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ONESOURCE JOINT COMMITTEE AGENDA

12.30 pm	Wednesday 19 June 2024	MS Teams

COUNCILLORS:

LONDON BOROUGH OF HAVERING

Councillor Paul Middleton
Councillor Ray Morgon
Councillor Christopher Wilkins

LONDON BOROUGH OF NEWHAM

Mayor Rokhsana Fiaz
Councillor Charlene McLean
Councillor Zulfiqar Ali

For information about the meeting please contact:
Luke Phimister 01708 434619
luke.phimister@onesource.co.uk

NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

The Joint Committee is committed to protecting the health and safety of everyone who attends its meetings.

At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. **For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.**

2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

3. CONDUCT AT THE MEETING

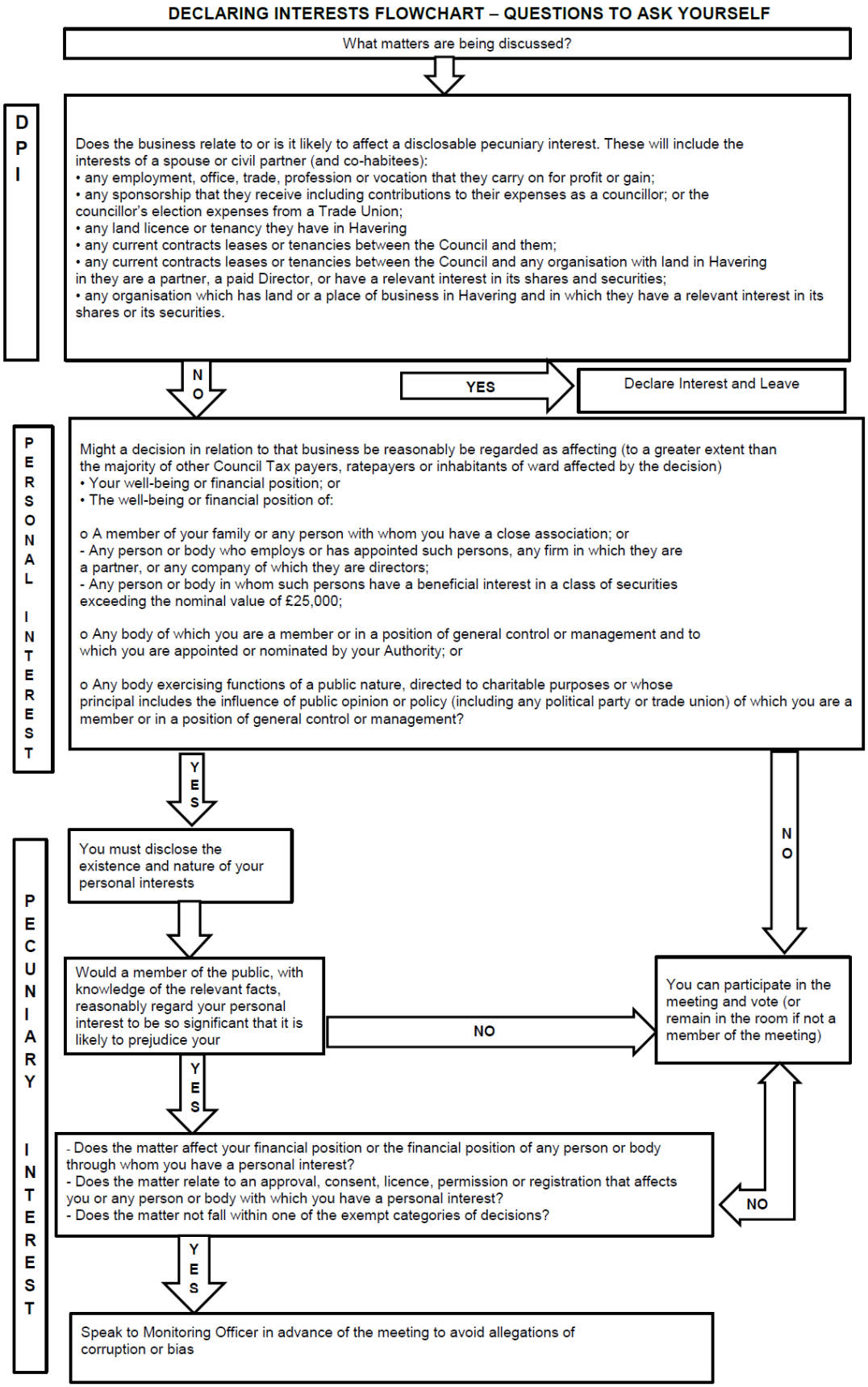
Although members of the public are welcome to attend meetings of the Joint Committee, they have no right to speak at them. Seating for the public is, however, limited and the Joint Committee cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Joint Committee will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.

The Chairman of the meeting has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Clerk before the meeting so that the Chairman is aware that someone wishes to ask a question.

PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

oneSource Joint Committee, 19 June 2024



AGENDA ITEMS

1 APOLOGIES

Receive (if any)

2 DISCLOSURES OF INTERESTS

Receive (if any)

3 MINUTES OF PREVIOUS MEETING (Pages 5 - 8)

To approve the minutes of the previous meeting as a correct record and authorise the Chairman to sign them

4 FINANCE UPDATE (Pages 9 - 14)

Report attached

5 IT UPDATE (Pages 15 - 24)

Report attached

MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Virtual Meeting
Friday, 28 July 2023
(10.00 - 10.40 am)

Present:

Members Present	**Cabinet Member responsibility:**
Mayor Rokhsana Fiaz	London Borough of Newham
Councillor Charlene McLean	London Borough of Newham
Councillor Ray Morgon	Leader of the Council
Councillor Christopher Wilkins	London Borough of Havering
Councillor Zulfiqar Ali	London Borough of Newham

48 **APOLOGIES**

Apologies received from Councillor Paul Middleton.

