

oneSource Improvement Plan Monitoring

Quarter 1: April to June 2019

Progress is behind schedule
Progress is within acceptable variance
Progress is on track

R
A
G

Services

1. All Services

Lead: Executive Director, Head of Business Development

Actions are progressing well, and are on track to be delivered	13	100%	G
N/A	0	0%	A
N/A	0	0%	R
	13		

3. Finance and Procurement

Lead: Director of Finance and Procurement

Actions are progressing well, and are on track to be delivered	4	50%	G
Procurement review / restructure to commence in July 2019, go-live expected 1st September 2019.. Accelerate the delivery of the review and restructure. Increase momentum of LBB Improvement Plan and its delivery; resolve issues regarding performance. Progress Budget Management and Financial Control process improvement review.	4	50%	A
N/A	0	0%	R
	8		

5. ICT

Lead: Director of ICT

Actions are progressing well, and are on track to be delivered	6	67%	G
ICT restructure date is dependent on Havering service review, and potential PwC performPlus. CRM LBH go live date tbc. Business Strategy 'To Be' Road Maps to be completed by Dec 2019, dependent on business engagement.	3	33%	A
N/A	0	0%	R
	9		
	12		

Services

1. Asset Management

Lead: Director of Asset Management

Actions are progressing well, and are on track to be delivered	7	100%	G
N/A	0	0%	A
N/A	0	0%	R
	7		

4 Human Resources & Organisational Development

Lead: Director of Human Resources & Organisational Development

Actions are progressing well, and are on track to be delivered	8	100%	G
N/A	0	0%	A
N/A	0	0%	R
	8		

ALL SERVICES IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Executive Director oneSource, Head of Business Development

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP01	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. Performance Monitoring framework agreed.	1. Partner Council priorities embedded in oneSource strategy and operational priorities and delivery. 2. Improved delivery of Council priorities and measures of oneSource performance.	JC Meeting 5th April 2019 - approval of first draft 12th July 2019 to finalise	G	1. The Improvement Plan draft was discussed at JC on 5th April, and has subsequently been socialised with key stakeholders across partner boroughs. 2. The final draft will be presented to JC on 12th July, along with 1st quarter progress report. 3. A performance management and quality assurance approach has been drafted, to present to JC on 12th July.	1. To continue to implement the Improvement Plan, and socialising this across partner Councils. 2. To complete the governance framework, aligned partner Councils. 3. The Improvement Plan will be reported on to Joint Committee on a quarterly basis.
IP02	ALL	Approval of Service Plan by partner Councils and Joint Committee: 1. Service Plan by service. 2. Performance Measures agreed. 3. Agreed resources for each plan.	1. Partner council priorities embedded in Service Plan by service 2. Planned and agreed resourcing for oneSource to deliver partner council priorities. 3. All services exercise commercial discipline in how partner councils' money is spent, the costs of delivering services, to improve efficiency and value for money for the partner councils.	31st May 2019 (but delivery starts from 1 April)	G	1. The service plans for 2019/20 are completed, and shared with partner Councils. LBN has shared service plans with the Shared Service. The sharing of service plans allows further alignment with partner Council priorities and requirements for 2019/20. 2. Performance measures are identified in all service plans, and will be reported on a regular basis to the S151 officers. 3. Directors, via service plans and programme/project plans, plan resources for delivery flagging up any issues/areas of growth via S151 Officers.	1. Service plans will be reviewed on a quarterly basis 2. Service Planning for 2020/21 will commence in next quarter.
IP3	ALL	Confirmation of Value for Money through demonstration of: 1. how partner councils' money is spent, income generated, and the costs of delivering services. 2. Provision of clear service offer and standards by service.	Partner councils will be provided with assurance of value for money through clear and transparent service offer, standards, costs and income generation by service.	1st September 2019	G	1. Zero Based Budgeting of oneSource services underway. Finance in the first phase. Exercise undertaken identifying budget shortfall due to staffing costs which is being managed via vacancy factors and income / underspends in other oneSource services. Work now taking place to balance the budget, including through the restructure. 2. Service specific budgets being assessed to establish correct budget structures. ICT undertaking a line by line budget review with its outcome and recommendations due shortly. Impact of additional savings targets for oneSource being assessed and modelled.	Complete Zero-Based Budgeting for remaining oneSource services. Complete review of service-specific budgets. Complete Impact assessment and modelling of additional savings targets for oneSource, as part of MTF5 process Complete service offer and standards by service.
IP04	ALL	Develop oneSource Commercial Protocol, outlining the principles behind the acquisition of additional income streams, allowing for the exploration of commercial opportunities, but only if they do not impact on the delivery to partner councils.	oneSource Commercial Protocol will provide assurance to partner councils that service standards will be prioritised for partners, whilst also maintaining current successful external customer base, and leaving open the option of exploring other income-generating opportunities.	1st July 2019	G	Draft protocol submitted to interim Executive Director. Going to Joint Committee on 12th July for approval.	Draft protocol to be reviewed and approved by Joint Committee on 12th July. Once approved, this will be a guide for oneSource Managers when considering growing the business.
IP05	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.	1. Strategic visibility, performance management, and resource planning are improved through professional input at strategic level. 2. Improved decision making and planning for partner boroughs.	30th April 2019 and ongoing	G	Currently working with Legal and Democratic Services, Transformation teams and PMO across both Councils to confirm 1) bodies, and boards across partner Councils which require oneSource representation and 2) who are the most appropriate attendees. Developing a Forward Planning and reporting Schedule / Forward Planning protocol for OMT, and with partner boroughs.	Confirm 1) bodies, and boards across partner Councils which require oneSource representation and 2) who are the most appropriate attendees. Complete and maintain Forward Planning and reporting Schedule / Forward Planning protocol for OMT, and with partner boroughs.

