

# One Source presentation to Havering Overview & Scrutiny Committee

**02 SEPTEMBER 2021** 



# Overview

1	<ul> <li>Background – an introduction to One Source and to shared services</li> <li>Background and context</li> <li>What is a shared service</li> <li>What do you get from one source shared service</li> <li>One source achievements and contributions since 2014</li> </ul>	3 4 5 6
2	The One Source Strategy 2020-23	7-8
3	<ul> <li>Progress through 20-21</li> <li>The legacy of the pandemic</li> <li>One source contributions - covid related work</li> <li>One source contributions - non covid work</li> <li>Delivering the one source strategy</li> </ul>	9 10 11 12
4	Our workforce  Workforce support  Workforce reporting  Workforce wellbeing  Workforce future working	13 14 15 16
5	Finances and Budget – Tabled	
6	What next? A forward look through 2021-23  Key drivers Priority Map 2021-23  Road map 2021-22	18 19 20



# 1. One Source – background and context

- Back in 2013, Members in both Councils considered options to significantly reduce spend on professional support services to help protect front-line services for residents.
- Options such as widespread outsourcing were considered, but quickly dismissed and instead Members' agreed to the formation of its own shared service model -One Source.
- One Source (not a legal entity-but a brand-name) was then established in April 2014, consisting of:
  - Asset Management
  - Legal & Governance
  - Exchequer & Transactional
  - Human Resources and Organisational Development
  - Finance
  - ► ICT
  - Procurement

- OneSource brought together 22 services and 1,350 staff in an ambitious collaborative partnership. The aim was to provide a range of strategic, operational and transactional services within a shared services operation, whilst driving down costs, making savings and in turn protecting frontline services for residents
- The Shared Services model was chosen because:
  - It could deliver significant savings.
  - Offered better and more resilient services than either Council could provide alone or afford to buy-in.
  - Delivered better value for money and more flexibility than any contractor arrangement could offer.
  - Kept the services delivered by public sector employees, and with a public sector service ethos
    - "for the public sector, by the public sector"
  - Ensured that the partner councils kept control and accountability for these services.



# What actually is a Shared Service?

### What it's not:

- A private company
- A separate organisation to Havering or Newham
- An outsourced contract or company
- A supplier
- In a contractual relationship with the council

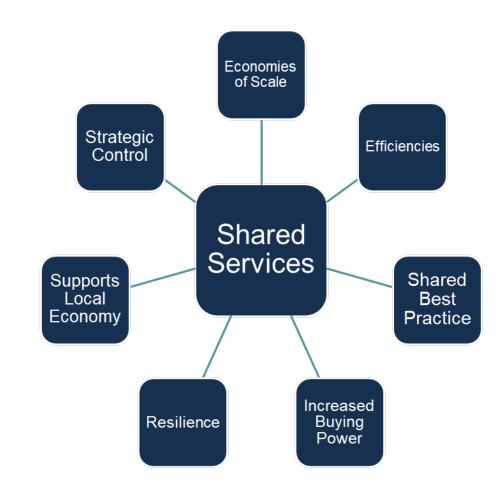
### What it is:

- A shared arrangement between Newham and Havering that allows staff in certain services to work for either or both councils as needed.
- All of the staff are employed by either Newham or Havering Councils. They are not employed by a separate, or private, organisation.
- One source is basically just another internal Directorate. The only difference is that it operates across two councils and sometimes staff with a Newham employment contract may work delivering services for Havering or on Havering projects, and vice versa.



# What do you get from one source/shared services?

- Savings a shared model offers the chance to reduce spend through rationalisation of the senior management structure (only need one head of service, not two) deduplication and efficiency savings.
- Shared knowledge and best practice a chance to learn from each other, both what's gone right and wrong.
- Efficiencies of scale.
- Integration where appropriate (e.g. shared ICT infrastructure).
- Market strength (Increased buying power and opportunities for joint procurement).
- Capacity and resilience.
- ► Corporate centre able to leverage opportunities and spend across an organisation that individual directorates can't manage alone e.g. legal spend.





