20-21 Overview and Next Steps

APRIL 2021

one source

at the heart of public services

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2. Strategic Priorities for one source

– still following the same plan, but delivery has been delayed

1 Develop a corporate centre model and optimise our service offer

2 Strengthen our performance and governance framework

3 Nurture relationships so we're more customer-focussed and effective

4 Develop and empower our people to shape our services

5 Continuously improve across the business while prioritising key improvements

Our core offer

- Excellent people who are well supported
- Services that benefit from the Shared Services Model
- Customer focussed processes and services

Our new offer

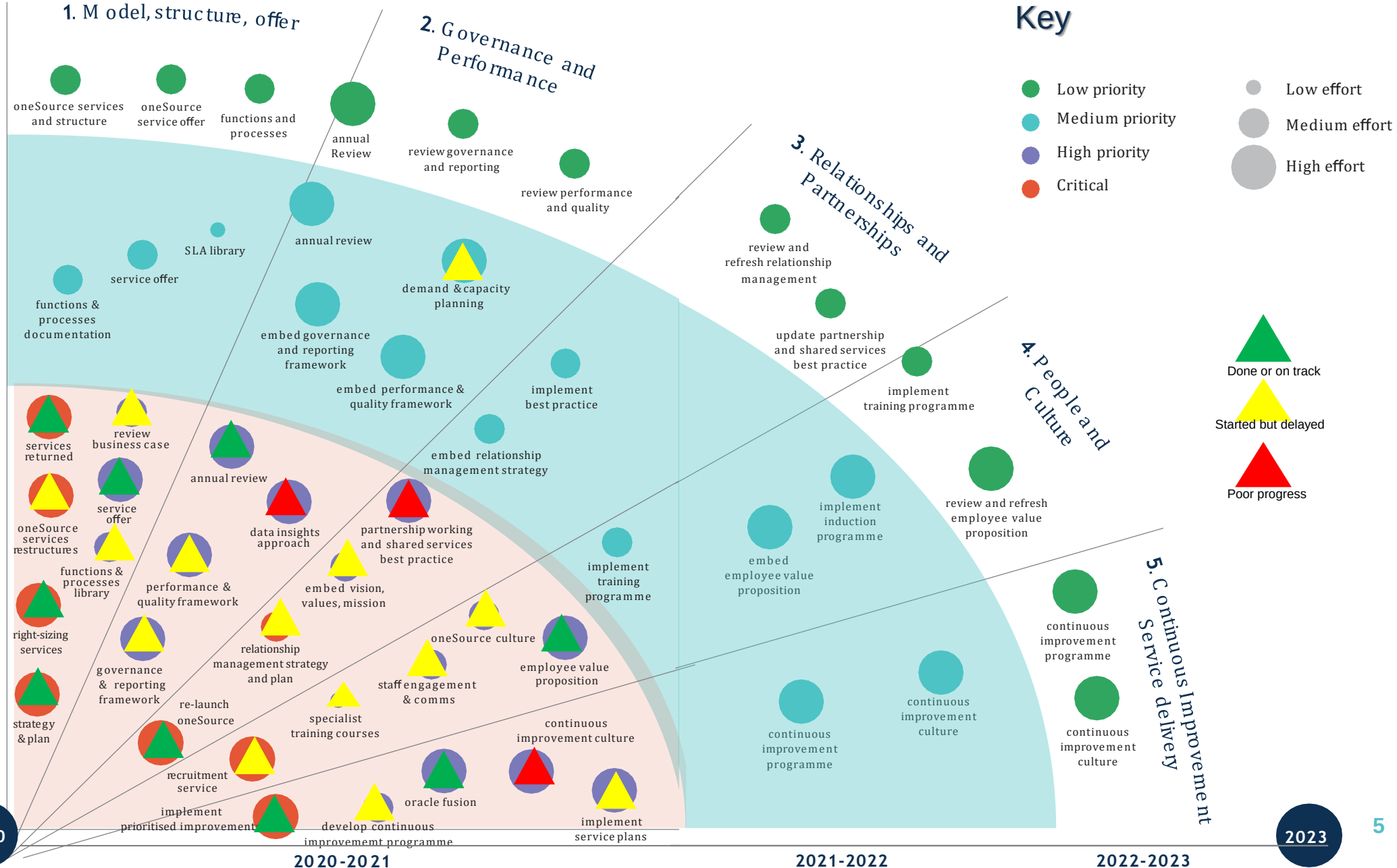
- Monitoring and Governance
- Empower and Develop our people
- Nurture excellent relationships
- Optimise our offer as driver of council wide improvements
- Continuous Improvement