ALL SERVICES IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Executive Director oneSource, Head of Business Development

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP06	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.	30th April 2019 (and ongoing)	G	Shared Services are embedding within the key decision and policy mechanisms within each partner councils, and within programme and projects. Work underway to develop overview of programmes and projects across partners Councils, and membership, as part of developing governance framework.	1. Confirming key programme and project boards across partner boroughs, and oneSource. 2. Confirming attendees at these boards. 3. Confirming governance arrangements for these boards. 4. Developing Forward Planning and reporting schedule for programmes and projects.
IP07	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	1. Proactive and effective support to Transformation programmes. 2. Improved and timely delivery of transformation programmes for partner councils. 3. oneSource is actively involved in programmes and projects and borough priorities, enabling strategic fit, and effective resource-planning with relevant LA to deliver these. 4. Programme and Projects Register aligning oneSource strategic resources to partner Councils according to priorities.	to be agreed with partner boroughs	G	1. Meetings underway with Transformation Programmes and PMOs, and corporate planning and teams to confirm programmes and projects within oneSource that require or will require oneSource support or lead. This will inform the demand and resource requirements for Shared Services, and resource planning. 2. Programmes and Projects register developing, incorporating programmes and projects identified corporate planning and service planning processes.	1. Confirm all programmes and projects across partner councils and within oneSource that require or will require oneSource support or lead. 2. Develop programmes and projects register, with detail of key milestones, key dates, and resource requirements 4. Develop programme management approach to resource planning.
IP08	ALL	Establish Continuous Improvement approach and prioritised improvements schedule, aligned with borough approaches, & process automation and digitalisation (Oracle Cloud, digital programmes).	1. Effective CI approach, that optimises continuous improvement across partner boroughs. 2. Prioritised improvements for oneSource.	Establish Continuous Improvement approach - 1st September 2019 Prioritised improvements schedule - 1st September 2019	G	1. Reviewing CI best practice. 2. Reviewing CI approaches / requirements with partner councils. 3. Developing CI approach for oneSource. 4. Developing functions and processes catalogue for Shared Services. 5. Identifying functions and processes a) already being reviewed / improved via other programmes, b) require improvement.	1. Review approach with Executive Director. 2. Complete review of approaches with partner councils. 3. Develop CI approach for oneSource. 4. Complete functions and processes catalogue for Shared Services. 5. Complete identification of functions and processes a) already being reviewed / improved via other programmes, b) require improvement. 6. Develop Schedule for improvements.
IP09	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.	PPM framework in place - 1st November 2019	G	1. Meetings underway with Transformation Programmes and PMOs, and corporate planning and teams to discuss programme and project management approach and function, and how this will align with reporting and governance for service plans. 2. Programmes and Projects register developing, incorporating programmes and projects identified corporate planning and service planning processes.	1. Complete meetings with key stakeholders to obtain current methods and systems, and requirements for PPM framework and function. 2. Develop programme and project management framework and function to coordinate reporting and governance of programmes and projects and service plans.

