

oneSource Improvement Plan Monitoring

Quarter 3: October - December 2019

Progress is behind schedule	1	2%	R
Progress is within acceptable variance	12	27%	A
Progress is on track	32	71%	G

Services	Actions	Status	Services	Actions	Status
1. All Services Lead: Executive Director, Head of Business Development			2. 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 is currently in progress which outlines the new operating model and reflects the priorities to delivery this. The actions already progressed to further develop the PPM and continuous improvement approach, achieving value for money, and customer satisfaction will now be subsumed into the delivery plan for the strategic plan.	4	31% A	LBH Asset Management Strategy and Plan to be to be considered and agreed at the following: Places Theme Board -17th Feb Leader's Briefing-24th Feb Cabinet-11th March.	1	14% A
N/A	0	0% R	New recruitment campaign to be launched Feb 2020, anticipated appointments Spring 2020, subject to notice periods.	1	14% R
	13			7	
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	7	88% 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	Approach to review of policy and procedures being developed.	1	13% A
N/A	0	0% R	N/A	0	0% R
	8			8	
5. ICT Lead: Director of ICT					
Actions are progressing well, and are on track to be delivered	8	89% G			
Working with LBH and LBN colleagues to finalise the To Be systems roadmap.	1	11% A			
N/A	0	0% R			
	9				

ALL SERVICES IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 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 and the second quarter progress was presented to the JC on 18th October. 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 01 April)	G	1. Service plans for 2019/20 completed. 2. Performance measures are identified for all service plans, and reported on a quarterly basis. Q2 Performance is presented to the JC on 7th February, to the S151 officers and to other forums within each Partner Council. 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 has commenced with high level service plans as part of the draft oneSource Strategic Plan. Detailed service planning will continue through Q4.
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	Completion of this action by the original target date was delayed as it was wrapped into the comprehensive review of the Shared Service which was 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 includes: - 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, ensuring that the right service is being provided. In addition to progress on the Strategic Plan, the savings targets for oneSource have now been integrated into the budget process.	1. The draft oneSource Strategic Plan is presented to the JC at 7th February committee 2. The Strategic Plan includes details of how it will be delivered, including priorities and implementation plans.
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 key boards and project teams with ongoing work to monitor and review membership of all bodies across partner Councils which require oneSource representation.	1. Continued review and monitoring of membership of bodies and boards across partner Councils which require oneSource representation in line with the new strategic direction (draft oneSource Strategic Plan). 2. Monitor the Forward Planning schedules of the Partner Councils and ensure that oneSource resources are aligned to these.

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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).	1. Draft oneSource Strategic Plan is presented to JC on 7th February. 2. Development of detailed implementation plans and timetable for new direction of travel to follow agreement of Strategic Plan. 3. Monitor and review as needed membership 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	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 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 key boards and project teams 3. Programmes and Projects monitoring to be developed, incorporating programmes and projects identified from corporate planning and service planning processes (see also IP09)	1) Continue to develop programmes and projects monitoring, with understanding of key milestones, key dates, and resource requirements 2) Ongoing review of arrangements to ensure they are still fit for purpose and align with Strategic Plan.
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	A	A comprehensive review of the Shared Service (the draft oneSource Strategic Plan) 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 outlines a new direction of travel 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.	1. The draft oneSource Strategic Plan is presented to JC on 7th February for discussion. 2. Review to be further shared and discussed with partner councils and staff. 3. Once the new Strategic Plan is finalised a new CI approach and timetable for oneSource will be developed to support the new direction of travel.
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	1. Regular meetings with key stakeholders to discuss and obtain programme and project management approaches, methods and systems. 2. Ongoing work to develop a transitional and longer term programme and project management framework and function to coordinate reporting and governance of programmes and projects and service plans. 3. Central team to be strengthened to support a more robust PPM function.	Continue to develop framework and function, recognising the requirement to incorporate the shared service review outcomes.

ALL SERVICES IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 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. The timetable for the customer survey has been delayed to accommodate and wrap into the Shared Service Review work and to enable a baseline to be established to support monitoring of the impact of the new Strategic Plan.	<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 winter/early spring.
IP12	ALL	Rebrand oneSource to reflect the focus on delivery to partner Councils and embedding within Councils: <ul style="list-style-type: none"> - 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. Focus in Q4 on staff briefings for new oneSource Strategic Plan