49 **DISCLOSURE OF INTERESTS**

There were no disclosure of interests.

50 **MINUTES FROM PREVIOUS MEETING**

The minutes of the meeting held on **28th April 2023**, were agreed as a correct record and the Chair agreed to sign them.

51 **PROGRAMME UPDATE**

Future of oneSource – Programme Update

The report was introduced by Conrad Hall – Corporate Director Resources (LBN), Dave McNamara, Director of Finance (Interim) & S151 Officer

At the last Joint Committee on 28th April, it was asked to note the decisions taken by the London Boroughs of Newham and Havering cabinets of 4th & 12th April respectively to return a number of services to each borough, and retain a small number of services within one source.

The Joint Committee was also provided with the next steps in the delivery of the programme. This report provides an update on the progress with the delivery of the programme, and the next steps.

Reconciliations return to boroughs; the section 151 officer gave a commitment that reconciliations would be returned by end of December 2023.

A meeting will be arranged for the Mayor, Leader and both Chief Executives to discuss and present an action plan to the November meeting.

The Joint Committee **noted** the:

a. progress with the delivery of the programme;
b. next steps in the delivery of the programme.

52 FINANCE UPDATE

oneSource Finance Update

Report was presented by Dave McNamara, Director of Finance (Interim), S151 Officer

The 2022/23-year end outturn position across the shared and non-shared areas was £3.5m (an improvement of £0.9m on the period 11 forecast of £4.4m overspend).

As part of 23/24 budget setting £0.388m of savings were removed from the oneSource budgets and £5.217m of growth was allocated. The 2023/24 period 2 forecasted overspend is £5.2m

Agreed to add an action plan/update at each meeting regarding savings and overspend

Agreed have a Star chamber meeting for oneSource to aid the production of a budget for coming year

The joint committee **noted**:

1. the 2022/23 outturn position and its improvement from period 11
2. the updated 2023/24 budget
3. 2023/24 period 2 forecast

53 GOVERNANCE UPDATE

oneSource – amendment to the joint committee agreement and scheme of delegations

The report was presented by Conrad Hall, Corporate Director Resources (LBN)

1. As the various services within oneSource are to be returned to the sovereign control of the London Boroughs of Havering (“LBH”) and Newham (“LBN”), it is important that the joint committee (“JC”) is sighted on the necessary changes to the governance of, and management reporting lines within, oneSource.

2. This report provides information to the JC on those matters and details the changes envisaged to the underlying legal documentation.
3. This report also details a proposal to dissolve the limited company incorporated around the time of the creation of the JC, but which has never been used.
4. The proposed changes are to be noted by the JC.
5. The authority to agree and enact the required changes have already been taken by LBH and LBN by way of Executive decisions dated 12 April 2023 and 4th April 2023 respectively.

Members asked that an item on the future of Legal Services is brought to next Joint Committee in November

The joint committee **note**d:

1. the proposed changes to the joint committee agreement and the ancillary scheme of delegations of functions;
2. the revised organisational structure chart as appended to this report; and
3. the proposed dissolution of OneSource Partnerships Ltd (company number 08986114).

54 UPDATE ON THE TRANSITION OF ONESOURCE IT SERVICES (PRESENTATION)

oneSource IT Update

The update was presented by Dave McNamara, Director of Finance (Interim), S151 Officer

This report covers the progress of IT transition up to 21st July 2023. A jointly agreed ICT separation model is now being followed by a detailed road map for the return of IT to each borough. The IT programme includes the internal restructure of IT (as part of IT stabilisation), prior to the return of IT to each borough.

A copy of the ‘road map’ will be circulated to the committee members.

A workshop to be held with key stakeholders from both boroughs to review and confirm direction of travel for IT.

The joint committee **noted**:

1. the progress made on the transition and stabilisation programmes for ICT;
2. the appointment of Third Value Impact (TVI) to support the transition programme;
3. Procurement Strategy to be presented to members in October for their consideration;

55 **AOB**

Chairman

ONESOURCE JOINT COMMITTEE	19th June 2024
Subject heading:	**oneSource Finance Update**
Report author and contact details:	**Conrad Hall and Kathy Freeman**
Financial summary:	The final 23/24 outturn position budgets managed by oneSource (ICT, Legal, Reconciliations and Transactional & Exchequer) was £1.9m for Havering and (£0.1m) for Newham. This is against P10 forecasts of £1.7m for Havering and £0.8m for Newham. Havering and Newham will contribute additional budget of £1.4m and £1.2m respectively to fund Transactional & Exchequer services and ICT services

SUMMARY

The table below summarises the 23/24 period 10 forecast and final outturn position for those areas remaining under the management of oneSource as at the start of 2024/25 (ie ICT, Legal, Reconciliations and Transactional & Exchequer):

Forecast vs Outturn by Directorate and Borough (£m)	Revised Net Controllable Budget £m			Period 10 Forecasted Variance			Outturn Variance		
	Havering	Newham	Total	Havering	Newham	Total	Havering	Newham	Total
Shared	9.9	11.5	21.4	1.7	0.6	2.3	1.3	0.1	1.4
Non-Shared	0.1	2.1	2.2	0	0.2	0.2	0.6	-0.2	0.4
Total	10.0	13.6	23.6	1.7	0.8	2.5	1.9	-0.1	1.8

For the avoidance of doubt, this figure does not include any forecasted variances in connection with Asset Management, Human Resources, Pensions and Treasury, , Procurement and oneSource Business Services and Business Partnering as these have all transferred to the respective councils.