ALL SERVICES IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Executive Director oneSource, Head of Business Development

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP10	ALL	Establish performance monitoring regime with partner Councils (fit for purposes of each Council), and Joint Committee.	<ol style="list-style-type: none"> 1. Create a systematic approach to performance management organisation. 2. Ensure meaningful and measurable indicators for oneSource and partner boroughs to assess oneSource effectiveness and VFM. 3. Support services in identifying, planning and reviewing performance indicators 4. Provide assurance on how performance is measured and reported. 	Performance framework in place -1st September 2019	G	Developed a Performance Management framework and established a set of meaningful indicators, as outlined within Service Plans. Indicators to be combined with Improvement Plan outcomes to assess service delivery.	Implementation of performance monitoring and reporting process. Development of a performance dashboard and embedding of performance framework.
IP11	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.	<ol style="list-style-type: none"> 1. 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. 2. Enhance culture of learning and continuous improvement. 3. Provide assurance on how quality of performance is measured and reported. 	Customer Satisfaction Survey designed and implemented. Regular reporting of satisfaction - September 2019	G	Review of customer satisfaction process and objectives. Report to be discussed with OMT to establish an effective and meaningful for assessing satisfaction, and incorporation of feedback.	Development of customer satisfaction survey and implementation in September 2019.
IP12	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 approach updated.	<ol style="list-style-type: none"> 1. oneSource is rebranded to reflect the focus on delivery across partner Councils, and externally. 2. OneSource services are successfully embedded within Councils. 	Internal branding approach agreed - 5th April 2019 Internal branding implementation plan agreed - 17th May 2019 External branding and marketing approach updated - 1st September	G	<ol style="list-style-type: none"> 1. Internal branding approach and plan developed 2. Summary update to JC on 12th July. 	<ol style="list-style-type: none"> 1. Implement the internal branding plan 2. Develop external branding and marketing approach.
IP13	ALL	Development and approval of internal communications strategy and plan, agreed by partner Councils and Joint Committee.	<ol style="list-style-type: none"> 1. Embed new priorities, culture and identity within all oneSource services 2. Embed positive culture celebrating success and improvement 3. Provide a means of communicating partner council priorities and messaging to oneSource staff to improve integration of priorities and working. 	Internal communications strategy and plan agreed - 26th July 2019	G	<ol style="list-style-type: none"> 1. Strategy has been developed and is being reviewed with OMT 2. Summary update going to JC on 12th July. 	<ol style="list-style-type: none"> 1. Incorporate feedback from Joint Committee. 2. Develop Action plan in conjunction with LBB/LBH/LBN. 3. Evaluate strategy with survey after two years.