### One Source achievements and contributions since 2014

### •By the end of the original five year business plan in 2018/19 One Source had saved Savings Newham, Havering and Bexley councils £13million. This original five year business case saw a reduction in staff numbers from c 1350 in 2014 Staffing to c850 in 2018. A reduction of c500 /37%. •One Source has been shortlisted for over 50 **Awards** industry awards – winning 14 of them. •We've successfully won contracts, and generated income, with a range of councils, **Income Generation** including Norfolk, Thurrock, Basildon, Redbridge, Stevenage BC, Essex, Waltham Forest, Barking & Dagenham •Introduction of Mediation services, reducing the Health & Wellbeing number of grievances and improving relationships •Implementation of new ICT infrastructure and **ICT** continued infrastructure and digital improvements to support council's priorities. •March 2019, Legal Services were awarded the

quality mark.

Lexcel external accreditation (the Law Society's

Legal

# The Enforcement Team's ethical debt collection services continues to receive plaudits both for its ethical stance and for its income generation, winning contracts from several councils. Oracle Fusion Delivery of Oracle Fusion in 2020, despite the disruption caused by the pandemic. Development of employees across Havering Council and set up of the Staff Awards scheme. Huge reduction of agency workers and interims both in one source (approx £1m savings), and across Havering Council. Upgrade of internet, intranets and telephony, as

- Upgrades
   Upgrades of internet, intranets and telephony, as well as key business systems into Cloud and development of apps and systems to support services.
- One Source Strategy

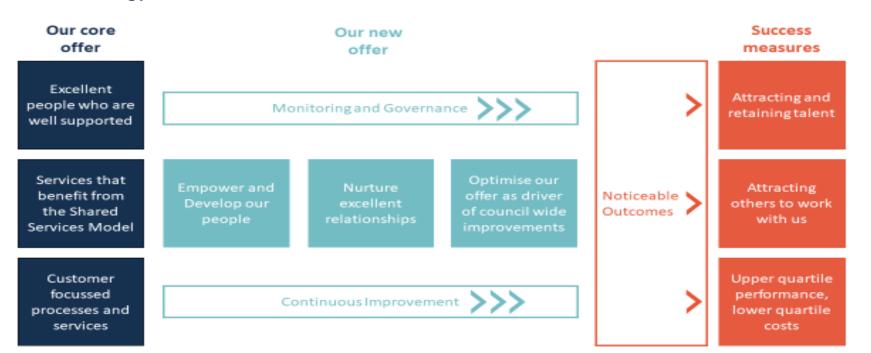
  •Delivery of one source strategy 2020-23 in February 2020.
  - Forms Portal

    •Implementation of the centralised forms portal, with centralised forms all in one place, that are used across both councils.
- Schools Expansion

  •Delivery of the schools expansion programme in Havering.

# 2. One Source Strategy 2020-23

- The new one source strategy 2020-23 was launched in Feb 2020.
- It defines our core vision, our core offer, and our strategy for the future.



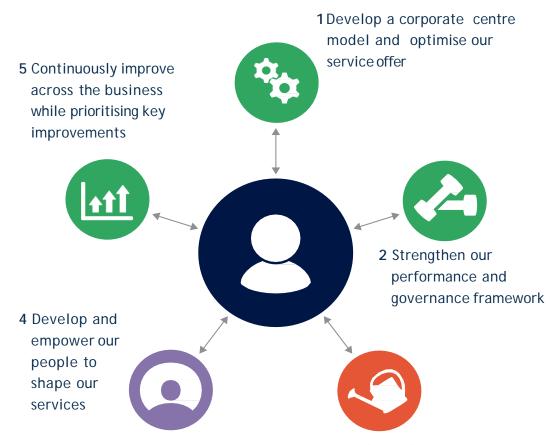




# One Source Strategy 2020-23

- 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.
- These priorities are delivered in a number of ways, through service priorities, through key 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 which help to deliver both the one source priorities and the strategic priorities of the partner Boroughs.
- Key projects that also deliver our priorities, have been identified and are phased in a three stage activity plan.

### **Our Five Priorities**





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

# 3. Progress in 2020/21- the legacy of the pandemic

- Only a few weeks after the one source strategy was launched in February 2020, the Covid pandemic hit the country and we immediately prioritised support for Covid related projects and redeployed staff into Covid related roles.
- ► The inevitable result of this was that delivery in some areas stalled or slowed, and it left us behind on projects that support customer satisfaction and business improvement.
- However we did manage to deliver a number of critical projects during this time, including the implementation of Oracle Fusion, the reduction of agency and interim staff and delivery of significant ICT improvements.
- ► We recognise that we need to get back on track and prioritise the activities and projects that support savings delivery and service improvements.