The 2024/25 budget setting processes at each council has sought to correct a number of the intransigent structural budget issues which have manifest as reported overspends within oneSource areas in recent years.

Net growth of £0.679m and £0.462m for Havering and Newham respectively has been included for transactional and exchequer services, largely to write down enforcement income targets. Furthermore growth of £1.440m has been provided for ICT service; this has been split £0.69m from Havering and £0.75m from Newham.

RECOMMENDATIONS

The joint committee are asked to note:

- the 23/24 period 10 forecast and 24/25 outturn position; and
- the adjustments to those budgets under the sharing arrangement in 2024/25

REPORT DETAIL

1. Background

oneSource was set up in 2014/15 to deliver shared back office support services. Havering and Newham councils recently took the decision to return a number of services to sovereign control over the course of 2023/24 (2025/26 in the case of ICT) leaving a smaller number of retained services within the sharing arrangement. oneSource will continue to manage the non-shared areas associated with each of those budgets, most notably Havering's housing benefit subsidy and both councils' corporate telephony and device refresh budgets.

Each council reports its own share of the oneSource position through its own monitoring, budget setting and outturn processes. However, it is also presented here in a combined presentation for the benefit of Joint Committee.

The budget spend and outturn figures include controllable budgets only i.e. those which the service managers directly influence and control through delivery of their services. The non-controllable element, which have been excluded, largely relate to corporate recharges and do not result in any variances (overspend or underspends) at year end as the expenditure incurred is matched by the necessary budget.

2. 2023/24 Outturn including movements from Period 10 Forecast

Shared

2.1 oneSource shared (Transactional & Exchequer, ICT, Reconciliations and Legal Services) forecasted an overspend of £2.3m at period 10 of which £1.7m was attributable to Havering and £0.6m to Newham. The final combined overspend at outturn reduced to £1.4m of which £1.3m was attributable to Havering and £0.1m overspend for Newham.

2.2 The apparent inequity in the share of the overspend between the two councils is due to the fact that in period 9 Newham provided one-off funding totalling £1.1m of which they derive 100% of the benefit in the year end cost share calculation. This funding in effect centralised

historically unmet savings relating to enforcement income targets and ICT in readiness/anticipation of growth built into the 2024/25 budget (see section 3 below).

2.3 Of the overspend, £0.4m related to enforcement income targets, however, at period 10 the projected overspend was £1.4m, therefore, the majority of the improvement in outturn compared to forecast can be attributed to this area. The last three months saw some of the service's best ever performance in terms of income collection which coupled with lower than projected transport and commission payments resulted in this area being less overspent than predicted.

2.4 The ICT service finished 2024/25 with a £2.4m overspend split £1.5m to Havering and £0.9m to Newham. This stemmed from Havering's remaining unmet savings target, agency pressures within the Fusion systems team, contract pressures relating to Microsoft Enterprise and Dynamics licences and cloud consumption costs and reductions in print services income all of which generated pressures on budgets. Both councils have included growth within 2024/25 budgets in order to mitigate some of this pressure next year.

2.5 Other areas of notable variance include the council tax and benefits service (Havering-only) where carry forwards of funding from 2023/24 coupled with new grant funding received in 2024/25 resulted in the service underspending by £0.9m.

2.6 Despite forecasting a pressure of approx. £0.15m, Legal services closed on budget. Most of the improvement related to historic court fee recovery amounts which were identified within suspense during year end processes.

Newham non-shared

2.7 Newham non-shared's final outturn position was a (£0.2m) underspend. This was an improvement of £0.4m against the period 10 projected overspend of £0.2m. The improvement was largely driven by an underspend of (£0.3m) against budget in relation to laptops/devices which helped to offset the impact of unmet savings in connection the Information Rights team and external legal services spend.

Havering non-shared

2.8 Havering non-shared's final outturn position was a £0.6m overspend. This was a worsening of £0.6m against the balanced forecast at period 10. Of the adverse movement, £0.430m related to the adjustment of the bad debt provision for council tax court summons income. The adjustment represented several years' worth of increase as the provision had not been adjusted since 2019/20. Monitoring processes for 2024/25 will take account of historic debt and collection rates and incorporate any necessary adjustments into revenue forecasts.

3. 24/25 Budget Setting – Shared

3.1 Each council set out savings and growth proposals for both shared and non-shared areas as part of their own standard budget setting processes. However, owing to the need for cross borough agreement on adjustments to those budgets forming part of the cost sharing arrangement, the 2024/25 amounts relating to shared budgets are shown below.

