one source
strategy 2020-21
progress

AUGUST 2021

one
source
at the heart of public services

Contents

1.   Summary

▶ The one source strategy for 2021-23 is in place and focussed on delivering our five overarching strategic priorities (see slide 4).

▶ These priorities are delivered in a number of ways, through service planning, through projects and activities, and via BAU.

▶ This presentation outlines the key actions from the first Q1 2021-22 that have contributed to delivering the one source strategy. This includes key activities from services, as well as updates on some of our major projects.

▶ In the previous one source strategy update, presented at the last Joint Committee, a number of major projects that deliver the strategic priorities were identified. Updates on these projects have been provided (see slides 9 – 12).

▶ It is recognised that, although this list was up to date at the point that these projects were originally identified and prioritised, this list needs to be dynamic rather than static or frozen to a snapshot in time. This enables new priority projects to be reported on as they emerge, and also recognises the reality that activities may need to be reprioritised or deprioritised as time moves on and new and competing priorities appear. This will be done in consultation with the partner boroughs, and any new projects identified will also be reported via the one source strategy update.

▶ On slide 8 the priorities for 2021-22 are set out on the priority road map. The one source programme will continue to shape, monitor and report on the delivery of these.

▶ In general, good progress has been made with the majority of the priority activities presented to the last Joint Committee, however there have been delays in some activities, especially those that require extra resources to deliver.

▶ The overarching focus is on the delivery of savings, and progression of these will necessitate some reprioritisation of activities and resources over the coming months.

2. One source strategy 2020-23

► The one source strategy built on the achievements and the lessons learnt from the start of one source in 2014. A significant number of reviews over that period of time provided the foundational pillars that led to the five key strategic priorities, which form the basis of the one source strategy for 2020-23.

► From our own analysis of actions required, those identified in recent external reports, and the actions that our partner organisations have asked us to undertake, the one source strategy and the five priorities are still valid, and are flexible enough to enable reprioritisation of activities within them.

► These priorities are delivered in a number of ways, through service planning, through projects and activities, and via BAU.

► Service planning for 2021-22 has identified a total of 36 key priorities across the eight services of one source (see slides 15 – 16) which help to deliver both the one source priorities and the strategic priorities of the partner Boroughs.

 ► 36% (13) of these priorities focus on service transformation, development, and restructure.

 ► 33% (12) of these priorities focus on governance and reporting, financials, strategies and procedures

 ► 19% (7) focus on systems, technology and automation.

 ► 11% (4) focus on assets and property, learning and development, comms and engagement.

► Key projects that also deliver our priorities, phased in a three stage activity plan, have been identified and progress on these is outlined in slides 9-12.

► The key focus and driver for 21-22 is on the delivery of savings. Therefore, the priorities set out for 2021-22 will necessarily be kept under review to reflect this.

Our 5 Priorities:

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

3. Service activities in Q1

PPMA Awards	• Our work to tackle racism, inequality and disproportionality at Newham has been shortlisted for Best Inclusion and Diversity Programme at this year's PPMA awards (aka the Oscars of public sector HR)
Well-being	• We have launched Thrive, the only NHS-approved app to support mental wellbeing, which is now available to all staff at both councils
Career Development	• We have launched My Career Development, a comprehensive range of resources to support staff at both councils with their personal and professional development
Vaccination Recording	• We have supported both councils to implement arrangements for recording and monitoring employees' Covid-19 vaccination status
Legal recruitment	• Since starting our push to move from agency to permanency we have recruited to 31 posts including 19 agency staff moving onto permanent contracts. This has meant a £289K net saving on a full year's salary budget. 11 more posts are out to permanent recruitment this year.
Elections	• Successfully delivered 2 x socially distanced GLA election, a governance referendum and a by election in May.
Polling district review	• Successfully launching the polling district review in both boroughs ready for implementation in May 2022