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 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	The previous unsuccessful recruitment campaign held in Summer 2019 has been reviewed and a number of factors identified which it is felt impaired the ability to attract suitable applicants. Where required, posts and grades have been refreshed and TMP have now been appointed to deliver a new campaign, with appropriate and targeted professional exposure, oneSource concept agreed, and a programme in place to commence recruitment to the 15 remaining vacant posts from February 2020. Agency workers continue to cover posts in the interim	Launch of new recruitment campaign in February 2020 including social media. Subsequently shortlisting and interviews leading to permanent appointment in Spring 2020 (subject to notice periods of appointees etc.)
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	An update on the Asset Management Strategy was considered by Places Steering Group in November 2019. The Policy and Strategy documents were due to be submitted to the December Cabinet meeting which was disrupted by the General Election. The comprehensive Asset Management Plan i.e. also including the Action Plan is now due to be considered at March Cabinet	Asset Management Strategy and Plan to be considered and agreed at the following: Places Theme Board -17th Feb Leader's Briefing-24th Feb Cabinet-11th March.
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 Policy and Strategy were agreed Cabinet on 5th November 2019. It was agreed that the Action Plan would be submitted to 18th February Cabinet. The draft report was considered by CMT on 21st Jan and goes to Cabinet Briefing on 30th Jan. BAU activity continues in the meantime to support corporate programmes including housing delivery, Smarter Newham and other priorities.	Asset Management Action Plan to be agreed by Cabinet on 18th February
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	Compliance updates are submitted to the Corporate H&S Board in respective boroughs and demonstrate the ongoing closure of any remaining gaps and risk mitigation. Remedial works identified from inspections have been prioritised for action and closed out where urgent. 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 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 reprocedured including building security, building compliance and maintenance services. Newham Cabinet approved reprocedurement of the Retreat catering contract in November 2019 and the new operator commences in February 2020. Market testing has been completed for the Havering building cleaning service to inform an options appraisal due to be presented to SLT by March 2020. Building condition surveys have been procured for both Councils and the survey programme is due for completion in March 2020	New catering operator for Newham Dockside commences February 2020. Building cleaning options paper to LBH SLT by March 2020. Analysis of building condition surveys for both boroughs from March onwards to determine priorities and any investment needs - to be reported to CMT/SLT by July 2020 (allowing time for cost estimates)

ASSET MANAGEMENT IMPROVEMENT PLAN UPDATE

3rd Quarter October - December 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. Improved use of assets and vfm from assets. 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 in early 2020. Procurement of technical advisers has been re-initiated in January 2020 but award will not be confirmed until Masterplan has been adopted to provide a design 'framework'. 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 Spring 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. Contribution to increase of social housing in the borough through the HDP. Improved use of assets and vfm from assets. High satisfaction with AM services and contribution to projects.</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 - site transfers are on programme for 2020 2. Community Portfolio review - targets are to be ascertained depending on working groups with members. 3. Smart Working: Tranches are being delivered on programme. Letting agent appointed for Dockside East Wing. 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. Existing £9m underspend on schools programme is due to re-profiling of programme and is due to be re-allocated 	<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

3rd Quarter October - December 2019

Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery	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 new operating model has been signed off and the consultation process has concluded for the new reporting structure with staff having gone through a selection process. The new operating model is clearer on both accountabilities & responsibilities.</p> <p>Much work is need to establish this model and the remainder of this financial year is a transition period to move to the new ways of operating, to settle staff into new roles with new expectation and to recruit to the vacancies.</p> <p>We have been unsuccessful in recruiting a permanent person to head the team and have now re-evaluated our criteria and upgraded the role to be a Director post reporting to the Ex.Director of OneSource</p>	<p>The next steps are to conclude the recruitment of the Director post and all the staff vacancies currently covered by interim resource, to source a delivery partner to deliver the much needed training and support program, to progress the implementation of Fusion which will give much more joined up user experience.</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>

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Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
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	Interim Chief Accountant and Senior Systems Accountant have been appointed to address significant weaknesses in current operations; develop stability and move towards ensuring the prompt production of a draft statement of accounts for audit. Additional resource has been made available to the closing team through the redeployment of an officer from Business Partnering. Further resources are to be provided through the alignment of training posts to enhance the capability and capacity of the Systems and Reconciliation teams as we progress to year-end. Contribution to the MTFS to ensure accurate Treasury budgets are included in the 2020/21 estimates have been made. There has been some difficulty in recruiting to interim lower graded posts that is causing some capacity issues for the BP teams.	Contribute to the informal working group set up to examine the current operating model arrangements for financial services (accountancy and transactional finance). Development of a Finance Recruitment microsite for permanent recruitment to all vacant posts; Recruitment to vacant senior posts; Prepare for the closing of accounts by addressing all areas of concern raised by external audit in the audit of the 2018/19 accounts; Opportunities to review the use of systems to support the finance function in advance of the introduction of a corporate reporting tool.
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.	Having 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	Development of a Finance Academy to move the organisation to a model of continuing professional development for all staff. This comprises a number of different elements including external training programme for aspiring Finance Leaders to be targeted at senior officers who are recently qualified; speciality courses to support areas such as Commercial Investment and Regeneration; technical skills; training courses for service managers and members. 7-8 staff have been offered development opportunities that are reducing the cost of agency in specific areas. Training resources will be aligned to the priorities of the service with a number of trainees being assigned posts in the systems, reconciliations and closing teams to prepare and support the auditing of the statement of accounts for 2019/20. 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.	Separate targeted microsities for recruitment of finance staff to be established for each authority. A number of training opportunities will be provided by commercial organisations and will include sites of Best Practice, including Microsoft. Co-sponsored pan-London training programme to be launched in an association between oneSource and Grant Thornton Performance indicators to be developed that adequately monitor the Finance Service and hold it to account.