	Havering £m	Newham £m	Total £m	LBH %	LBN %
23/24 net enforcement budget	- 1.228	- 0.786	- 2.014		
Income target write down	0.618	0.400	1.018		
24/25 net enforcement budget	- 0.610	- 0.386	- 0.996		
23/24 Payroll Management/SME budget	0.048	0.048	0.096	50%	50%
Growth	0.061	0.062	0.123	50%	50%
24/25 Payroll Management/SME budget	0.109	0.110	0.219	50%	50%
			-		
23/24 ICT budget	4.953	5.247	10.200	48%	52%
Growth	0.690	0.750	1.440	48%	52%
24/25 ICT budget	5.643	5.997	11.640	48%	52%

(Note the 23/24 budget figures above exclude transfers from reserves/one-off funding)

3.2 Amounts have been calculated in such a way as to maintain existing cost sharing percentages in all cases other than enforcement whose cost sharing basis is caseloads rather than revised budget contributions.

3.3 Lastly, each council has ambitious staffing savings targets relating to senior management reductions and vacancy factors of which oneSource will deliver a combined amount of £0.15m.

Legal implications and risks:
There are no legal implications arising directly out of this report or its recommendations.

Financial Implications and risks:

There are no financial implications resulting directly from the recommendations set out in this report, however, the report itself makes reference to the 2023/24 forecasted overspend of the oneSource budgets and 2024/25 budget proposals which is in itself of financial significance to both Councils.

The 23/24 outturn figures outlined in this paper are presented here for the benefit of Joint Committee, each borough includes their shared in their own statement of accounts, the audit of which has not yet completed at either authority.

HR Implications and risks:
There are no HR implications arising directly out of this report or its recommendations.

Forecast vs Outturn by Directorate and Borough (£m)	Period 10 Forecasted Variance			Outturn Variance		
	Havering	Newham	Total	Havering	Newham	Total
Shared	1.7	0.6	2.3	1.3	0.1	1.4
Non-Shared	0	0.2	0.2	0.6	-0.2	0.4
Total	1.7	0.8	2.5	1.9	-0.1	1.8

Shared outturn against budget (£m)	Shared Budget	Shared Actual	Shared Variance	Havering Variance	Newham Variance
Reconciliations	0.488	0.393	-0.095	-0.035	-0.061
Transactional & Exchequer	5.956	5.065	-0.891	-0.222	-0.669
Legal	3.714	3.717	0.003	0.034	-0.031
ICT	11.230	13.631	2.401	1.514	0.888
Total	21.388	22.806	1.419	1.292	0.127

Newham non-shared outturn against budget (£m)	Budget	Actual	Variance
Transactional & Exchequer	-0.478	-0.566	-0.088
Legal	0.611	0.554	-0.057
ICT	2.013	1.908	-0.105
Total	2.145	1.896	-0.250

Havering non-shared outturn against budget (£m)	Budget	Actual	Variance
Business Services	0.023	0.191	0.169
Transactional & Exchequer	-1.616	-1.365	0.251
Legal	0.681	0.862	0.181
ICT	1.014	1.024	0.010
Total	0.101	0.711	0.610

	23/24 Budgets (excluding one-off/reserve funding) £m			LBH%	LBN%	24/25 Budgets £m			LBH%	LBN%				
	Havering	Newham	Total			Havering	Newham	Total			Havering	Newham	Total	
AP/AR	0.767	0.870	1.637	0.47	0.53	0.767	0.870	1.637	47%	53%	-	-	-	
Enforcement	- 1.228	- 0.786	- 2.014			- 0.610	- 0.386	- 0.996			0.618	0.400	1.018	Growth: Income Write Down
NNDR	0.288	0.442	0.731	0.39	0.61	0.288	0.442	0.731	39%	61%	-	-	-	
Payroll	0.314	0.587	0.901	0.35	0.65	0.314	0.587	0.901	35%	65%	-	-	-	
Payroll Management	0.048	0.048	0.096	0.50	0.50	0.109	0.110	0.219	50%	50%	0.061	0.062	0.123	Growth: SME & Management
Establishment	0.685	0.522	1.207	0.57	0.43	0.685	0.522	1.207	57%	43%	-	-	-	
DETS Management	0.341	0.181	0.522	0.65	0.35	0.341	0.181	0.522	65%	35%	-	-	-	
Business Improvement	0.015	0.015	0.030	0.50	0.50	0.061	0.061	0.122	50%	50%	0.046	0.046	0.091	(Full Year effect of BI posts)
Employee Pilot		0.050	0.050	-	1.00	-	0.050	0.050	0%	100%	-	-	-	
						-	-	-			-	-	-	
Legal	1.280	2.440	3.721	0.34	0.66	1.280	2.440	3.721	34%	66%	-	-	-	
			-			-	-	-			-	-	-	
ICT	4.953	5.247	10.200	0.49	0.51	5.643	5.997	11.640	48%	52%	0.690	0.750	1.440	Growth: ICT costs
Total	7.464	9.567	17.030	4	5	8.878	10.824	19.702			1.415	1.258	2.672	Growth Total

ONE SOURCE JOINT COMMITTEE	19th June 2024
Subject heading:	**one source IT Update**
Report author and contact details:	**Glyn Peach – Director of IT & Innovation** **Glyn.Peach@onesource.co.uk**
Summary:	

SUMMARY

This report provides an update on progress for the period of April – June 2024 for the return of IT Services back to the boroughs. This includes key activities IT have undertaken working with the boroughs and the key challenges that have occurred over the last few months.

RECOMMENDATIONS

The joint committee are asked to note: The progress updates detailed in this document

REPORT DETAIL

1. Background

1.1. In April 2023, by a decision of Cabinet, LBN and LBH decided to split from the one source IT service and associated shared infrastructure to:
- Enable improved flexibility for each Borough to achieve their digital strategies and strategic priorities.
- Improve the quality of IT services and projects delivery.