Legal restructure	• 2 restructures being implemented with potential savings of over 100K plus recruiting trainee solicitors for the first time in the history of oneSource Legal Services
Supporting regeneration	• Supporting Newham to deliver the Carpenters Estate regeneration offer to residents
Personal Risk Assessments	• Health & Safety and HR together developed and supported Personal Risk Assessments for all staff
Procurement	• Reduction of 5 interims (1 conversion to permanent, recruitment of 3 permanents). Saving of circa £200K
Contract Register	• Contract Register Dashboard redeveloped and launched
Contract Register	• Contract Register completion increased by £15M in last month
Procurement Gateway system	• Introducing new Gateway Management System.
Procurement Intranet	• New procurement intranet launched with new guidance (LBN) – LBH coming soon

3. Service activities in Q1 (cont.)
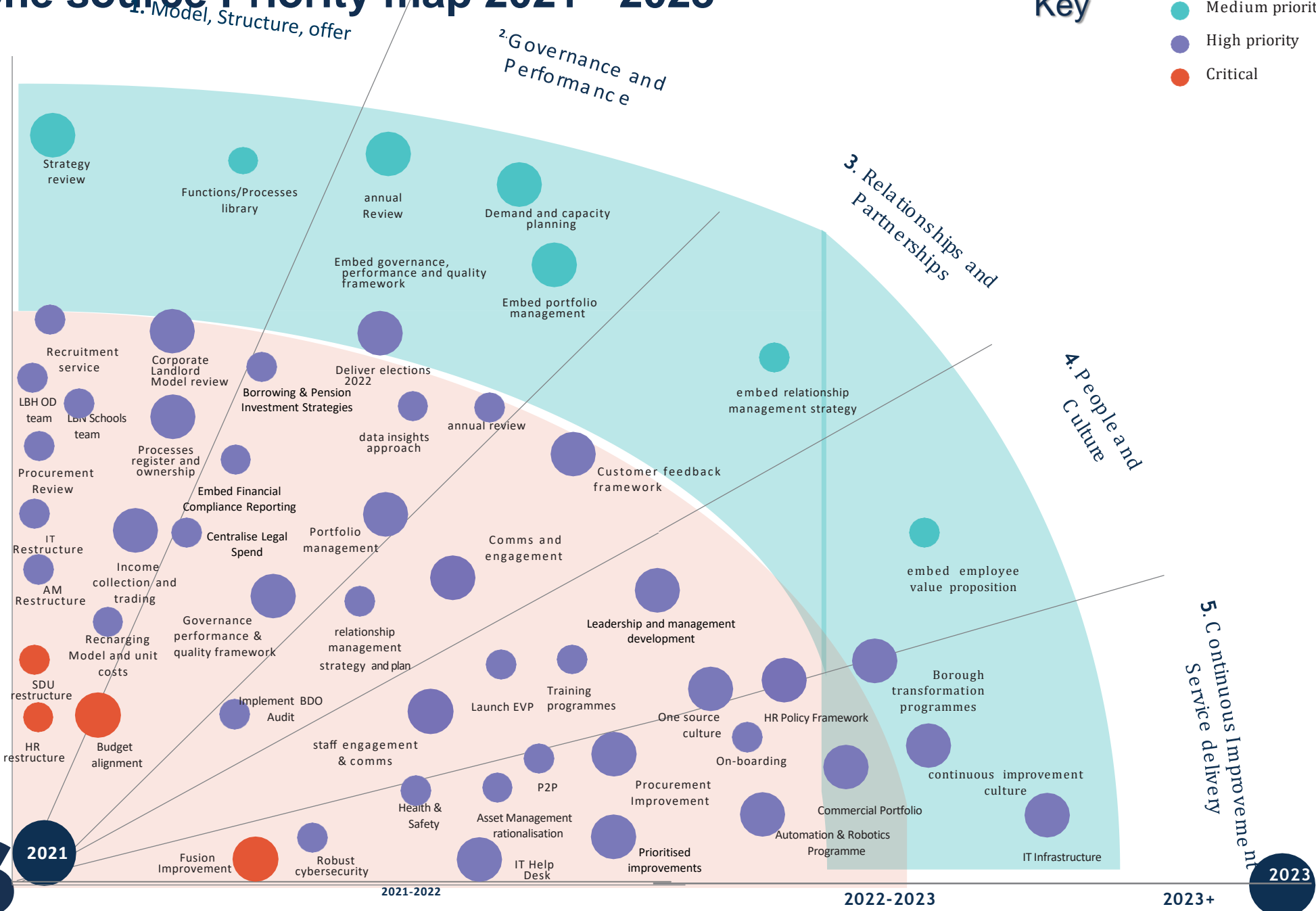
Training	• New Contract Standing Orders training launched (LBN)
Annual Procurement Plan	• Annual Procurement plan in development to support resource planning and savings delivery
Procurement project management system	• Implemented procurement project management system
Refreshed performance framework	• New KPI's for one source within a refreshed performance framework and a new look Performance report
Governance	• Updating and developing a comprehensive reporting framework, including a register of forums to which one source reports.
Debt Resolution Service	• The Welfare team continues to work with residents, including those with mental health issues, to help people to resolve their issues around debt in an ethical way that prioritises well-being.
PFI dispute resolution	• Settlement Agreements signed 11/05/2021 with Lister and Rokeby Schools ending a dispute regarding school contributions to the cost of PFI services which had been running for some 10 years