Noticeable Outcomes

Success measures

- Attracting and retaining talent
- Attracting others to work with us
- Upper quartile performance, lower quartile costs

3. Our Progress



4. One source achievements and contributions 2020/21

Covid related work

Gold/Silver/Bronze	•Supporting coordination of LA pandemic response through Gold, Silver and Bronze
Redeployment	•Redeployed 100s of staff to support both councils Covid-19 response
PPE	•PPE support including procurement and distribution (5.6m items by Dec 2020)
Systems and applications	•Developing systems and apps e.g. booking system for the LFT sites, wifi connections for testing and vacs sites
Remote and Home Working	•Support for Remote Working (connections, devices, mobile phones, licenses etc.) •HR policies and procedures to support home-working
Council buildings	•Revision of council building strategies and FM support
Distribution hubs	•Operational management of distribution hubs and logistics arrangements in both boroughs supplying PPE, food and non-food essentials to residents, staff and care providers
Health & Wellbeing	•Comprehensive health and wellbeing offer and mental health support for both councils •Launch of Thrive, the only NHS-approved mental health app
HR advice and guidance	•Extensive HR advice and guidance in response to Covid-19
Personal Risk assessments	•Health & Safety and HR – Developed and supported Personal Risk Assessments for all staff
Resident support	•Support for befriending services and the resident support offers across both Councils •Support for vulnerable residents shielding
Contact Tracing	•Staff redeployed to support the delivery of contact tracing across both councils
Procurement of food and supplies	•Procured food for food banks and shielding boxes •Procured supplies for vulnerable families (eg nappies, toothpaste etc.)
Test and Vaccination Centers	•Supported the set-up of Test and Vaccination centers- procurement of equipment and supplies
Legal	•Responded to the demands from Covid19 including urgent decisions, advice, contract modifications/terminations and grants for local businesses

4. One source achievements and contributions 2020/21

Non Covid work

One source strategy 2020-23	•Delivery of one source strategy 2020-23 in February 2020
Oracle Fusion	•Delivery of Oracle Fusion
New Ways of Working	•Contribution to new ways of working projects in both Councils
Finance	•Re-sizing of one source (Bexley and Newham Finance)
Staff awards	•Set up and delivery of Staff awards schemes
Good Work Standard and Living Wage	•Led on Newham's accreditation of the Mayor of London's Good Work Standard •Supported Newham's accreditation with the Living Wage Foundation
Judicial Reviews	•100% successfully avoided judicial review claims in 47 cases where threats had been issued

Employee networks	•Development of employee networks in both Councils
Agencies and Interims	• Huge reduction of agency workers and interims in one source (approx £1m savings), and across both Councils (30% reduction)
Lexcel	•Successfully ran remote external audit and retained Lexcel (Law Society accreditation) for legal excellence
Care proceedings	•Dealt with record numbers of cases in care proceedings caused by the pandemic delaying the conclusion of proceedings
ICT Infrastructure	•Delivery on ICT infrastructure work
Upgrades	•Upgrade of internet, intranets and telephony, as well as key business systems into Cloud
RPA	•Continuing work on the RPA
School expansions	•Delivery of expansions to schools in both boroughs