1.2. The split from one source IT will require work including both Boroughs to be migrated off the current shared infrastructure onto their own sovereign infrastructure. Once the

technology has been split the one source IT staff will be transferred into the Borough new IT delivery models. The existing one source IT service will then no longer exist.

1.3. The one source IT shared services split is expected to complete by December 2025, with the boroughs being the strategic decision makers as to how the future IT service is provided.

1.4. The boroughs have both provisioned an “IT Client Lead” to oversee and direct the disaggregation of the service back to the boroughs. These Client leads have subsequently onboarded their discrete programme leads to manage activity from their perspective. Undoubtedly these disaggregation teams will require further resourcing as the programme progresses to meet the stated outcomes of the programmes. Additionally, the boroughs have funded an IT Project Manager to help coordinate, plan, and execute activities within the one source IT function.

1.5. It is understood that both boroughs are formulating a Target Operating Model (TOM) for the future provision of their IT Services. It should be noted that one source IT is not party to the development of the TOM’s at this stage but would be happy to contribute to their development.

1.6. In the interests of clarity, it should be noted that the boroughs have chosen different delivery models for the disaggregation of services and for the subsequent delivery of service to the borough and its directorates.

1.7. In summary, Newham have elected to appoint a specialist consultancy to enable them to produce a specification to procure a managed services provider who will migrate the services to the sovereign environment and provide a degree of support for the eventual technical environments. one source IT has not been offered visibility of the approaches to reach the end state, nor the absolute scope of the managed services.

1.8. Havering have elected to utilise the one source IT Service to migrate their services into a sovereign environment, with augmentation from service partners. The resulting IT Service will be supported by a blend of internal staff and discrete capabilities provided by service partners.

1.9. Therefore, the activity which one source IT undertakes for each of the boroughs will differ significantly and this is reflected in the updates below. It is logical to structure these updates into the areas of commonality between the boroughs such as people, information, and contracts and then the areas of divergence such as Technology.

2. IT 2024-2024 progress update for Q1

2.1. People

2.1.1. one source IT has provided its current organisational information such as structure and existing job descriptions to the boroughs. The current structure was implemented in April 2024, we expect a degree of variation from the provided information as the IT Leadership Team seek to address vacancies in the structure, so it is important this information is provided to and reviewed by the boroughs regularly.

2.2. Information

2.2.1. The boroughs have specified a process for documenting a high-level summary of the applications, tools and other items which are “shared” in nature. These requests are being serviced by an introductory meeting between the borough Programme Managers and the one source Technical SME’s. Following which the technical SME’s must populate the information whilst supporting Business as usual and project-based work outside the disaggregation programme.

2.3. Contracts

2.3.1. One source IT currently manages 78 contracts for goods and services on behalf of the boroughs with these are a blend shared and non-shared in nature.

2.3.2. The primary contract IT manages is the Microsoft Enterprise Agreement which provides all Microsoft software to each borough. The two boroughs have assumed responsibility for letting their own contract with Microsoft for the March 2025 renewal. Crown commercial Services are running an aggregated Microsoft procurement on behalf of all local authorities in the UK which Havering and Newham intend to join.

2.3.3. The boroughs have requested that IT formulate a process for disaggregating the remaining contracts on their behalf whilst supporting BAU and project-based work.

2.4. Havering Technology

2.4.1. one source IT has produced an architectural roadmap (Appendix 1) which has been validated and endorsed by the LBH IT Client Lead. IT has also provided an indicative delivery roadmap (Appendix 2) and costings for these activities, which are currently being reviewed by LB Havering. This has not been shared with Joint Committee at this stage as it requires validation and approval from Havering.

2.4.2. one source IT has onboarded a partner to begin migrating Havering applications to the sovereign Microsoft Azure Landing zone (Cloud) which IT had previously provisioned for LB Havering.

2.4.3. IT are progressing with the creation of a new uniFLOW tenancy for Havering and will be migrating the new Multi-Functional Devices. UniFLOW is the cloud based technology which manages the estate of Multifunction devices and enables “Print Anywhere”.

2.4.4. one source IT have been designing the creation of a new sovereign M365 tenancy & the migration of Havering content into it, with Microsoft to provide a high level view of both timeline and costs to feed into the programme plan and budget mentioned above.

2.4.5. A pilot is currently in progress to understand the viability of providing internet & Wi-Fi connectivity to Havering buildings using a “Wi-Fi as a Service” model. This will provide key data to inform the business case for the approach to providing network connectivity following the split and return of services.

2.4.6. one source ICT have been preparing for the Havering Teams Telephony migration by analysing the existing telephony service (e.g. response groups, numbers allocated and 8*8 connectivity needs) to enable the migration to begin as soon as the Newham migration completes. It is anticipated that the actual migration work and user engagement will start in late July/early August.[1]

2.4.7. Windows 2012 is now out of official support which means that any security vulnerability's that are identified will not be patched which poses a security risk. To mitigate this, one source ICT have deployed the Azure Arc monitoring tool to all Windows 2012 servers to enable Extended Security Updates to be provided once these have been purchased. This also supports the monitoring that will be in place as part of the Technology roadmap.

2.4.8. The proxy servers that are in place at the boundary of the corporate network to secure traffic with the Internet, are end of life in July 2024. These are being replaced with a cheaper, and comparable solution that supports the eventual split and return of services.