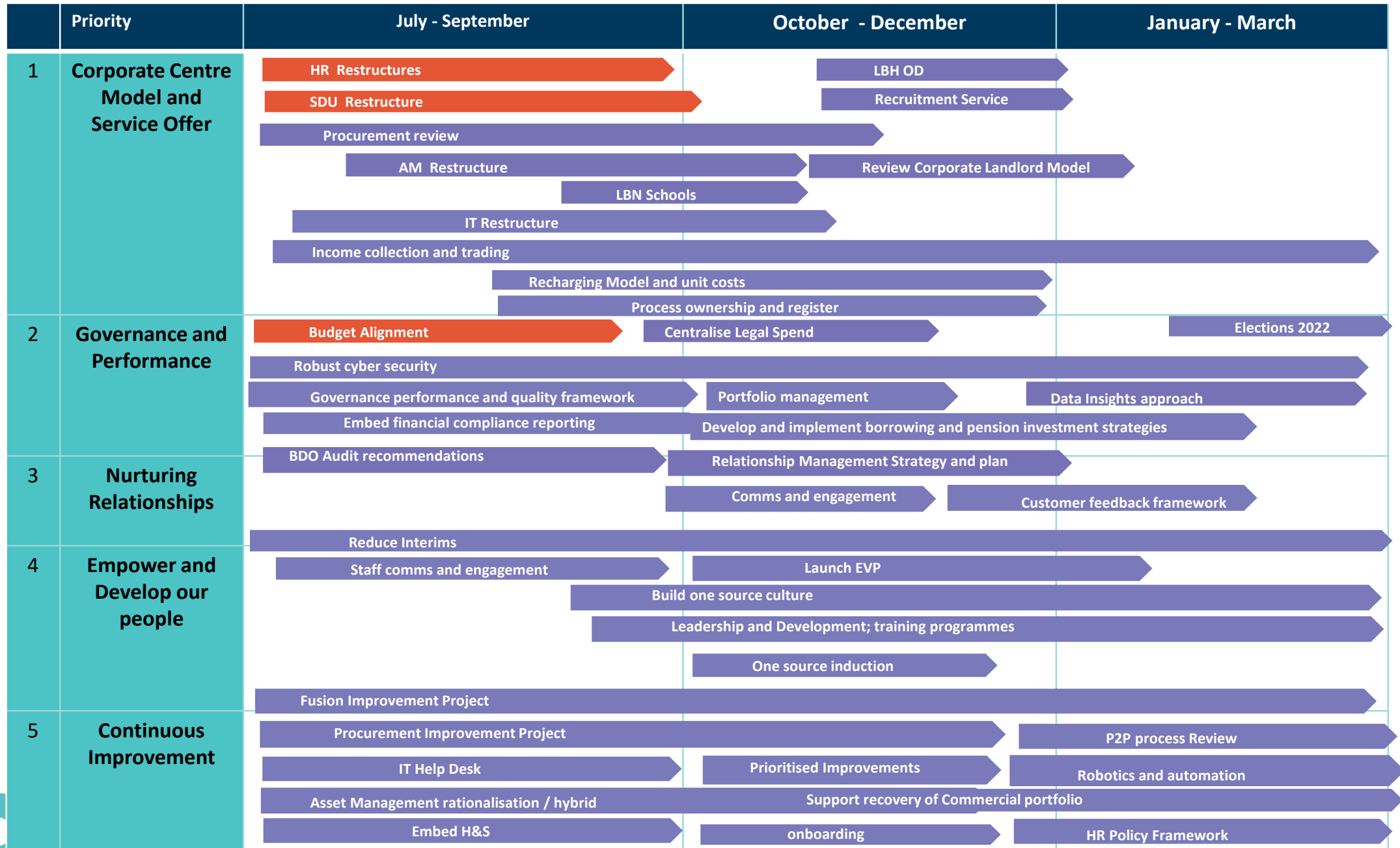|	
North Woolwich Library	• Refurbishment of North Woolwich Library completed . Officially re-opened to the public by Mayor Fiaz on 21st June 2021
Conversion of former Council Offices	• Procured, obtained planning permission and commenced construction works to convert former Council offices into a new social hub for Care Leavers (Barking Road, East Ham)
London Ambulance Service	• Lettings to London Ambulance Service agreed at Newham Dockside, ground floor w/e 1st April 2021 generating an overall financial benefit of £1.175m per annum, subject to a 6 month rent free period
Havering Passenger Transport	• New business for Havering Passenger Transport Service worth £345k generated within first 3 months of financial year
Covid Distribution Hub	• Successful acquisition and relocation of Havering's Covid Distribution Hub, completed in June 2021
Property Services Recruitment	• Permanent recruitment to one post in Property Services (replacing agency worker) and 4 agency workers within Projects & Programmes transferred onto fixed term contracts
Asset Rationalisation	• Decommissioning of Mercury House commenced, notice on PASC lease served and rent/service liability (£130k p.a.) ceases at end of August. Decommissioning plans for River Chambers, The Hermitage and Langtons former Stable Block in progress
Havering Town Hall	• Havering Town Hall Phase 1 reconfiguration works – specification prepared and tender issued