FINANCE AND PROCUREMENT IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 2019

Lead: Director of Finance and Procurement

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
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. Various follow up activities have been done and a session with the S151 is now needed to agree next steps.	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	The project is well underway and we have now cleared design, 2 rounds of data migrations, the first stage of system integration testing. Monthly reporting and all governance complied with, change activity underway to start to socialise this program across the authority. We are on track to achieve our June and September go-live as was modelled in the business case	The next quarters work is : Start key user training , the rehearsal data migrations cycle, prepare for user acceptance testing and continue to ramp up the change management across the organisation ensuring we are integrating this with the other change programs.
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	The project is well underway and we have now cleared design, 2 rounds of data migrations, the first stage of system integration testing. Monthly reporting and all governance complied with, change activity underway to start to socialise this program across the authority. We are on track to achieve our June and September go-live as was modelled in the business case	The next quarters work is : Start key user training , the rehearsal data migrations cycle, prepare for user acceptance testing and continue to ramp up the change management across the organisation ensuring we are integrating this with the other change programs.

HROD IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 2019

Lead: Director of HROD

IP Ref	Partner	Delivery	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 underway.	Finalise operating model and organisational structure. Consult with staff.
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	New values and behaviours co-designed and launched with staff. Strategic people priorities captured through development of <i>Changing Together</i> culture change programme: (1) Inclusive workplace; (2) Leadership and management; (3) A stable, permanent workforce. Proposals approved at CMT in January 2019.	Detailed programme planning; delivery; ongoing staff engagement.
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 approved by Cabinet in November 2019.	Detailed programme planning; delivery; ongoing staff engagement.
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	<i>Changing Together</i> culture change programme designed and approved by CMT.	Detailed programme planning; delivery; ongoing staff engagement.
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	Incorporated into people strategy delivery programme.	Ongoing delivery as part of people strategy programme.
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. The organisational development strategy for Newham is incorporated into the <i>Changing Together</i> culture change programme.	Ongoing delivery as part of LBH people strategy programme and LBN <i>Changing Together</i> culture change programme.

HROD IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 2019

Lead: Director of HROD

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
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 approved and recruitment to the Talent Hub Manager underway. The Talent Hub will be responsible for the design and delivery of all talent programmes at both councils, drawing on the apprenticeship levy wherever possible as a means of resourcing programme delivery.	Appoint Talent Hub Manager; set out service offer; commence delivery.
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
3rd Quarter October - December 2019

Lead: Director of ICT

IP Ref	Partner	Delivery	Outcome	Target Date	Status	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.	Indicative date of August, tbc with Executive Director.	G	Restructure has commenced. Pre-meetings with Union and Staff affected have taken place.	Formal launch of the restructure on 5 February 2020.
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.	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.	G	Strategy signed off by Leader (May 2019) and by SLT, (Jan 2019) and ICT Board Infrastructure Project plan shared with SLT. Laptop rollout in progress due to complete end of January.	ICT Strategy to be signed by SLT member as officer decision.
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	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.	G	ICT Strategy signed off by Cabinet in December 2019	SWOW in progress.
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.	Havering April 2020 Newham December 2020	G	Technical resource has been appointed. - see Oracle Fusion progress in Finance section.	Work with the programme manager and Evosys to support systems integration.
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.	31st December 2020	G	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.

ICT IMPROVEMENT PLAN UPDATE
3rd Quarter October - December 2019

Lead: Director of ICT

IP Ref	Partner	Delivery	Outcome	Target Date	Status	Progress Comments	Next Steps
IP42	LBH	<p>Implement CRM for LBH</p> <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. 	<p>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.</p>	31st December 2020	G	<p>LBH have appointed a PM who is taking the business case forward. The business case has been signed off by SLT in principle.</p>	Cabinet approval for the business case.
IP43	LBH	<p>Improve borough wide connectivity for LBH:</p> <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. 	<p>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.</p>	01/03/2020	G	<p>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.</p>	Take the proposal out to market
IP44	LBN	<p>Improve borough wide connectivity for LBN:</p> <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. 	<p>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.</p>	31/03/2020	G	<p>Currently, the borough is v. well connected with our own dark fibre. Recent LGA connectivity shows connectivity in the borough being above national average. Conversations held with Royal Docks team who are specifically focused on connectivity proposals in the Royal Docks area.</p>	Further discussion with Regeneration, Mayor and members before agreeing Royal Docks Strategy for connectivity
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>	31/03/2020	A	<p>Supporting business strategy agreed as part of ICT strategy. As Is business systems roadmap drafted. Comprehensive business systems register, and ICT contracts register created. Meetings with management teams across LBH and LBN in progress to develop To Be road maps. Further engagement with new senior managers within Newham Council to engage SMT in finalising To Be roadmaps</p>	Continue to work with the business to define To Be roadmap