2.4.9. Implementing configuration changes to the existing Virtual Private Network (VPN) solution, to enable internet traffic (e.g. Microsoft 365) to securely by-pass the data centres to increase the performance for all staff.

2.4.10. While not specifically focused on the split and return of services, several systems have recently been migrated to Software as a Service (SaaS) solutions to reduce the number of out of support and legacy systems. These include:

- Epilog
- Havering's Energy Management system
- Libraries Booking system

2.5. Newham Technology

2.5.1. one source IT has not been engaged in providing support or guidance on the delivery of the sovereign technology estate nor future operating model, however, one source continues to deliver against the initiatives agreed as part of the Stabilisation programme

2.5.2. One source IT has migrated all Newham staff onto the Teams Telephony platform to enable the decommissioning of the legacy shared Skype for Business platform. As part of the preparation for this migration, one source IT renegotiated the telephony contracts with Daisy and achieved a savings of approx. £178K pa

2.5.3. Windows 2012 is now out of official support which means that any security vulnerability's that are identified will not be patched which poses a security risk. To mitigate this, one source ICT have deployed the Azure Arc monitoring tool to all Windows 2012 servers to enable Extended Security Updates to be provided once these have been purchased. This also supports the monitoring that will be in place as part of the Technology roadmap.

2.5.4. The proxy servers that are in place at the boundary of the corporate network to secure traffic with the Internet, are end of life in July 2024. These are being

[1] Given the technical constraints of the shared Skype for Business environment, it has been necessary to focus on one Borough at a time.

replaced with a cheaper, and comparable solution that supports the eventual split and return of services.

2.5.5. Implementing configuration changes to the existing Virtual Private Network (VPN) solution, to enable internet traffic (e.g. Microsoft 365) to securely by-pass the data centres to increase the performance and reduce latency for all staff.

2.6. Budget

2.6.1. Havering

2.6.1.1. £9 million has been reprofiled from existing capital allocations for one source to complete the IT stabilisation, modernisation, and sovereignty work over fiscal years 24/25 and 25/26.

2.6.2. Newham

2.6.2.1. It is understood that the total current Newham capital requirement for IT stabilisation and disaggregation is approximately £8.1m FY 24/25.

2.6.2.2. This consists of £1m of one source IT to continue the IT Stabilisation Programme, including Teams telephony, replacement of the perimeter firewalls, Trend proxy, and the migration off Windows 2008 server.

2.6.2.3. A capital bid has been submitted for £1.5m in 24/25 for one source IT to implement a new End User Network (Wi-Fi).

2.6.2.4. An additional £5.6m capital is sought by LB Newham in 24/25 to provision a partner to undertake the migration to a sovereign IT estate.

2.6.2.5. It should also be noted that LB Newham have elected to fund end user devices (laptops) from revenue, on a rolling basis, with £804k per annum being allocated to this endeavour. It should be noted that these funds are not included in the £8.1m capital figures noted above.

2.6.3. Plans and Confidence

2.6.4. Havering

2.6.4.1. Havering commenced the programme late 2023 and took a change in direction following intervention from the Section 151 to reject an outsource model designed by the previous Client Director. A new delivery model was set, and a new Client Director joined to deliver the model.

2.6.4.2. At this stage in the programme, Havering are making progress according to plan (Appendix 2). The collaboration with one source is providing a firm platform for delivering the required work in time for the December 2025.

2.6.5. Newham

2.6.5.1. Newham commenced the programme late 2023 and quickly needed to re-plan following a more thorough procurement process than first anticipated.

The plan for Newham remains either embryonic and at a very high level, (Appendix 3) or not transparent to one source leadership.

2.6.5.2. A lack of collaboration and programme transparency continues to impact this programme from a one source point of view, this has been shared with the Newham Client Director.

2.6.6. Shared

2.6.6.1. One source is actively working on a set of work packages set out by the boroughs, no items on this are of concern.

2.6.6.2. The aspiration to deconstruct the one source department over a protracted period proves to be the most significant cause for concern for the one source leadership team; counsel has been provided for a different approach to both boroughs. That noted, one source will support any form of migration to the new two department models.

3. Legal implications and risks:
There are no legal implications arising directly out of this report or its recommendations.