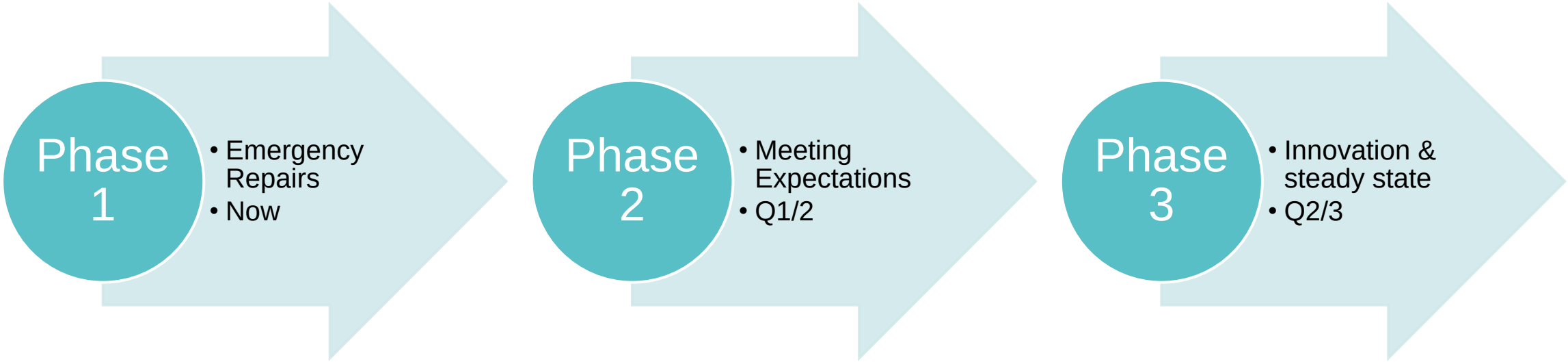
5. Challenges

Legacy from 20-21

- The basics of the one source Strategy remain solid, but in many areas delivery has stalled or slowed, as we prioritised support for Covid related projects and redeployed staff into Covid related roles.
- This leaves us behind on projects that support customer satisfaction and business improvement.
- The OMT management team was split to offer intensive support to each of the Councils. Pros and cons to this approach.
- The changes as a result of the last year have also offered us new opportunities and new markets, but we are currently lacking the resources to be able to develop these.
- Budgets – significant overspend in 20/21, some directly covid related (spend and loss of income) and other elements are covid adjacent (unable to achieve savings and delivery on projects that would ultimately contribute to savings, efficiencies and income).
- Need to get back on track and prioritise the activities and projects that support this.

6. Next Steps

Take stock of any areas where quality may have slipped because of the focus on the pandemic across the two boroughs.



Phase 1 – emergency repairs

What	Why	Key Milestone	Status
HR restructure	To improve the quality of service	June 21	G
Procurement Review	To improve the quality of service	May 21	G
Facilities Management restructure	To improve the quality of service	June 21	G
IT department transformation	To improve the quality of service	June 21	G
IT Infrastructure	To stabilise and future proof IT infrastructure	ongoing	G
KPI rationalisation	To provide clearer direction and oversight	May 21	G
Fusion single point of contact	To coordinate Fusion issue resolution. To clarify / update on Fusion reporting and support requirements.	End April 21	G
IT help desk re-build	To improve the service offered to LBH and LBN staff	May 21	G
Quick win process changes	To improve key processes	July 21	G
One source transformation programme	To implement and monitor the one source transformation programme	May 21	G

Phase 2 – meeting expectations

What	Why	Key Milestone	Status
Ulrich model - single point of access	To provide better access to help over corporate issues	July 21	G
Ulrich model - unified help desk	To provide one point of contact, and enables demand recording, tracking and analysis	Summer 21	G
P2P process re-design	To provide better compliance to best practice	Summer 21	G
On-boarding process re-design	To speed up the process of joining LBH and LBN	Autumn 21	G
Unit cost tracking	To ensure viability of external contracts, and to measure continuous improvement	Summer 21	G
Contact register launch	To reduce extensions, waivers, and provide better deals on contracts	Summer 21	G
Asset rationalisation started	To prepare the corporate buildings in LBH and LBN for hybrid working	Autumn 21	G
RPA team launch	To establish a team that can quickly deploy automation	Summer 21	G
Refreshed performance and quality framework	To provide clear and transparent accountability and governance. To track, measure and assess our delivery.	Summer 21	G

Phase 3 – innovation & steady state

What	Why	Key Milestone	Progress
Ulrich model - data collation & insights	To collate data of process failure, training gaps, failure of information and channel usage, and take action	Autumn 21	G
Recruitment team	To improve the quality and quantity of candidates, and reduce costs	Autumn 21	G
Hybrid office delivery	To allow LBH and LBN staff to flourish in the 'new normal'	Autumn 21	G
RPA	To automate menial tasks, and improve customer experience	Autumn 21	G
Refreshed corporate procurement offer	To provide improved value, better outcomes, and more local engagement	Autumn 21	A