

oneSource Improvement Plan Monitoring

Quarter 2: July - September 2019

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



Services	Actions	Status	Services	Actions	Status
1. All Services Lead: Executive Director, Head of Business Development			1. Asset Management Lead: Director of Aset Management		
Actions are progressing well, and are on track to be delivered	9	69% G	Actions are progressing well, and are on track to be delivered	5	71% G
A comprehensive review of the Shared Service has been initiated and the outcomes of this review will impact on the timetable and delivery of some of the actions identified.	4	31% A	Draft Asset Management now due to be presented to Cabinet in December.	1	14% A
N/A	0	0% R	Recent recruitment campaign largely unsuccessful necessitating an urgent and ongoing review of options going forward.	1	14% R
	<u>13</u>			<u>7</u>	
3. Finance and Procurement Lead: Director of Finance and Procurement			4 Human Resources & Organisational Development Lead: Director of Human Resources & Organisational Development		
Actions are progressing well, and are on track to be delivered	3	38% G	Actions are progressing well, and are on track to be delivered	6	75% G
Procurement review / restructure is progressing according the agreed revised timetable. Action plan for delivery of the new finance structure in progress. Increased focus on LBB Improvement Plan and its delivery. Additional resource for Budget Management and Financial Control process improvement review.	5	63% A	Revised timetable for LBN People Strategy under discussion. New approach to review of policy and procedures being developed.	2	25% A
N/A	0	0% R	N/A	0	0% R
	<u>8</u>			<u>8</u>	
5. ICT Lead: Director of ICT					
Actions are progressing well, and are on track to be delivered	8	89% G			
ICT restructure now commencing on a revised timetable.	1	11% A			
N/A	0	0% R			
	<u>9</u>				

ALL SERVICES IMPROVEMENT PLAN UPDATE
2nd Quarter July - September 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 final version of the Improvement Plan was presented and agreed at JC on 12th July. 2. The first quarter progress report was also presented and discussed at JC on 12th July. 3. A performance management and quality assurance approach was presented to JC on 12th July.	1. To continue to implement the Improvement Plan, with regular reporting to Partner Councils via JC and s151/Commissioning meetings. 2. To continue to report the Improvement Plan 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. Service plans for 2019/20 completed. 2. Performance measures are identified for all service plans, and reported on a quarterly basis. Q1 Performance was reported to the S151/Commissioning meeting on 24th September and is presented to the JC on 18th October. 3. Directors, via service plans and programme/project plans, plan resources for delivery flagging up any issues/areas of growth via s151 Officers.	1. Performance measures are reported quarterly. 2. Service Planning for 2020/21 will commence in Q3/4.
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	A	A comprehensive review of the Shared Service has been initiated by Executive Director, with the aim of providing a better understanding of how the oneSource partnership meets the strategic and future needs of its partners. This review will include: - A business operating model: aligning with partner borough's ambitions and strategic needs, the oneSource Strategy, and savings plans. - Shared Services offer - a clear shared service offer, informed by partner councils requirements, the savings plan, and the operating model will ensure that the right service is being provided.	1. Complete Shared Service Review 2. Develop implementation plans and timetable for review recommendations 3. Complete Impact assessment and modelling of additional savings targets for oneSource, as part of MTFS process
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	The Commercial Protocol was presented and agreed at JC on 12th July	The Commercial Protocol is now in effect, and governs the process for oneSource Managers when considering income opportunities.
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	oneSource representation is in place on identified key boards and project teams with ongoing work to develop a register of bodies and boards across partner Councils which require oneSource representation.	1. Complete and monitor register of bodies and boards across partner Councils which require oneSource representation. 2. Develop a Forward Planning and reporting Schedule / Forward Planning protocol for OMT, aligned with partner boroughs.

