

# oneSource Improvement Plan 2019-2020

## 1. Introduction

1.1 oneSource is committed to providing continuous improvement in all of its services and meeting the changing needs of its partner Councils; Newham, Bexley & Havering Councils. The Plan sets out the improvements in strategic and operational delivery of services that we will deliver in 2019/20 and onwards.

## 2. Context

2.1 oneSource is the in house shared service of Newham, Havering & Bexley. It has delivered 22 shared primarily back office services to Newham & Havering since April 2014 and shared Financial and Transactional Services between all three partner Councils since 2016. oneSource staff are all directly employed by either Newham, Havering or Bexley. A oneSource Joint Committee comprising councillors from all three partner Councils provide governance and member oversight of oneSource but, on a day to day basis, all services work seamlessly with officers and members in all three Councils.

2.2 Since the 2018 election, it has been agreed that the strategic priority of oneSource should be on the provision of its services to the Partner Councils and continuous improvement in service delivery, especially in priority areas. All three Councils support the achievement of external income by undertaking work for other bodies but this should not be to the detriment of the provision of services to the Partner Councils. Improved service delivery will provide a long term future for oneSource.

2.3 This Plan has been developed:

- Following discussion and agreement of all three partner Councils in late 2018 and early 2019 of the improvements they wish to see in oneSource's services
- Taking into account the Corporate Plans and / or priorities of all three partner Councils
- Taking into account the service plans from all three partner Councils.

2.4 The Improvement Plan will support the delivery of the partner Councils' corporate priorities, as summarised below\*. Each improvement in the Plan is mapped against these priorities.

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|--------|--|
| Newham | <u>Priority 1: Bright futures:</u> supporting children and young people's aspirations, keeping them safe and removing barriers to success              |
|        | <u>Priority 2: Building Communities</u> - a housing offer for residents that delivers more genuinely affordable homes in well-designed neighbourhoods. |
|        | <u>Priority 3: Community Wealth Building</u> a strong economy that supports local businesses, nurtures talent and provides opportunities for all       |

|          |   |
|----------|---|
|          | <p><u>Priority 4: An environment for all - an attractive borough which encourages active lifestyles, social integration and civic responsibility</u></p> <p><u>Priority 5: Quality of life - improving our health and social care system so it works for Newham residents</u></p> <p><u>Priority 6: An efficient and effective Council: making Newham Council work better for everyone</u></p>  |
| Bexley   | <ol style="list-style-type: none"> <li>1. Growth that Benefits All</li> <li>2. Clean and green local places</li> <li>3. Strong and resilient communities and families</li> <li>4. Living well</li> <li>5. Innovation and self sufficiency</li> </ol>  |
| Havering | <ol style="list-style-type: none"> <li>1. <u>Communities</u><br/>best start in life; stronger families; healthy and active; supportive and vulnerable</li> <li>2. <u>Places</u><br/>Clean and safe; quality leisure facilities; great parks; genuinely affordable homes.</li> <li>3. <u>Connections</u><br/>Road improvements; better public transport; broadband investment; digital access and skills</li> <li>4. <u>Opportunities</u><br/>Jobs and skills training; business growth; value for money; town centre improvements.</li> </ol> |

\* Taken from corporate plans 2019/20.

### 3. Improvement Priorities

3.1 The partner Councils provided clear Improvement Priorities (IP) for oneSource. These are :

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|-----------------------------|--|
| Strategic Presence & Impact | Providing high quality and proactive professional input at senior level to support the corporate and political leadership of the partner Council |
|-----------------------------|--|

|                                 |   |
|---------------------------------|---|
|                                 | <p>Providing professional options and direction to the Partner Councils, especially to the Chief Executive and section 151 officers</p> <p>Providing a direct strategic in key decisions, programmes and activities in each Council.</p> <p>Working proactively with the Partner Councils to provide effective internal control and governance</p>  |
| Communications, Culture & Brand | <p>Improved communications on performance and delivery</p> <p>Seamless working through continuing to promote direct communications and working between oneSource and Partner Council teams, members and staff.</p> <p>Working as partners, not as a contractor/client relationship</p> <p>Rebranding oneSource to reflect the focus on delivery to Partner Councils but retaining the successful and recognised brand externally and commercially</p>   |
| Operational Delivery            | <p>Improved performance in all areas</p> <p>Focus on improving 4 priority areas</p> <p>Demonstrating improvement through agreed performance standards and indicators</p> <p>Strong satisfaction from officers and members in all three Councils</p>   |
| Value for Money                 | <p>Demonstrate commercial discipline in how partner councils' money is spent, income generated, and the costs of delivering services, with the overall aim to improve efficiency and value for money for the partner councils.</p> <p>Demonstrate innovation and 'added value' to partner councils, such as proposing and sharing mutually beneficial solutions to transform services and reduce costs.</p> <p>Provide clear service offer and standards by service and measurable performance.</p> <p>Provide meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM.</p> |

3.2 The priority areas for improvement are:

- ICT & Technology
- Finance
- Human Resources & Organisational Development
- Asset Management

## 4. Service Planning

4.1 The Improvement Plan outcomes are incorporated into the oneSource Service Plans but will be identifiable and monitored separately so we can demonstrate our performance. It is anticipated that some of the “softer” improvements, such as Strategic Presence and Impact, will be measured by satisfaction with the oneSource contribution to work streams identified in the Service Plan

4.2 Service Plans also identify:

- Service details including structure, budgets and risks etc.
- oneSource programmes and projects, where leading or supporting Partner Council services;
- Identify opportunities for innovation and added value from oneSource and shared, for consideration and agreed by the Partner Councils;
- Areas of income generation and potential for growth
- Bespoke support provided to individual partner Councils
- Performance indicators and monitoring arrangements

## 5. Resources

5.1 The Service Plan and Improvement Plan agreement requires agreement on the level of resources available to deliver the Improvement Priorities and other Service Plan priorities. This will include an assessment of:

- What oneSource can deliver with existing resources (both core budgets and additional funding provided by partner boroughs on individual agreements)
- What flexibility oneSource services have to deliver additional work within its existing resources and / or by creating efficiencies
- The “gap” that remains and if and how this will be filled or which oneSource work or targets will be deprioritised or stopped.

## 6. Implementation

6.1 Implementation will be through the delivery of directorate service plans:

- Finalising the Improvement Action Plan and Service Plan with input from the Partner Councils and approval by Joint Committee
- Cascading internal communications to services, teams and individuals in respect of Improvement Plan, branding and culture and partnership culture
- Improvement objectives in this Plan and Service Plans will flow through into team and individual employees' objectives and targets for 19/20.
- Establishing programme and project management of oneSource Improvement Plan and Service Plan delivery
- Establishing performance monitoring regime with partner Councils (fit for purposes of each Council) and Joint Committee
- Reviewing commercial and marketing strategy in line with the Improvement Plan

## 7. Improvement Action Plan

7.1 Attached is the oneSource Improvement Action Plan. This Outline Plan provides the headline targets for improvements in oneSource over 2019-2020. Detailed plans for the delivery of each Improvement sit behind this Outline and are incorporated into Service Plans and team and individual objectives within oneSource. Performance indicators for each oneSource Directorate and service have been developed as part of the service plans.