4.   one source Priority map 2021 - 2023

Key

Low priority
Medium priority
High priority
Critical

Low effort
Medium effort
High effort

1. Model, Structure, offer

2. Governance and Performance

3. Relationships and Partnerships

4. People and Culture

5. Continuous Improvement Service delivery

Strategy review

Functions/Processes library

annual Review

Demand and capacity planning

Embed governance, performance and quality framework

Embed portfolio management

Recruitment service

Corporate Landlord Model review

Deliver elections 2022

LBH OD team

LBN Schools team

Borrowing & Pension Investment Strategies

annual review

embed relationship management strategy

Processes register and ownership

data insights approach

Procurement Review

Embed Financial Compliance Reporting

Customer feedback framework

IT Restructure

Centralise Legal Spend

Portfolio management

Comms and engagement

AM Restructure

Income collection and trading

embed employee value proposition

Recharging Model and unit costs

Governance performance & quality framework

relationship management strategy and plan

Leadership and management development

SDU restructure

Implement BDO Audit

Launch EVP

Training programmes

One source culture

HR Policy Framework

Borough transformation programmes

HR restructure

Budget alignment

staff engagement & comms

On-boarding

continuous improvement culture

Fusion Improvement

Robust cybersecurity

Health & Safety

P2P

Procurement Improvement

Commercial Portfolio

Asset Management rationalisation

Prioritised improvements

Automation & Robotics Programme

IT Infrastructure

IT Help Desk

2021

2021-2022

2022-2023

2023+

2023

5. one source Road map 2021 - 2022

Priority		July - September	October - December	January - March
1	**Corporate Centre Model and Service Offer**	HR Restructures	LBH OD	
		SDU Restructure	Recruitment Service	
		Procurement review		
		AM Restructure	Review Corporate Landlord Model	
		LBN Schools		
		IT Restructure		
		Income collection and trading		
		Recharging Model and unit costs		
		Process ownership and register		
2	**Governance and Performance**	Budget Alignment	Centralise Legal Spend	Elections 2022
		Robust cyber security		
		Governance performance and quality framework	Portfolio management	Data Insights approach
		Embed financial compliance reporting	Develop and implement borrowing and pension investment strategies	
3	**Nurturing Relationships**	BDO Audit recommendations	Relationship Management Strategy and plan	
			Comms and engagement	Customer feedback framework
4	**Empower and Develop our people**	Reduce Interims		
		Staff comms and engagement	Launch EVP	
			Build one source culture	
			Leadership and Development; training programmes	
			One source induction	
5	**Continuous Improvement**	Fusion Improvement Project		
		Procurement Improvement Project		P2P process Review
		IT Help Desk	Prioritised Improvements	Robotics and automation
		Asset Management rationalisation / hybrid	Support recovery of Commercial portfolio	
		Embed H&S	onboarding	HR Policy Framework

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6. Progress with three stage activity plan. Phase 1: emergency repairs