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2nd Quarter July - September 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	The comprehensive review of the Shared Service which has been initiated by Executive Director with the aim of providing a better understanding of how the oneSource partnership meets the strategic and future needs of its partners, will also cover how oneSource can improve its strategic input to the Partner Councils. Alongside this, work is also ongoing to ensure that oneSource is inputting appropriately on key programmes, projects and boards across the partner Councils (see IP5 and IP7).	<ol style="list-style-type: none"> 1. Complete Shared Service Review 2. Develop implementation plans and timetable for review recommendations 3. Complete and monitor register of bodies and boards across partner Councils which require oneSource representation.
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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Meetings completed with Transformation Programmes and PMOs, and corporate planning and teams to confirm programmes and projects that require or will require oneSource support or lead. 2. oneSource representation in place on identified key boards and project teams 3. Programmes and Projects register developing, incorporating programmes and projects identified corporate planning and service planning processes 	Continue to develop programmes and projects register, with detail of key milestones, key dates, and resource requirements
IP08	ALL	Establish Continuous Improvement approach and prioritised improvements schedule, aligned with borough approaches, & process automation and digitalisation (Oracle Cloud, digital programmes).	<ol style="list-style-type: none"> 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	A	A comprehensive review of the Shared Service has been initiated by Executive Director, with the aim of providing a better understanding of how the oneSource partnership meets the strategic and future needs of its partners. The review will propose options and recommendations for the future shared services, that align with the partner boroughs strategic ambitions and needs, recognising the budget constraints/ challenges, and that evolves the partnership. The outcomes of this review will inform the continuous improvement approach going forward with a future timetable to be developed based on review recommendations.	<ol style="list-style-type: none"> 1. Shared service review to be completed. 2. Review to be shared and discussed with JC and partner councils. 3. Following on from review a new CI approach and timetable for oneSource to be developed.
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	A	<ol style="list-style-type: none"> 1. Completed meetings with key stakeholders to discuss and obtain programme and project management approaches, methods and systems. 2. Ongoing work to develop programme and project management framework and function to coordinate reporting and governance of programmes and projects and service plans. 	Continue to develop framework, recognising the requirement to incorporate the shared service review outcomes.

ALL SERVICES IMPROVEMENT PLAN UPDATE
2nd Quarter July - September 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	Performance Management framework developed and indicators for each service established and identified within Service Plans. Performance Indicators and Improvement Plan outcomes reported to Partner Councils on a quarterly basis.	Continued implementation of performance monitoring and reporting process.
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	A	Review of current customer satisfaction process and objectives undertaken. Report presented to OMT with options for establishing an effective and meaningful process for assessing satisfaction, and incorporation of feedback.	<ol style="list-style-type: none"> 1. Two tier approach to measuring customer satisfaction via a mix of service measures and an annual customer satisfaction survey. 2. New customer satisfaction survey to be designed and put into the field in the autumn/winter.
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	Internal and external branding approach and plan developed and presented to JC on 12th July	Continued implementation and monitoring of agreed changes to the internal and external branding approaches
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	Internal communications strategy and plan developed and presented to JC on 12th July	<ol style="list-style-type: none"> 1. Continued roll out of updated strategy. 2. Evaluate strategy via staff survey after a period of imbedding.

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE

2nd Quarter July - September 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.	R	All vacant posts within Property Services have been advertised throughout July/August. Candidates have been shortlisted and most interviews have now been concluded. Regrettably the volume and quality of applications has generally been poor resulting in only 1 relatively junior appointment out of 16 posts. The Head of Property Services role was offered to a suitable candidate who subsequently declined based on salary level.	Re-advertising is considered unlikely to result in a more positive outcome within the same 'pool' of potential applicants. Job descriptions and evaluations are to be urgently reviewed prior to re-advertising, backed up exposure professional journals and relevant social media i.e. LinkedIn.
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.	A	The Draft Asset Management Strategy went to SLT on 19th May who delegated sign off to Places Steering Group. There has been some subsequent slippage but the document is now being refined in conjunction with CIPFA and is scheduled to be presented to the December 2019 Cabinet meeting subsequent to prior consideration by SLT and Places Theme Board.	Consideration at November 19 Places Theme Board prior to December Cabinet
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 updated Asset Management Strategy was agreed by CMT on 24/9 and is due to be submitted to Cabinet on 5th November 2019	The detailed Action Plan sitting beneath the Strategy is being refined in liaison with directorate stakeholders in advance of submitting to February 2020 Cabinet to coincide with the budget setting process
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 a compliance update at the July Theme Board and LBN updates was submitted to Corporate H&S Mgt Board. 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.	Outstanding compliance inspections to be closed out within current year - any subsequent remedial works to be prioritised and higher priority works closed out within current financial year..
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 Corporate Landlord SLA has been refined and a Corporate Compliance Guide issued. Several FM contracts are in the process of being reprocured including building security, building compliance and maintenance services. Newham Cabinet are due to receive a procurement options report on the Retreat catering contract in November 2019. Options for the Havering building cleaning service are due to be presented to SLT in December.	Recommendations for FM contract awards to be presented in early 2020. Corporate Landlord updates to be presented to SLT/CMT respectively in early 2020.