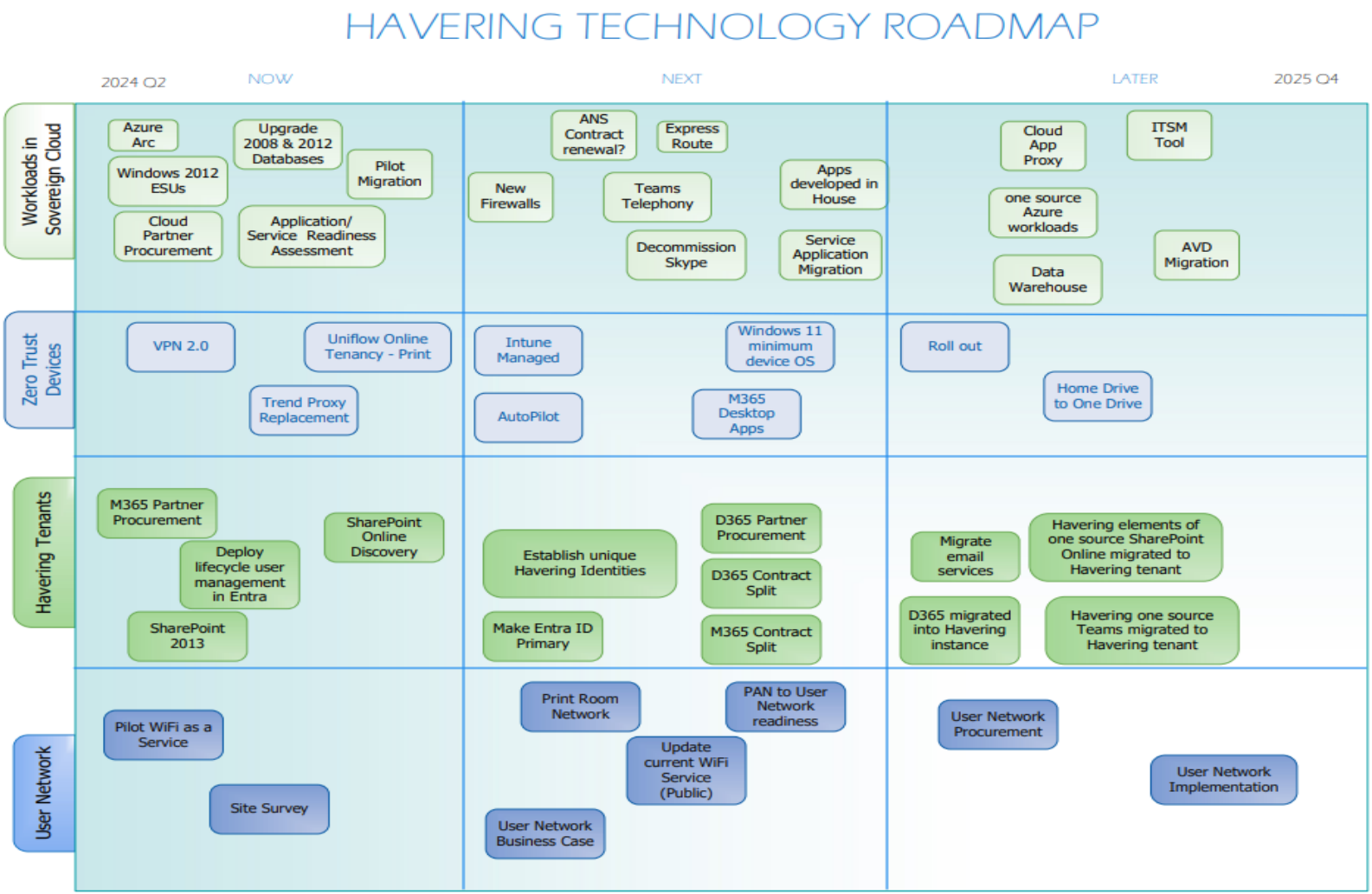
4. Financial Implications and risks:

The programme has significant financial cost and risk to each borough. This report does not highlight the programme spend of each borough who report this separately to each local authority leadership team.

5. HR Implications and risks:
There are no HR implications arising directly out of this report or its recommendations.
Appendix