## One Source 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 homeworking.

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.



### One Source contributions 2020/21- non covid work

**Fusion** 

•Delivery of Oracle Fusion, summer 2020.

ICT

•Implementation of new ICT infrastructure and continued infrastructure and digital improvements.

New Ways of Working

 Contribution to new ways of working projects in both Councils.

**Finance** 

•Re-sizing of one source (Bexley and Newham Finance).

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.

Legal

•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.

Havering Town Hall

•Havering Town Hall Phase 1 reconfiguration works – specification prepared and tender issued.

Employee networks

 Development of employee networks in both Councils.

**Contract Register** 

 Contract Register Dashboard redeveloped and launched.

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

•Upgrade of internet, intranets and telephony, as well as key business systems into Cloud

**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.

Passenger Transport

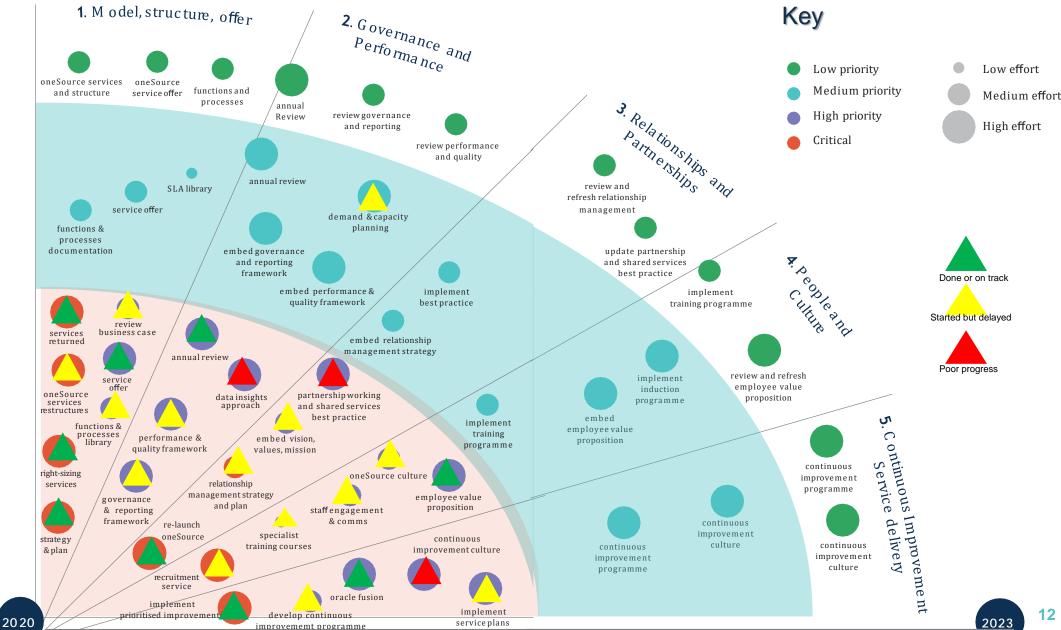
•New business for Havering Passenger Transport Service worth £345k generated.

Performance Framework  New KPI's for one source within a refreshed performance framework and a new look Performance report.