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE

2nd Quarter July - September 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>Programme for the Town Hall/OPE and Romford Market Transformation Plan are being reset to align to adoption of the emerging Romford Masterplan, due to be considered by SPC by the end of 2019. Procurement of technical advisers has been initiated but award will not be confirmed until Masterplan has been adopted to provide a design 'framework'. Town Hall alternative site search has not been concluded although informal discussions on some options are taking place. Schools expansion programme is on track and future phase was agreed at September Cabinet. Smart Working proposals were also agreed at September Cabinet.</p>	<p>Progress projects, and monitor through project working groups/Theme boards. Smart Working 'Place' proposals to be agreed with SLT in advance of works commencing in Feb 2020.</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 - 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

2nd Quarter July - September 2019

Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
IP14	LBH/LBN	<p>Review procurement function and deliver new structure recruiting to any new posts on a permanent basis.</p> <p>Clear communication and awareness of new roles and service on ongoing basis, and across multiple media.</p> <p>Revised rules and procedures focussed on reduced process, speed, value for money and innovation.</p>	<p>1. Fit for purpose procurement function providing proactive professional service meeting partner boroughs priorities and Improvement Plan Principles.</p> <p>2. Lean procurement processes maximising use of technology and simpler user experience.</p> <p>3. Improved procurement outcomes for partner boroughs including innovation, savings and horizon scanning for opportunities.</p>	1st September 2019	A	<p>The interim Head of Procurement has been assessing the current operating processes & practices across both authorities as well as the Procurements teams ability to take the function forward. Several options have now been presented to the S151's for consideration regarding the future Operating model. The model which operates within existing budgets but draws a clear line on procurement involvement in activity has been approved. The new operating model will be clearer on both accountabilities & responsibilities. Much work is need to establish this model and the remainder of this financial year will be a transition period to move to the new way of operating.</p>	<p>Start recruitment of permanent team including the Head role, design a training & support program for the Customer, re-organise the existing team, new systems such as Fusion are turned on, fully utilised & complied with etc.. and continue to support the existing saving agendas that both authorities have. The revised target go live date is prediced to be Spring 2020.</p>
IP15	ALL	<p>Deliver new Finance structure:</p> <p>1. Agreed structure meeting partner borough needs.</p> <p>2. Deliver new Finance structure recruiting to any new posts on a permanent basis.</p>	<p>1. New Finance delivery model and restructure in place (with interim arrangement sooner as required).</p> <p>2. Clear roles and responsibilities supporting s.151 and corporate management.</p> <p>3. fit for purpose finance providing proactive. professional service meeting partner boroughs priorities and Improvement Plan Principles.</p>	<p>Head of Finance Restructure 1st June 2019</p> <p>Rest of Finance 30th September 2019</p> <p>General improvement ongoing 1st April 2020</p>	A	<p>An interim Director of Finance started in July 2019</p> <p>The establishment of the Deputy 151 roles has been separated from the review of the Heads of finance role and an internal recruitment process has begun for the roles at Havering and Newham. It has been decided not to progress the recruitment of the role at Bexley at this stage. The Head of Financial Strategy and lead Bexley officer will be leaving in November and internal applicants have been requested to submit expressions of interest. It is hoped that interviews will take place week beginning 14th October for all three posts.</p>	<p>Having addressed the issue of the Deputy S151 that has previously compromised the capacity of officers trying to lead financial excellence, the next stage will be to ensure that the senior structure is able to drive up standards and expectations of behaviour that will deliver (see IP18).</p> <p>The current span of control of total line management responsibilities ranges from 7 to 53 and needs realignment to the business needs of the authorities that allow all areas to be developed further. 37% of posts are currently occupied by non-permanent staff. Starting at the top and cascading through the structure, these posts will be offered as development opportunities for permanent members of staff for periods of up to 12 months prior to permanent recruitment to give these members of staff the opportunity to acquire the skills to be successful. This in turn would create opportunities lower in the structure for others or lower-cost interim staff.</p> <p>Any posts where it has not been possible to recruit to will then go outside for permanent recruitment as part of a specific campaign that builds on the strengths of the three authorities working in partnership and offering the chance of continuing professional development as a recruitment tool.</p>
IP16	LBB	<p>To review and update progress the specific LBB Finance improvement plan put into place in summer 2018.</p>	<p>LBB Improvement plan implemented.</p> <p>Monthly review meetings: LBB Director of Finance and Corporate Resources, Director of Finance (oneSource), Head of Business Partnering (oneSource).</p> <p>Improved financial support to LBB.</p>	1st April 2020	A	<p>Performance management issues have been concluded allowing progress to be made going forward.</p>	<p>Recruitment to vacant senior posts; Senior officers to spend more time in Bexley supporting managers and staff and focussing on shared learning experiences across the three authorities to drive up practice, performance and behaviours.</p>