What	Why		Key Milestone	Status	Progress
HR restructure	To improve the quality of service	BP	June 21	**On track**	HR restructure is in process, with presentations to forums in both Councils and with the staff consultation due to launch in September.
Procurement Review	To improve the quality of service	RY	May 21	**Ongoing**	Initial milestones achieved. Procurement improvement review ongoing to improve key processes. Governance and strategic procurement boards set up and new Gateway management system introduced. Contract register launched.
Asset Management restructure	To improve the quality of service	MB	June 21	**On track**	Asset Management restructure developed and discussed with partner councils. Consultation to be launched shortly.
IT department transformation	To improve the quality of service	PM	June 21	**On track**	First round of recruitment for the 4 Associate Director posts, making up the new IT Leadership team, completed with offers made and accepted for 3 of the 4 roles with start dates end of June, mid July and early August respectively. Design of the next phase of re-org (IT managers layers) ongoing with aim to start consultation in Autumn.
IT Infrastructure	To stabilise and future proof IT infrastructure	PM	ongoing	**Ongoing**	Main Network & DC infrastructure programme underway with Design review (July/August), then procurement until Feb22, Building/ Testing/ Implementation Mar22-Aug23. Project completion Aug23
KPI rationalisation	To provide clearer direction and oversight	LC	May 21	**Completed**	A revised KPI framework was presented to last JC and to S151s. This is being further developed, to include a register of KPIs and measures for one-source and a redesigned dashboard.
Fusion single point of contact	To coordinate Fusion issue resolution. To clarify / update on Fusion reporting and support requirements.	D Mc	End April 21	**Completed**	Reporting link added to Fusion. Fusion Project Board is in place. Fusion improvements and resolutions are programmed, and Director of Finance is reporting regularly to CMT and SLT.
IT help desk re-build	To improve the service offered to LBH and LBN staff	PM	May 21	**On track**	Replacement of Service Manager & Dash forms with a more dynamic and fit for purpose system. Requirements specification being finalised. Target procurement completion Oct21, Go-live Mar22.
Quick win process changes	To improve key processes	ALL	July 21	**Ongoing**	Work is underway for all key process improvements including on boarding and off boarding, and Purchase Cards.
One source transformation programme	To implement and monitor the one source transformation programme	LC	May 21	**Ongoing**	Developing a comprehensive key priorities list incorporating the one source strategy, priority projects, service plans, and Audit recommendations.. This is then prioritised against urgency, dependency risk, benefits and resources required and mapped to the one source strategy to become the one source programme.

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6. Progress with three stage activity plan. Phase 2: meeting expectations