### Our Progress on key deliverables from the one source strategy

2020-2021

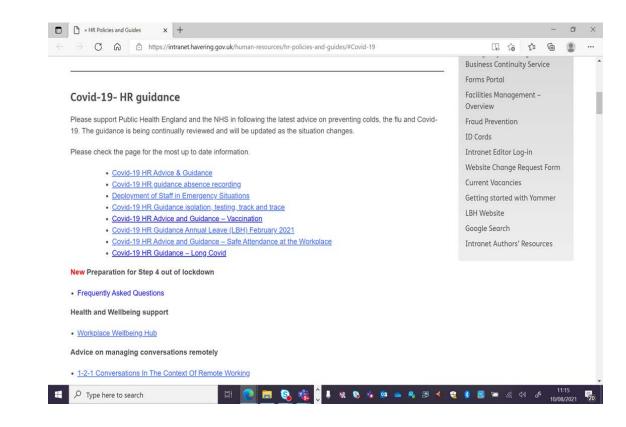


2021-2022

2022-2023

# 4. Our Workforce

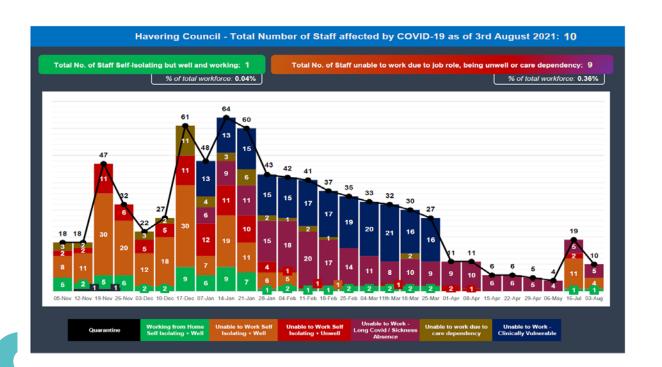
- We've done a lot to support the workforce during the pandemic, including:
  - a range of <u>guidance</u> for managers and staff which has been updated regularly in response to Government guidance
  - a 'Let's Talk' live session for staff focused on Step 4 out of lockdown
  - furloughed approximately 300 employees (during the height of 'lockdown') who were unable to work during the pandemic; full pay maintained for all
  - individual risk assessments for everyone
  - a 'thank you' postcard to all (from CE/Leader and Director)
  - an additional day's leave over the Christmas period (2020)



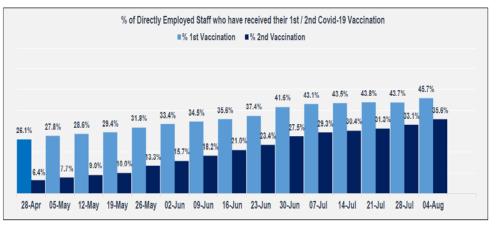


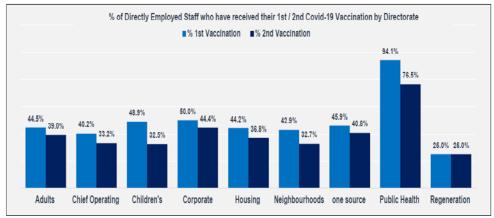
# Our Workforce – regular reporting

- We also provided:
  - weekly reports on Covid-related absence
  - weekly reports on vaccination rates (as recorded in Fusion)
  - comms messaging on a regular basis









# Workforce Well-being

The wellbeing of one source and Havering staff has been a key focus over the last year and we have implemented extensive support:

- Well-being hub: Signpost & Support Service
- Thrive Mental Well-being app
- Employee Assistance Programme and Mental Health First Aiders
- Signposting
  - NHS Every Mind Matters
  - Burnout
  - Resilience
  - i-resilience report
- KeepingWellNEL NHS, Health & Social Care staff support across NE London
- Physical Well-being online classes
- Financial and Social Well being
- Colleague Forums



### **Mental Health First Aiders**

An accredited half-day Introduction to Mental Health First Aid course is available for those who wish to gain a deeper understanding of mental health. To book onto a course, please click here.

Mental Health First Aiders are also available to take appointments with those who wish to speak to someone about any difficulties you are facing, please email wellbeing@newham.gov.uk to book an appointment.

### **Employee Assistance Programme**

PAM Assist provides confidential, telephone-based services 24/7/365. Whilst the main route in to the service is by a freephone number 0800 882 4102, you have the flexibility of accessing support through a digital presence including the PAM Assist Portal and PAM Assist Mobile App, both of which include 'Live Chat' functionality. Click here for more info.

### **Thrive Mental Wellbeing App**

Thrive is the only NHS approved and clinically effective Mental Wellbeing app for employees. The core goal is the prevention, detection and self-management of common mental health conditions. Head to your phone's app store and download 'Thrive Therapeutic Software' and input access code: LBN21. For more info, please click here.

### **Singing for Wellbeing**

### **Breathing Space**

Join Maria Healy every Thursday at 8:30am on Zoom for 30 minutes of mindfulness. To request an invite, please click here.

### Wellbeing Webinars

Join us on the first Wednesday of each month as we take on a different health topic. From Heart Heath to Cancer Awareness, come along to learn about how to live a healthier lifestyle. To sign up, please click here.

### Staff Benefits Platform

For discounts on brands from ASDA, to Adidas, sign up to our <u>staff benefits platform</u> to unlock unmissable savings.