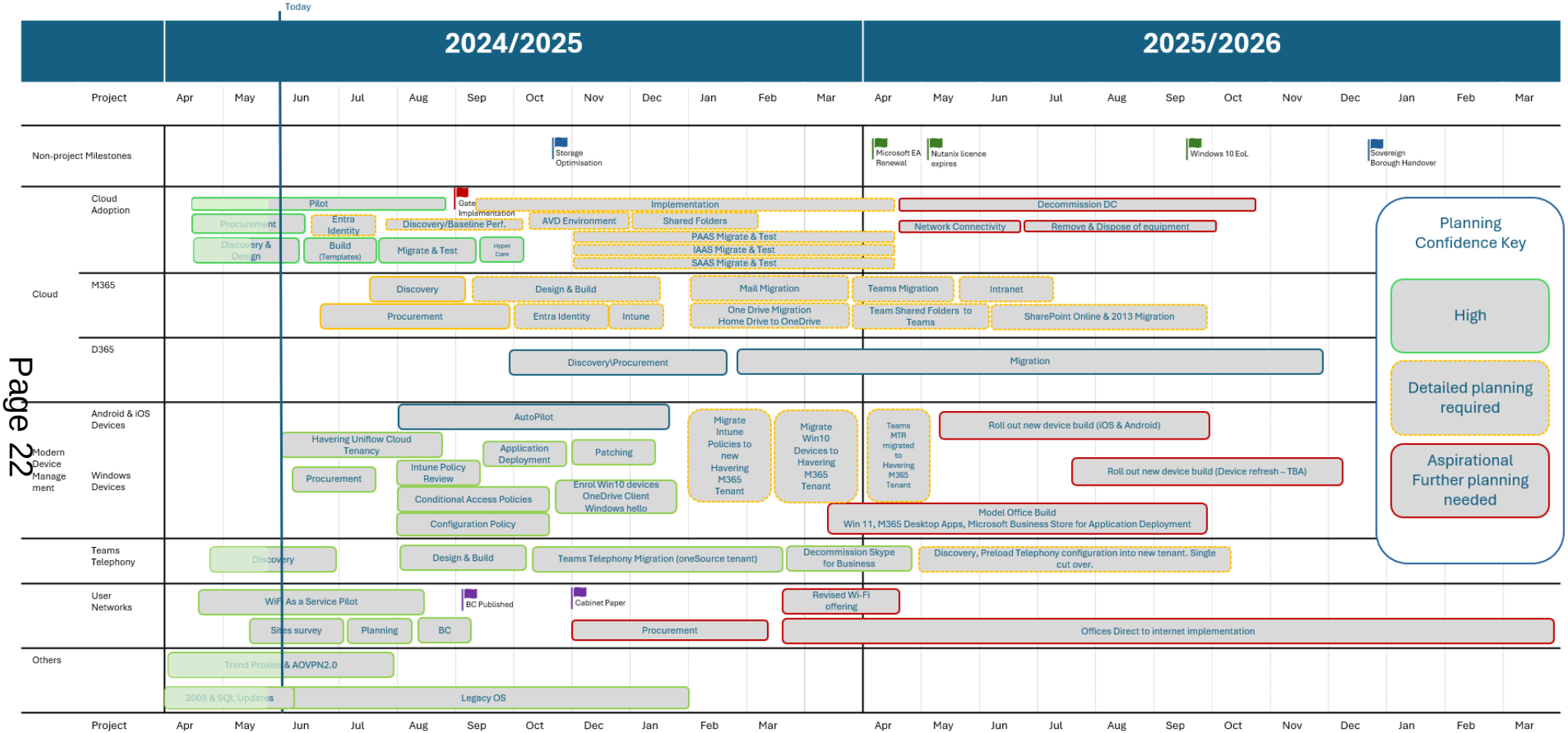
Appendix

Appendix 1: Havering Technology Roadmap



Appendix 2: Havering Technology Programme Plan

Havering Technology Roadmap Programme Plan



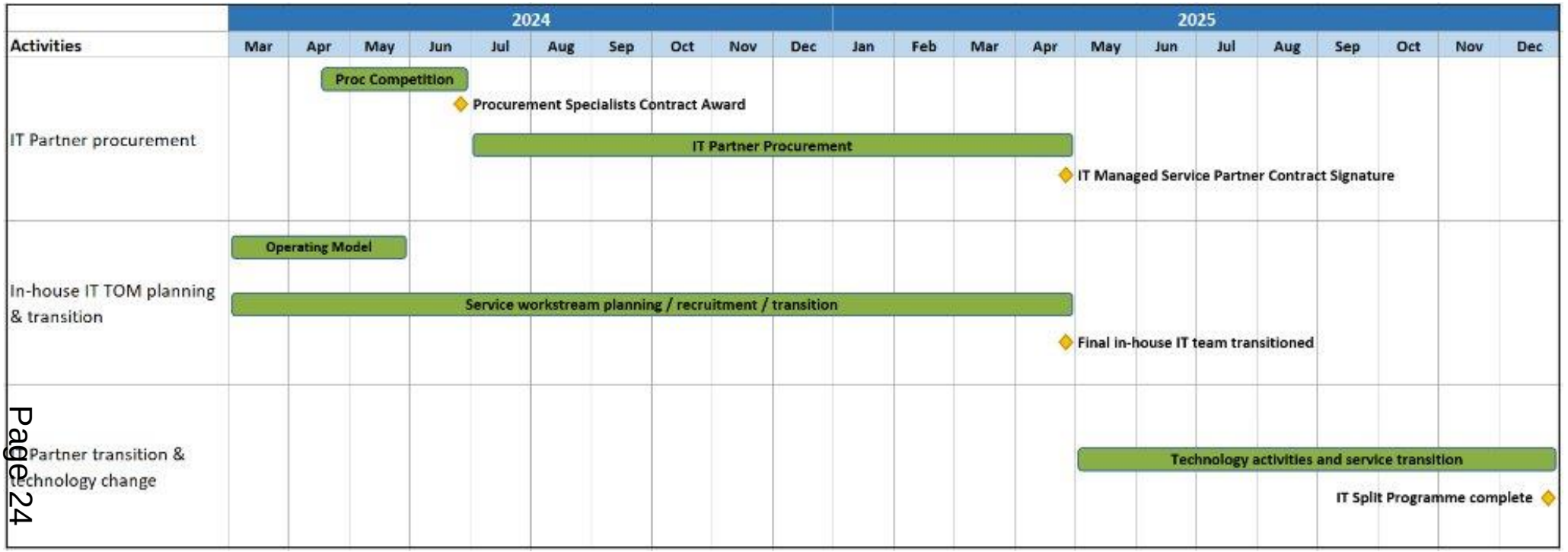
DRAFT FOR COMMENT

Last updated: 05/06/2024

Path to increasing planning confidence

Workstream		Due
Cloud Adoption - Amber	Approval to proceed with the migration and then detailed planning with the 3rd Party support is required to increase the confidence level of the timeline in this area.	August '24
Cloud Adoption - Red	The level of activity needed in this area is still undefined. Links into the User Network stream.	January '25
M365	Approval to proceed with procurement from Havering needed to bring this plan to Green. Project Manager needs to be recruited. Decision Report to be drafted.	Jun '24
D365	Discussions to be held with Havering stakeholders to agree the approach and complexity of this piece of work	Jul '24
Android & iOS Devices Windows Devices - Amber	Dependencies between this and M365 work need to be defined	Oct '24
Android & iOS Devices Windows Devices - Red	Need to agree the Device Refresh approach with Havering stakeholders	Jan'24
Teams Telephony	Dependencies between this and M365 work need to be defined	Oct '24
User Networks	Business case to be published & approval to proceed granted	Nov '24

Appendix 3: Newham high level plan



[End]