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IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
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 supported the delivery of Fusion. The Fusion programme will deliver the base platform with further automation and integration with other systems post go live but any further investment will be subject to the usual business cases process.
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 as 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.	Agreed resources will be recruited to undertake the following functions: Development of a Finance Academy to move the organisation to a model of continuing professional development for all staff. This will comprise of a number of different elements including external training programme for aspiring Finance Leaders to be targeted at senior officer who are recently qualified; speciality courses to support areas such as Commercial Investment and Regeneration; technical skills; training courses for service managers and members. A number of training opportunities will be provided by commercial organisations and will include sites of Best Practice, including Microsoft. An additional resource will be brought in to oversee the implementation of a new closing programme aimed at producing the statement of accounts earlier than previously to mitigate against delays in the audit programme that compromised the completion of the 2018/19 accounts. This is an extremely ambitious piece of work, only 12 London Boroughs completed their accounts by 31st July 2019. The success of the new programme will require the support of external auditors, support from all senior leaders in the council and the identification of the need to prioritise the closing of accounts across all services.
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	A	Business Case for Oracle was presented to the Section 151 / Finance Director in April 2019, providing options and justification of investment. The decision on progressing Oracle Fusion is currently with Bexley Council. An updated business case will be presented on the 10/10, materially this will not have changed.	Dependent upon Bexley Council's decision and therefore awaiting decision.

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IP Ref	Partner	Delivery Objectives	Outcome	Target Date	Status	Progress Comments	Next Steps
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	Joint plan to deliver the system for both LBH/LBN now signed off - Programme completed first round of design, completed its first data load, change management approach established and signed off by Exec.Sponsor & the project team is established and working through the project cycle.	The next quarters work is : Complete the design process, further data loads, more engagement with the end users to enable support of UAT and roll-out, close any gaps that come out of design - The programme is on track to deliver June 2020
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	Joint plan to deliver the system for both LBN/LBH now signed off - Programme completed first round of design, completed its first data load, change management approach is under discussion & the project team is established and working through the project cycle.	The next quarters work is : Complete the design process, further data loads, more engagement with the end users to enable support of UAT and roll-out, close any gaps that come out of design - The programme is on track to deliver June 2020

HROD IMPROVEMENT PLAN UPDATE
2nd Quarter July - September 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	1. Director of HR&OD appointed and in post. 2. Review of HR&OD underway. 3. Development of new vision, operating model and organisational structure to follow - expected well in advance of July 2020.	Complete review and commence development of vision and 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.	A	New values and behaviours have been co-designed with staff and will be launched in October 2019. These will provide the strategic context for developing a new people strategy for Newham.	Now the new Director of HR&OD is in post, a revised approach and timescales for developing a people strategy will be discussed and agreed with the Mayor and Chief Executive of Newham.
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	Strategy developed and on-track for presentation to November Cabinet.	Present strategy to November Cabinet.
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	New values and behaviours have been co-designed with staff and will be launched in October 2019.	New culture change board to be established, chaired by the Director of HR&OD, to oversee the design and delivery of a comprehensive culture change programme.
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	Specific priorities and interventions for culture change have been incorporated into the people strategy. Following Cabinet adoption of the strategy, expected in November 2019, a comprehensive programme of delivery will begin.	Present strategy to November Cabinet.