### **Virtual Exercise Programme**

Join our free Zoom exercise classes led by qualified instructors to get moving during your work day. To register for one of our classes, please <u>use this form</u>. To view the recordings to do them in your own time please <u>click here</u>.



### Thrive: Mental Wellbeing App

A clinically effective, NHS-approved app for the prevention, early detection and management of anxiety, depression and stress.





# Workforce – future working

- The pandemic has fundamentally changed the way we work and Havering, led by the Smart Working Plus Team, are embracing new working arrangements for the future.
- HR is supporting this work stream, including looking at the key policies that will need to change to support new ways of working.
- There are a number of considerations, which will require policy or guidance
  - Remote working
  - Working from overseas
  - Flexible working/flexi-time
  - Absence management
  - Performance management
  - Recruitment and selection
- Other considerations will include:
  - Safe working:
  - Health and wellbeing
  - Provision of appropriate ICT and equipment
  - Equality considerations
  - Contractual implications and potential variation
  - Communications and engagement

- A key consideration is the impact of working from home on motivation, productivity and staff wellbeing
  - This is something to be monitored on a regular basis
  - Evidence suggests that wellbeing is improved by reducing commuting time and providing employees with more autonomy. However, it can bring challenges around work-life balance and managing boundaries between work and home
  - For some employees their home/personal arrangements are not conducive to effective working and they may benefit from working in the office
  - Managers will need to maintain regular contact with their teams/individuals to ensure they are fully supported and take regular breaks away from their laptop/pc
  - Consideration will need to be given as to how new recruits/those early in their career are supported
- These changes can only be successfully implemented with the support and engagement of our staff:
  - By early involvement in discussions about what will change, e.g. the Let's Talk sessions that have been held and will continue
  - By engagement with Trade Union colleagues, Staff Forums, Change Network and wider communications
  - Ongoing seeking feedback through regular staff engagement surveys and via line managers by maintaining regular contact with their teams/individuals



# 5. Finance and Budget — Tabled

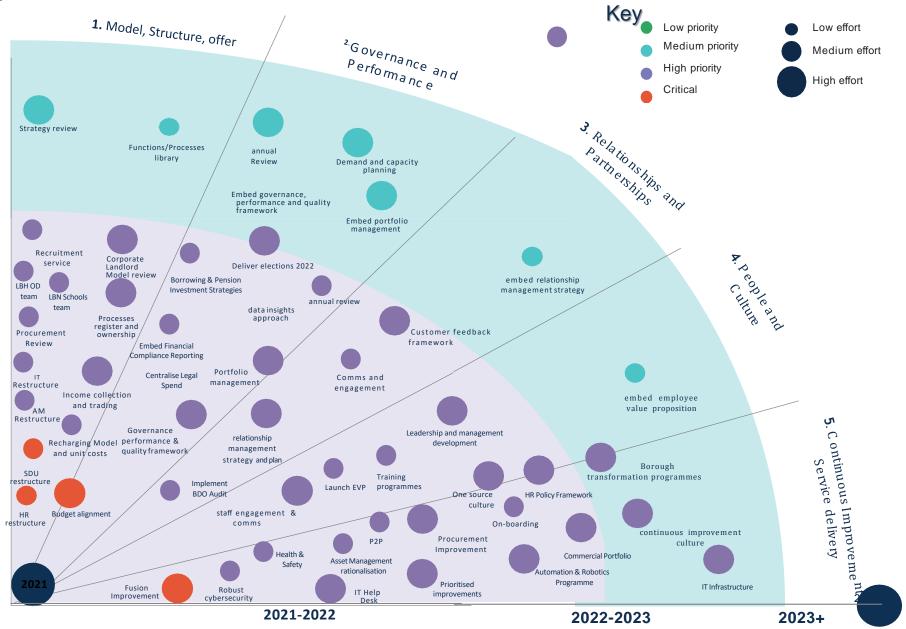


# 6. What next? A forward look through 2021/22

- ► The basics of the one source strategy remain solid. The five priorities are still valid, and are flexible enough to enable reprioritisation of activities.
- But, as a result of our pandemic related work, delivery in some areas has stalled or slowed. We need to get back on track and prioritise the activities and projects that support delivery of our strategy.
- 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.
- ▶ We will 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.



### **Priority Map 2021 - 2023**





### 5. one source Road map 2021 - 2022