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE 1st Quarter April - Jun 2019							
Lead: Director, Asset Management							
IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP22	LBH/LBN	Implement Property Services Restructure, with new Strategic Asset Management, Commercial Estate Management, and Digital and Data Functions. Consultation report completed. Recruitment campaign completed. Property restructure completed.	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.	Consultation closure report issued 1st March 2019. Recruitment campaign to launch 1st April 2019.	G	Recruitment is underway. All posts are in the process of being approved and uploaded to Talentlink. Two are already on the oneSource Intranet/JobsGo Public website.	Complete Property Services Restructure.
IP23	LBH	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.	Asset Management Strategy and plans to be approved - August 2019.	G	The Draft Asset Management Strategy went to SLT on 19th May who delegated sign off to Places Steering Group.	The Draft Asset Management Strategy to go to Places Steering Group on 10th July with a view to progressing to Cabinet on 7th August.
IP24	LBN	Develop and implement Asset Management Strategy and Plans for LBN, 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 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.	Asset Management Strategy and plans to be approved - September 2019.	G	The Draft Asset Management Strategy was considered by CMT on 23rd April.	The Draft Asset Management Strategy is to be socialised across CMT Director DMTs in July. The Strategy will be returned to CMT on 23rd July with a view to progressing to September cabinet.
IP25	LBH/LBN	Develop and implement Health and Safety Improvement Plan. 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).	H&S improvement plans within Asset Management Strategy and plans - to be approved - June 2019.	G	The Health and Safety Improvement Plans are progressing. LBH had an update at the June CMT and LBN are due to have an update to CMT in July. Progress has been made e.g. The new Accident Reporting Form has been implemented. The Contact Us Portal is in place that helps to streamline access to services, Terms of Reference for CHSMB have been refined and agreed, training matrix has been refined and agreed.	Updates will be provided at the July H&S Boards LBH/LBN. LBN are due to have an update to CMT in July.
IP26	LBH/LBN	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.	FM improvement plans within Asset Management Strategy and plans - to be approved - June 2019. LBN Catering Survey and action plan - June 2019. LBN Cleaning survey and action plan - June 2019.	G	The Improvement Plan is being implemented. A comprehensive customer questionnaire has been drafted and has been agreed with Director of Asset management for issue in Autumn following the earlier survey for Catering services. The questionnaire will span all FM functions including catering and cleaning. The Corporate Landlord SLA has been refined and repurchase of several service contracts are underway. Compliance gaps are being closed out.	Customer survey to be issued Autumn 2019. Draft Procurement report for compliance activities agreed by Newham CMT in June - due to go to Cabinet September 2019. Procurement reports for Security and Catering options (Dockside) in draft. Compliance update submitted for Havering Opportunities Theme Board on 29th July.

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director, Asset Management

IP27	LBH	<p>Delivery of key projects and transactions to support corporate programmes in LBH:</p> <ol style="list-style-type: none"> 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. 	<p>Delivery of LBH corporate priorities through delivery of programmes and projects on time and to professional standard.</p> <p>Improved use of assets and vfm from assets.</p> <p>High satisfaction with AM services and contribution to projects.</p>	<ol style="list-style-type: none"> 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. 	G	<p>One Public Estate, Town Hall redevelopment, and New Town Hall site acquisition have been initiated and working group has been formalised. An initial accommodation brief has been drafted plus a technical brief for engagement or architects, the latter is currently going through the procurement stage. Desk top assessments on 12 sites completed. Of these at least 5 sites will be taken forward to work with Mercury Land Holdings. Further work to be done to carry out full feasibility studies. Schools expansion programme is on track and Smart Working proposals are due to go to Cabinet formally in August 2019.</p>	<p>Progress projects, and monitor through project working groups/boards, and corporate delivery board. Smart Working proposal to Cabinet in August 2019.</p>
IP28	LBN	<p>Delivery of key projects and transaction to support corporate programmes in LBN:</p> <ol style="list-style-type: none"> 1 Housing Delivery Plan. 2 Communities portfolio review. 3 Smart working. 4 Capital and schools New build, Refurb and Improvement. <p>Monitored through project boards, and corporate delivery board.</p>	<p>Delivery of Mayor's priorities through delivery of programmes and projects on time and professional standard.</p> <p>Contribution to increase of social housing in the borough through the HDP.</p> <p>Improved use of assets and vfm from assets.</p> <p>High satisfaction with AM services and contribution to projects.</p>	<ol style="list-style-type: none"> 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. 	G	<ol style="list-style-type: none"> 1. Housing Delivery Plan progressing well for 2019 and in progress for 2020 2. Community Portfolio review - Zoe advised targets are to be ascertained depending on working groups with members. 3. Smart Working: Co-Chair Place Board; Accommodation Plan (Moves Plan) agreed by: Tranche 1 July 2019; Tranche 2 October 2019; Tranche 3 December 2019; Tranches 4-6 indicative agreement by March 2020. 4. Capital Schemes (schools and non-schools): Project development and delivery in line with MTFS funding and VERTO timelines, including Cabinet and/or all other necessary approvals. 	<p>Progress the delivery of projects and programmes. Monitor through project working groups/boards, and corporate delivery board.</p>