What	Why		Key Milestone	Status	Progress
Ulrich model - single point of access	To provide better access to help over corporate issues	SP/LC/PM	July 21	A	Scoping is in progress for this, timeframe will be determined by overall re-prioritisation and resources available.
Ulrich model - unified help desk	To provide one point of contact, and enables demand recording, tracking and analysis	SP/LC/PM	Summer 21	A	Scoping is in progress for the implementation of the Ulrich model overall, as noted above. However progress on this element, is dependent on decisions around availability of resources and the relative prioritisation of this work as against both other aspects of the project and other projects overall.
P2P process re-design	To provide better compliance to best practice	RY	Summer 21	Completed	Joint working group set up between Procurement and Accounts Payable. Drop in sessions carried out to supplement training and develop better systems understanding and improvements made to the systems. Continued review of the P2P process and further improvements will continue as resources and other priorities allow..
On-boarding process re-design	To speed up the process of joining LBH and LBN	BP	Autumn 21	On track	Initial report and next steps have been agreed and will be progressed through summer and autumn.
Unit cost tracking	To ensure viability of external contracts, and to measure continuous improvement	DMc	Summer 21	A	Some initial work has been done as part of the work with Newham on the external business. A more detailed project scope is required to kick off the more comprehensive project. However at present resources are focussed on savings work .
Contact register launch	To reduce extensions, waivers, and provide better deals on contracts	RY	Summer 21	Completed	Contract register has been launched, and completion has increased by £15m in the last month. Now moving into incremental improvement phase

6. Progress with three stage activity plan. Phase 2: meeting expectations (cont.)

What	Why		Key Milestone	Status	Progress
Asset rationalisation started	To prepare the corporate buildings in LBH and LBN for hybrid working	MB	Autumn 21	**On track**	Programme identified and ongoing in both Councils. Decommissioning of Mercury House commenced, notice on PASC lease served and rent/service liability (£130k p.a.) ceases at end of August. Decommissioning plans for River Chambers, The Hermitage and Langtons former Stable Block in progress. Havering Town Hall Phase 1 reconfiguration works – specification prepared and tender issued. The Assets Unlocked work stream as part of the Future Newham work ongoing,
RPA team launch	To establish a team that can quickly deploy automation	SP/LC/PM	Summer 21	**R**	Initial work on RPA in IT with pilot initiatives. Bids are in to partner Boroughs from IT for purchase of software. However work to establish a dedicated RPA team pending, and dependent on decisions on resourcing and prioritisation.
Refreshed performance and quality framework	To provide clear and transparent accountability and governance. To track, measure and assess our delivery.	LC	Summer 21	**On track**	Work is ongoing to develop the suite of documents that comprise the framework, including he performance measures, forums mapping, governance reporting etc.

6. Progress with three stage activity plan. Phase 3: steady state

What	Why		Key Milestone	Status	Progress
Ulrich model - data collation & insights	To collate data of process failure, training gaps, failure of information and channel usage, and take action	SP/LC/PM	Autumn 21	A	Scoping is in progress for this, timeframe will be determined by overall re-prioritisation and resources available.
Recruitment team	To improve the quality and quantity of candidates, and reduce costs	BP	Autumn 21	Ongoing	Initial scoping carried out, with further progress dependent on HR restructure.
Hybrid office delivery	To allow LBH and LBN staff to flourish in the 'new normal'	MB	Autumn 21	On Track	Working with teams in Havering and Newham to adapt to new ways of working, with bulk of implementation in the Autumn.

7.   What next?

► Analysis has suggested that there are four actions that are critical enablers to allow the strategy to succeed, and deliver the priorities set out for 2021-22. These are:

  ► Budgetary plan

  ► HR Restructure

  ► SDU Recruitment

  ► Fusion optimisation

► The key focus is on the delivery of savings, and the progression of the priorities that will enable this. Finalising the budget and savings plan will inform prioritisation of activities and projects, in consultation with both boroughs.

► The restructure of HROD and the resourcing of the SDU as key enablers for the completion of other restructures, and the delivery of the one source strategic priorities.

► Priority projects and activities need to be regularly reviewed against the needs of one source and partner boroughs, re-prioritising against urgency, dependency risk, benefits and resources required to deliver, as required.

► Continue to manage and develop this agile one source transformation programme – the effective delivery, monitoring and reporting of all the identified key priorities to be delivered in 2021-22.

