efficient & Effective Council	OPERATIONAL DELIVERY	ICT	Restructure ICT, incorporating North Highland recommendations, and working with service review (LBH)	Alignment of ICT service to corporate priorities Identification of efficiencies and savings across both boroughs improved partner council satisfaction with ICT (at senior and user level) Delivery of innovative solutions to support all Corporate priorities	Director of ICT	Restructure indicative start date for May 2019, dependent on Havering service review.
IP36	LBH	LBH: Theme - Opportunities LBH: Theme - Connections	OPERATIONAL DELIVERY	ICT	Approval of Digital and ICT Strategies and road maps by LBH: <ul style="list-style-type: none"> Digital and ICT strategy and road maps action plans Implement Infrastructure roadmap to upgrade infrastructure Implement Business Systems Strategy and Roadmap - CRM, Oracle, Liquid Logic, Revs & Bens, Open Housing Phase 2 Implement Security and Risk Management Strategy to strengthen information governance and security Implement Smarter ways of working Upgrade Havering PCs Improve digital offer, and borough-wide connectivity Confirm Resources for projects, including Oracle, CRM, Robotics 	Clear and approved plans for ICT Strategy with approved budgets Improved ICT systems and devices for LBH and its staff Facilitation of the delivery of SWW and savings Innovative solutions through use of improved ICT and shared knowledge, experience and expertise. Improved satisfaction with ICT services at corporate and user level Full review of ICT budgets and charging to identify efficiencies and improve transparency	Director of ICT	Digital and ICT Strategies and road maps due to be signed off - June 2019 Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans.

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IP37	LBN	LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	ICT	Approval of Digital and ICT Strategies and road maps for LBN: <ul style="list-style-type: none"> Digital and ICT strategy and road maps Implement Infrastructure roadmap to upgrade infrastructure Implement Business Systems Strategy and Roadmap - CRM, Oracle, RMS, IDOX, Mayrise and Northgate Implement Security and Risk Management Strategy to strengthen information governance and security Implement Smarter ways of working Improve digital offer, and borough-wide connectivity Replace and Develop Newham website 	Clear and approved plans for ICT Strategy with approved budgets Improved ICT systems and devices for LBH and its staff Facilitation of the delivery of SWW and savings Innovative solutions through use of improved ICT and shared knowledge, experience and expertise. Improved satisfaction with ICT services at corporate and user level Full review of ICT budgets and charging to identify efficiencies and improve transparency	Director of ICT	Digital and ICT Strategies and road maps due to be signed off - June 2019 Road maps (delivery plans) provide detail and timelines. Specific projects will have project plans.
IP38	LBH/LBN	LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	ICT	Support Implementation of Oracle Fusion for Havering and Newham (Implementation by Finance), in particular integration with the council's business systems: <ul style="list-style-type: none"> The system must be able to demonstrate improved performance relating to access and speed through improved network bandwidth. Alignment with the Business Systems Strategy and Corporate Architecture. 	Improved and efficient system that facilitates improved productivity NB supports Primary Improvement in Finance	Director of ICT	April and December 2020
IP39	LBH/LBN	LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	ICT	Implement CRM for LBH and LBN (NB - THESE ARE SEPARATE PROJECTS CURRENTLY) <ul style="list-style-type: none"> The current CRM is no fit for purpose and is financially unsustainable . The system will be replaced by the latest version of Dynamics 365 which will allow the councils to improve their current digital offer to their residents. 	Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience.	Director of ICT	31/12/20
IP40	LBH/LBN	LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	ICT	Improve borough wide connectivity for LBH and LBN: <ul style="list-style-type: none"> The draft connectivity strategy will go through the approval process for a sign off. The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. 	Define connectivity strategy and work with private sector to improve connectivity in the borough Modern and improved channels for customer engagement delivering on the Smart Cities agenda	Director of ICT	31/12/19
IP41	LBH/LBN	LBH: Theme - Opportunities LBH: Theme - Connections LBN: An efficient & Effective Council	OPERATIONAL DELIVERY	ICT	Implement Business Systems Strategy and Roadmap for LBH and LBN: <ul style="list-style-type: none"> The current business systems are often renewed at the time of the contract renewal and require strategic overview of the right digital solutions instead of renewal of the systems simply based on the contract renewals. The strategy has been defined and roadmap of 'As is' status has been mapped. The business partners through closer engagement with the business will draft a To Be roadmap which brings innovation to the way we deliver our services to the residents. 	Better engagement and planned business system replacement programme. Work with the service DMTs and SMTs to implement Business systems that are fit for purpose for the future ways of working	Director of ICT	31/08/19