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP14	LBH/LBN	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.	1st September 2019	A	An interim Head of Procurement has been appointed. They will be reviewing the structure and driving change in the Procurement function. The restructure will be reviewing resourcing levels & roles and responsibilities to provide a better operating model with better accountabilities and responsibilities, in agreement with the Partner Councils.	Discussion with Partner Councils regarding operating method and Procurement offer. Procurement review and restructure to commence in July 2019 with Go-Live expected 1st September 2019.
IP15	ALL	Deliver new Finance structure: 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.	Head of Finance Restructure 1st June 2019 Rest of Finance 30th September 2019 General improvement ongoing 1st April 2020	A	The three Deputy 151 roles have been regraded to reflect the requirements of the Finance structure. The regrading of non-deputy 151s are currently delayed due to capacity issues in both Finance and HR. The roles are currently being regraded to align to Council needs and Market expectations. Additional support at senior levels has been identified and will be addressed in the structure. An interim Director of Financial Operations has been appointed and will start in July 2019. He will be managing Operational Finance and the Finance restructure.	Interim Deputy Director of Finance will accelerate the delivery of the review and restructure.
IP16	LBB	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.	1st April 2020	A	Improvement Plan has been reviewed and signed off with Bexley's Section 151 / Finance Director. There are currently performance management issues that have been identified and the service has been working with the Section 151 to resolve. This includes improving performance management, building extra capacity and ensuring the right individuals and skills are within the workforce.	Increase momentum of Improvement Plan and its delivery. Continue working with Section 151 to resolve issues regarding performance.
IP17	ALL	Develop Financial Systems Strategies for LBB, LBH, and LBN. Implementation plan with schedule of improvements.	Financial Systems Strategies align with partners' priorities. Improved delivery of Financial Systems.	Havering completed 1st March 2019 Newham to be completed 15th April 2019 Bexley to be completed 15th May 2019	G	Financial Systems Strategies for LBH and LBN were presented in February 2019 and signed off. This enabled the progression of the Oracle Fusion programme. An options paper was presented to Bexley Council and is currently being assessed by the Section 151.	Financial Systems Strategy has enabled the delivery of Oracle Fusion, and will be predominantly delivered under the Oracle Programme. The Oracle programme will deliver the base platform with further automation and integration with other systems, but this aspect is contingent on Oracle and will be delivered in 2022.

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP18	ALL	Finance Transformation program-Improved budget management and financial control: 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.	Work in progress 1st April 2020	A	A targeted recruitment campaign has been launched to recruit to all vacancies and to replace interims. It is proposed that 2 senior management and financial accountants are bought in to review our key processes and part of that work will also work with the Section 151s to understand the service offer. Oracle Fusion implementation will facilitate new Ways of Working and transparent information for Finance and other services.	The service will be identifying serious and important service process failures for review. This includes closure of accounts where we will be aiming to do a soft close mid year and to review how we support our budget holders. This will lead to the development of an action plan for targeted action.
IP19	LBB	Lead the implementation of Oracle Cloud (LBB) (IF AGREED).	Oracle Cloud successfully implemented (IF AGREED). Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies.	Bexley delivery September 2020	G	Business Case for Oracle was presented to the Section 151 / Finance Director in April 2019, providing options and justification of costs. The decision on Oracle Cloud is currently with Bexley Council.	Dependent upon Bexley Council's decision and therefore awaiting decision.
IP20	LBH	Lead the implementation of Oracle Cloud (LBH).	Oracle Cloud successfully implemented. Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies	Havering delivery June 2020 Finance Modules September 2020 Payroll	G	Contract signed with the supplier Evosys - Programme Governance and ToR completed for Steering Board approval - Programme team structure agreed and key roles have been appointed - Project Kick off session held with staff - First draft of High Level Advisory (HLA) Questionnaires completed - HLA Workshops started on the 21st May and run until the 18th June. So far over 49 session have been held and to date feedback from staff on the sessions has been positive Finalising CCN with Cap Gemini to provide Oracle clone & to extend the current hosting contract to support data migration requirements.	All High Level Advisory (HLA) sessions, questionnaires and resulting actions to be completed - HLA sessions. This will provide key information on where there are potential gaps in functionality between the best practice processes within Oracle Fusion and the Havering required business processes. - A High Level Technical design document for the Integration Process will be completed by Evosys and Havering will need to provide specifications for All interfaces. - Complete the CCN agreement with Cap Gemini and confirm dates for when clones will be available to support the data migration activities and timescales agreed with Evosys. It is essential that these dates are achieved to ensure there are no delays to the project plan.
IP21	LBN	Lead the implementation of Oracle Cloud (LBN).	Oracle Cloud successfully implemented. Improved business systems and financial, HR and procurement management and planning Facilitates savings and efficiencies.	Newham delivery June 2020 Finance Modules September 2020 Payroll	G	Contract signed with the supplier Evosys. - Programme Governance and ToR completed for Steering Board approval. - Programme team structure agreed and key roles have been appointed. - Project Kick off session held with staff. - First draft of High Level Advisory (HLA) Questionnaires completed. - HLA Workshops started on the 21st May and run until the 18th June. So far over 49 session have been held and to date feedback from staff on the sessions has been positive. Finalising CCN with Cap Gemini to provide Oracle clone & to extend the current hosting contract to support data migration requirements.	All High Level Advisory (HLA) sessions, questionnaires and resulting actions to be completed - HLA sessions. This will provide key information on where there are potential gaps in functionality between the best practice processes within Oracle Fusion and the Havering required business processes. - A High Level Technical design document for the Integration Process will be completed by Evosys and Havering will need to provide specifications for All interfaces. - Complete the CCN agreement with Cap Gemini and confirm dates for when clones will be available to support the data migration activities and timescales agreed with Evosys. It is essential that these dates are achieved to ensure there are no delays to the project plan.