8. Appendices

▶ Key priorities 20-21 by Service

▶ Key Priorities 20-21 by Type

Key Priorities 2021-22 by service

Asset Management

1. Deliver asset rationalisation proposals for both Councils:
2. Embedding the new H&S arrangements within Newham
3. Support recovery of the commercial portfolio in both boroughs following the Covid pandemic.
4. Implement the forthcoming Asset Management restructure for Facilities Management, Health & Safety and (Havering) Technical Services
5. Reviewing the Corporate Landlord model in both boroughs

Exchequer and Transactional

6. Embed and improve Oracle Fusion to deliver services effectively and efficiently
7. Increase income through business growth
8. Maximise income collection and reduce debt through effective automation of processes and systems

Finance

9. Deconstructing one source budgets into fixed costs, service costs and trading activities
10. Develop and implement Borrowing Strategies and Pension Investment Strategies
11. Embed Financial Compliance Reporting as part of Financial Control Environment
12. Establish proper system for establishing Purchase Order procedures for the commissioning of shared services, in line with shared cost proposals for greater transparency
13. Implement Fusion Recovery Plan

Human Resources

14. Enable both councils to implement transformed ways of working (including "remote working by default" at Havering)
15. Commence a comprehensive rewrite of the HR policy framework for both councils
16. Present proposals for a recruitment service to both councils
17. Reorganise HR
18. Significantly strengthen support for leadership and management development at both councils

Legal and Governance

19. Becoming a legal employer of choice in London
20. Deliver safe and effective elections in 2022
21. Improving governance and decision making for councils
22. Improving ways of working and use of technology
23. Reducing external spend on legal services for both councils

Procurement

24. To implement the Procurement Improvement project
25. To provide a reliable Contract register
26. To review the Procurement structure

Strategic Development Unit

27. Complete SDU restructure
28. Develop and refresh the comms and engagement function
29. Drive forward implementation of the oneSource Strategy
30. Implement performance, quality management and governance frameworks
31. Work with IT to develop the robotics programme

Technology and Innovation

32. Complete IT Organisation Transformation
33. Ensure robust Cybersecurity in place
34. Improve end user experience of IT
35. Increased IT capability (D365 CRM support & Technology Adoption)
36. Progress IT Infrastructure Upgrade (2-year programme)

Key Priorities 2021-22 by type

restructures, transformation, service development

Embedding the new H&S arrangements within Newham.
Enable both councils to implement transformed ways of working (including "remote working by default" at Havering).
Becoming a legal employer of choice in London.
Complete IT Organisation Transformation.
Complete SDU restructure.
Implement the forthcoming Asset Management restructure for Facilities Management, Health & Safety and (Havering) Technical Services.
Improve end user experience of IT.
Present proposals for a recruitment service to both councils.
Reorganise HR.
To implement the Procurement Improvement project.
To provide a reliable Contract register.
To review the Procurement structure.

systems, technology, automation

Embed and improve Oracle Fusion to deliver services effectively and efficiently.
Ensure robust Cybersecurity in place.
Implement Fusion Recovery Plan.
Improving ways of working and use of technology.
Progress IT Infrastructure Upgrade (2-year programme).
Increased IT capability (D365 CRM support & Technology Adoption).
Work with IT to develop the robotics programme.

governance and reporting

Deliver safe and effective elections in 2022.
Embed Financial Compliance Reporting as part of Financial Control Environment.
Implement performance, quality management and governance frameworks.
Improving governance and decision making for councils.

budgets, income, debt, spend

Deconstructing one source budgets into fixed costs, service costs and trading activities.
Increase income through business growth.
Maximise income collection and reduce debt through effective automation of processes and systems.
Reducing external spend on legal services for both councils.

strategies, policies, procedures

Commence a comprehensive rewrite of the HR policy framework for both councils.
Develop and implement Borrowing Strategies and Pension Investment Strategies.
Drive forward implementation of the oneSource Strategy.
Establish proper system for establishing Purchase Order procedures for the commissioning of shared services, in line with shared cost proposals for greater transparency

assets and property

Deliver asset rationalisation proposals for both Councils.
Support recovery of the commercial portfolio in both boroughs following the Covid pandemic.
Reviewing the Corporate Landlord model in both boroughs.

comms and engagement

Develop and refresh the comms and engagement function.

learning and development

Significantly strengthen support for leadership and management development at both councils.