HROD IMPROVEMENT PLAN UPDATE 2nd Quarter July - September 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	The organisational development strategy for Havering is incorporated into the people strategy and will therefore be presented to Havering's Cabinet in November. The organisational development strategy for Newham will be incorporated into the people strategy as it is developed.	
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	Proposals for a new Talent Hub and Talent Development programme have been developed, with a focus on maximising the use of the apprenticeship levy to upskill and develop staff. Additional resources will be required to support delivery. LBH: Resource requirement to be considered when the people strategy is presented to November Cabinet. LBN: Resource requirement to be considered as part of budget-setting process.	Formal decision on proposal and resourcing.
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.	A	Existing policies, procedures and toolkits identified and mapped.	Develop a new approach to policy and procedures, and commence implementation of review programme.

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.	Havering PwC review has concluded. The review result has not highlighted any implications on restructure. The review suggests restructure should be carried out as planned.	Restructure of the service to commence. Initial draft of the Change report shared with HR.
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. The strategy has been revised taking into account all the comments so far. A final draft has been agreed which is scheduled for December Cabinet.	Strategy to be taken to December cabinet.

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: <ul style="list-style-type: none"> The system must be able to demonstrate improved performance relating to access and speed through improved network bandwidth. Alignment with the Business Systems Strategy and Corporate Architecture. 	Improved and efficient system that facilitates improved productivity. NB supports Primary Improvement in Finance.	G	Havering April 2020 Newham December 2020	Technical job descriptions defined; Technical Design Authority involved in all tech discussions. Technical resource has been appointed. - see Oracle Fusion progress in Finance section.	Work with the programme manager on delivery of the project.
IP41	LBN	Implement CRM for LBN. <ul style="list-style-type: none"> The current CRM is no fit for purpose and is financially unsustainable. The system will be replaced by the latest version of Dynamics 365 which will allow the councils to improve their current digital offer to their residents. 	Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience.	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 and Cabinet in September- procurement underway, and BA appointed to do implementation.	Complete the procurement and award contracts.
IP42	LBH	Implement CRM for LBH <ul style="list-style-type: none"> The current CRM is no fit for purpose and is financially unsustainable. The system will be replaced by the latest version of Dynamics 365 which will allow the councils to improve their current digital offer to their residents. 	Improved access and responsiveness from the Council for residents and other service users. Supporting improved productivity in customer responses for both partner councils. Improved digital experience.	G	31st December 2020	LBH have appointed a PM who is taking the business case forward. The busienss case has been signed off by SLT in principle.	Detailed business case to Theme Board for approval in October. The case to be submitted to cabinet for formal approval.
IP43	LBH	Improve borough wide connectivity for LBH: <ul style="list-style-type: none"> The draft connectivity strategy will go through the approval process for a sign off. The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. 	Define connectivity strategy and work with private sector to improve connectivity in the borough. Modern and improved channels for customer engagement delivering on the Smart Cities agenda.	G	31st December 2019	Concept case approved, project manager appointed. Proposal developed and signed off by SLT and Connections Theme Board. Meetings have taken place with 7-8 suppliers.	Go out to market by December 2019.
IP44	LBN	Improve borough wide connectivity for LBN: <ul style="list-style-type: none"> The draft connectivity strategy will go through the approval process for a sign off. The strategy and the plan will deliver better connectivity for our residents irrelevant to the platform such as wireless, broadband or 5G. 	Define connectivity strategy and work with private sector to improve connectivity in the borough. Modern and improved channels for customer engagement delivering on the Smart Cities agenda.	G	31st December 2019	Currently, the borough is v well connected with its our 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. Business systems that are fit for purpose for the future ways of working.</p>	G	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>