HROD IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of HROD

IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP29	LBH/LBN	Review and revise HROD operating model 1. Recruit Director of HROD. 2. Review of HROD. 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.	1. August 2019 2. Jan-March 2020 3. July 2020	G	Director of HROD appointed and taking up post on 27th August 2019	Director of HROD to undertake an assessment of current operating model.
IP30	LBN	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. The 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.	People Strategy to CMT by 30th September 2019 Implementation will be ongoing from October 2019 onwards.	G	Draft strategy produced (May 2019) and shared with newly appointed Director of HROD for comment on 21st June 2019. Work to progress once the new Director HROD takes up post at the end of August.	Finalise People Strategy Report to CMT
IP31	LBH	Develop a People Strategy for LBH.	People Strategy that supports the People & Change project.	People Strategy to SLT by October 2019. Implementation will be ongoing over a period of two years.	G	Draft strategy produced (May 2019) to align with the People and Organisational Change programme.	Finalise People Strategy Report to SLT
IP32	LBN	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.	This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with CMT by 31st August 2019.	G	Report produced by Stanton Marris and presented to CE on 28th June 2019.	Action plan to be developed in response to findings (some elements will be addressed via the People Strategy)
IP33	LBH	HROD To support the Culture Change Programme in LBH.	Delivery of LBH Cultural Change Programme on time and satisfaction with quality of contribution.	This will be an ongoing programme over the next 2 years. Specific interventions/activities will be agreed with SLT by 31st October 2019.	G	Work is ongoing and approach aligned with the People and Organisational Change programme. Will take on board feedback from Colleague Survey and Service Reviews.	SLT/CLT meetings (July 2019).

HROD IMPROVEMENT PLAN UPDATE
1st Quarter April - Jun 2019

Lead: Director of HROD

IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP34	LBH/LBN	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.	LBN: alignment with People Strategy - by 30th September 2019 LBH: To be agreed - to align with the Transformation Programme.	G	LBN - Draft document produced (May 2019) and shared with newly appointed Director of HR&OD on 21st June 2019. Work to progress once the new Director HR&OD takes up post at the end of August. LBH - Not ready to commence	Finalise strategy and present to CMT.
IP35	LBH/LBN	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).	Approach agreed: LBN by 30th September 2019 and LBH by 31st October 2019. Implementation October/November 2019 respectively - and ongoing.	G	LBN - Draft document produced (May 2019) and shared with newly appointed Director of HROD on 21st June 2019. Work to progress once the new Director HR&OD takes up post at the end of August. Talent Development strategy drafted (May 2019). Work to progress once the new Director HROD takes up post at the end of August. LBH - To align with People & Organisational Change programme.	Finalise strategy and present to CMT. LBH - align with Transformation Programme.
IP36	LBH/LBN	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.	2021. This is a two year programme, prioritised into 5 phases of development.	G	Templates agreed with SLT (Havering). Project plan in place. Prioritisation to align with most frequently used policies and the People & Organisational Change programme.	Engage CMT.

