



One Source Update

JOINT COMMITTEE - MARCH
2022



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1. Summary

- ▶ One source has seen a lot of change over the last few months, with the departure of the Executive Director and an interim reporting structure in place, pending longer term decisions on the future of one source.
- ▶ Currently the two s151 officers from each of the partner councils have stepped in as co-leaders of one source in the short term, and with a 'pay and rations' reporting hierarchy that sees Conrad Hall take on line management responsibilities for the following members of OMT:
 - ▶ Ben Plant (HR&OD)
 - ▶ Asmat Hussain (Legal & Governance)
 - ▶ Sarah Bryant (Exchequer & Transactional)
 - ▶ Simon Oliver (ICT)
 - ▶ Liz Carswell (AD Policy, Performance & Programmes)
- ▶ In addition to his continuing line management responsibilities as Director of Finance, Dave McNamara takes on the line management responsibilities for:
 - ▶ Rose Younger (Procurement)
 - ▶ Mark Butler (Asset Management)
- ▶ These arrangements are interim measures only and in the longer term it is agreed that a review of the one source arrangement should take place which will allow us to re-look at the one source model, consider what works, what doesn't and how the model might be changed going forward to make the organisation more responsive to the Councils' priorities.
- ▶ This review will commence shortly and a key part of this will be conversations with the Members of the Joint Committee.

- ▶ In the meantime, the one source strategy for 2021-23 remains in place and is focussed on delivering our five overarching strategic priorities (see below).
- ▶ This presentation outlines the key actions from the third quarter 2021-22 that have contributed to delivering the one source strategy. This includes key activities from services (slides 4 & 5), as well as an overview of some of our key projects that drive delivery of the strategy (slide 6).
- ▶ Our overarching focus remains on the delivery of savings.

Our Five Priorities:



2. one source activities

Asset Management restructure MTFS savings	<ul style="list-style-type: none">• Consultation on the Asset Management restructure commenced and is on track to deliver/exceed the MTFS savings requirement.	Exchequer and Transactional restructure MTFS savings	<ul style="list-style-type: none">• Consultation on the Exchequer and Transactional restructure commenced and is on track to deliver the MTFS savings requirement.
LBH Capital Finance Budget	<ul style="list-style-type: none">• Secured £50m fixed rate loans over 50 years to help fund Havering Council's capital finance programme, and provide stability to borough's capital finance budget	LBN Capital Finance Budget	<ul style="list-style-type: none">• Secured £30m for Newham's capital programme thus helping to bring long term stability to borough's capital finance budget.
LBN Pension Fund	<ul style="list-style-type: none">• Newham Council's Pensions fund shortlisted for a Local Authority Pension Fund, Investment Awards 2021 in the category for best climate change strategy – the event is on 29 March.	Transport secured additional income	<ul style="list-style-type: none">• Secured additional external work £420k for Havering Council since the start of the financial year and this figure continues to grow.
Havering Town Hall Phase 1 contract awarded	<ul style="list-style-type: none">• Phase 1 contract for reconfiguration works has been successfully awarded. New appointment Centre due late May; re-provisioned MASH due Early June.	Service Charge refund for Stratford Centre	<ul style="list-style-type: none">• Property Services have successfully challenged backdated service charge demands relating to the Stratford Centre – the outcome is a £354k refund for Newham Council.
Payroll and Pensions	<ul style="list-style-type: none">• Processing 35 payrolls a month.• Delivered the auto enrolment project for LBN and are preparing for LBH.	Purchase card reviews completed	<ul style="list-style-type: none">• Purchase card reviews for both councils were completed, confirming card holders and approvers. Revised monthly limits, resulted in reduced monthly liability for both councils.

2. one source activities (cont.)

Omicron and working from home

- Supported both councils to monitor and manage the impact of omicron on their workforce, and comply with Plan B working from home directive.

LBH New Leadership Programme

- Initiated the first phase of Havering's new leadership programme.

Excel Centre redevelopment

- Securing planning permission and extensive 106 agreement for the redevelopment and extension of the Excel Centre.

Havering Town Hall Phase 1 contract awarded

- Phase 1 contract for reconfiguration works has been successfully awarded. New appointment Centre due late May; re-provisioned MASH due Early June.

Onboarding and induction

- Commenced new project to transform end to end on-boarding and induction process for each council.

Annual Colleague Awards

- Delivered Newham's annual colleague awards event and commenced planning for the next event at Havering.

LBN Carpenters Estate

- Legal worked with Newham Regeneration to provide strategic housing and planning advice for Carpenter's Estate; Landlord offer ballot 'yes' for estate regeneration.

Section 106 Waterloo Queen Street

- Section 106 agreement for the Waterloo Queen Street development. Havering.











































Little Ilford and Lister Schools expansions

- The latest phases of expansions to Little Ilford and Lister schools are now underway.


One source internet and intranet


- One source internet went live in November, with intranet going live in February.


3. One source portfolio progress


 Financial and commercial	 Operating Model and Offer	 Governance and Performance	 Relationships and Partnerships	 Empowering Staff	 Place, Processes and Technology
 Budget & Savings	 Asset Management restructure	 Strategic planning and portfolio management	 Leadership and management	 Employee Value Proposition	 Functions / processes catalogue
 Income collection and Trading	 Exchequer and Transactional restructure	 Governance , Performance, Quality Framework	 Customer Feedback Framework	 Agency and interims	 IT Help-Desk
 Contracts Register	 HROD restructure	 KPI rationalisation and framework	 Relationship Management	 Apprenticeships	 Continuous Improvement Culture
 Centralising Legal spend	 IT restructure	 BDO Audit	 Communications and engagement	 Communications and engagement	 Fusion Improvement Plan
 Borrowing and Pensions Investment Strategies	 Strategic Delivery restructure	 Cyber-security	 One source Internet and Intranet	 On-boarding and Induction	 IT capability (D365, CRM, technology adoption)
	 Procurement Review	 Elections 2022			 Asset rationalisation
	 Corporate Landlord Model Review	 HR policy framework			 Hybrid office delivery

key

stopped 

delayed 

in progress 

completed 

4. Future of one source

- ▶ Following the departure of the Executive Director in December 2021, interim management arrangements have been put in place for one source, pending a more comprehensive review to consider the future of the organisation.
- ▶ This is an opportunity for us to re-look at the one source model, to consider what works, what doesn't and how the model might be changed going forward to make the organisation more responsive to the Councils' priorities.
- ▶ The s151 officers from both Councils have commissioned Ben Plant, Director of HR&OD to conduct a detailed review into one source and consider future options for the organisation.
- ▶ This review is currently being scoped, and likely to consider:
 - ▶ Leadership of one source
 - ▶ One source operating model
 - ▶ Stakeholder engagement
- ▶ Consultation with Members will be an integral part of this review, and the Director will be seeking meetings with all of the Joint Committee Members for detailed conversations on their views on the current one source arrangement and what it might look like in the future.
- ▶ Other stakeholders will also be consulted including, though not limited to, the Chief Executives, s151 officers, Council Directors and relevant council staff.
- ▶ The review will be brought back to the Joint Committee for consideration.