ICT IMPROVEMENT PLAN UPDATE 1st Quarter April - Jun 2019							
Lead: Director of ICT							
IP Ref	Partner	Delivery Objectives	Outcome	Status	Target Date	Progress Comments	Next Steps
IP37	LBH/LBN	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.	A	indicative date of August, tbc with Executive Director.	Having service review to be concluded in June 2019.	Confirm next steps with Executive Director.
IP38	LBH	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.	G	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.	Strategy signed off by Leader (May 2019) and by SLT, (Jan 2019) and ICT Board Project plan shared with SLT. Liquid Logic social care device roll out started. Security Strategy draft ready. Smarter Working project in progress SQL redesign project - procurement complete. Networks redesign decision report signed off.	Presentation to all Members Progress delivery of strategies and plans
IP39	LBN	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	G	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.	CMT signed off strategy April 2019; by Mayor June 2019.	Align with Borough Regeneration Strategy, Mayor to sign off in July 2019, and go to Cabinet in September 2019.

ICT IMPROVEMENT PLAN UPDATE 1st Quarter April - Jun 2019							
Lead: Director of ICT							
IP Ref	Partner	Delivery Objectives	Outcome	Status	Target Date	Progress Comments	Next Steps
IP40	LBH/LBN	Support Implementation of Oracle Fusion for Havering and Newham (Implementation by Finance), in particular integration with the council's business systems: • 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.	G	Havering April 2020 Newham December 2020	Technical job descriptions defined; Technical Design Authority involved in all tech discussions. Buying in tech resource - see Oracle Fusion progress in Finance section.	Recruit technical resource.
IP41	LBN	Implement CRM for LBN. • 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.	G	31st December 2020	Technical expert in place for CRM in LBN; business case signed off in March - LBN; project manager appointed, bus analyst appointed. Website business case completed and signed off by CMT April - procurement underway, and BA appointed to do implementation.	Write procurement specification and complete bus case; going to ICT board.
IP42	LBH	Implement CRM for LBH • 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.	A	31st December 2020	LBH in process of appointing PM, and define and confirm business case.	Appoint PM, and confirm business case.
IP43	LBH	Improve borough wide connectivity for LBH: • 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.	G	31st December 2019	Concept case approved, project manager appointed. Proposal developed, due to go Transformation Board in July. Meetings have taken place with 7-8 suppliers. The work is being progressed through Connectivity Theme Board. Initial discussions with the lead members and the leader have taken place.	Going to Transformation Board 27th July. The plan is to agree the proposal and go out to market by December 2019. Taking to members through Connections theme board.
IP44	LBN	Improve borough wide connectivity for LBN: • 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.	G	31st December 2019	Currently, the borough is v well connected with its own dark fibre. Recent LGA connectivity shows connectivity in the borough being above national average. Conversations held at Smart Newham meeting with Mayor to further develop connectivity through alignment with Borough's regeneration plans. The borough is also one of the lead boroughs working with LOTI (London Office of Technology & Innovation).	Further discussion with Regeneration, Mayor and members. Plan is to agree a proposal for Newham by December.

ICT IMPROVEMENT PLAN UPDATE 1st Quarter April - Jun 2019							
Lead: Director of ICT							
IP Ref	Partner	Delivery Objectives	Outcome	Status	Target Date	Progress Comments	Next Steps
IP45	LBH/LBN	<p>Implement Business Systems Strategy and Roadmap for LBH and LBN:</p> <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. 	<p>Better engagement and planned business system replacement programme. Work with the service DMTs and SMTs to implement.</p> <p>Business systems that are fit for purpose for the future ways of working.</p>	A	31st December 2019	<p>Supporting business strategy agreed as part of ICT strategy.</p> <p>As Is business systems roadmap drafted.</p> <p>Comprehensive business systems register, and ICT contracts register created.</p> <p>meetings with management teams across LBH and LBN in progress to develop To Be road maps.</p>	<p>To Be ' roadmaps to be concluded by December 2019.</p>