ONESOURCE JOINT COMMITTEE AGENDA

10.00 am	**Friday 8 July 2016**	**Committee Room 3B - Town Hall**

COUNCILLORS:

LONDON BOROUGH OF HAVERING

Councillor Ron Ower
Councillor Melvin Wallace
Councillor Damian White

LONDON BOROUGH OF NEWHAM

Councillor Lester Hudson
Councillor Forhad Hussain
Councillor Tonii Wilson

LONDON BOROUGH OF BEXLEY

Councillor Donald Massey

For information about the meeting please contact:
Andrew Beesley
andrew.beesley@onesource.co.uk

NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

The Joint Committee is committed to protecting the health and safety of everyone who attends its meetings.

At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. **For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.**

2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

3. CONDUCT AT THE MEETING

Although members of the public are welcome to attend meetings of the Joint Committee, they have no right to speak at them. Seating for the public is, however, limited and the Joint Committee cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Joint Committee will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.

The Chairman of the meeting has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Clerk before the meeting so that the Chairman is aware that someone wishes to ask a question.

PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

AGENDA ITEMS

1   ELECTION OF CHAIR AND VICE CHAIR

Nominations are invited for the election of the Chair and Vice Chair of the Committee for the 2016/17 municipal year.

Note: As per the terms of the oneSource legal agreement, the Chair for the 2016/17 municipal year will be from Newham and the Vice Chair from either Havering or Bexley.

2   ANNOUNCEMENTS

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

3   APOLOGIES FOR ABSENCE

(if any) - receive

4   DISCLOSURES OF INTEREST

Members are invited to disclose an interest in any of the items on the agenda at this point of the meeting. Members may still disclose an interest in an item at any time prior to the consideration of the matter.

5   MINUTES (Pages 1 - 4)

To approve as a correct record the minutes of the meetings of the Joint Committee held on 18 March 2015, and to authorise the Chairman to sign them.

6   2015/16 ANNUAL REPORT (Pages 5 - 24)

7   2015/16 OUTTURN POSITION (Pages 25 - 36)

8   STRATEGIC AND DELIVERY PLAN (Pages 37 - 54)

9   CUSTOMER SATISFACTION REPORT 2016 (Pages 55 - 104)

10   TRANSFORMATION UPDATE (Pages 105 - 116)

11   JOINT COMMITTEE SCHEME OF DELEGATION TO OFFICERS (Pages 117 - 140)

12   FUTURE MEETING DATES

oneSource Joint Committee, 8 July 2016

Meeting dates proposed for the remainder of the 2016/17 municipal year are:

14 October 2016
20 January 2017
21 April 2017

The meeting dates for the 2017/18 municipal year will be set at the April meeting.

Members are asked to bring their diaries to confirm the proposed meeting dates.

**MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Newham Dockside
Friday, 18 March 2016
(10.00 - 11.15 am)**

Present:

Councillors Ron Ower (Chairman), Lester Hudson, Forhad Hussain, Donald Massey, Melvin Wallace and Damian White

An apology for absence was received for Councillor Ellie Robinson.

Councillor Tonii Wilson was also in attendance.

There were no disclosures of interest.

Through the Chairman, Members were reminded of the action to be taken in the event of an emergency.

23   **MINUTES**

The minutes of the meetings of the Joint Committee held on 22 January and 3 February 2016 were agreed as a correct record and signed by the Chairman.

In an update to Minute 22, it was reported that Kathy Robinson had provisionally accepted the post of Deputy Director for Legal & Governance.

24   **MEMBERSHIP OF THE JOINT COMMITTEE**

The Joint Committee noted the change to the membership of the Joint Committee, and welcomed Councillor Massey.

25   **ONESOURCE 2016-17 BUDGET**

Members were informed that the total oneSource shared budget for 2016-17 was £43.595m. The joint working was set to realise at least £14.6m of savings in the period up to 2018/19. This included the original business case savings of £10.4m, an additional £3.5m added as part of the 2016/17-19 Medium Term Financial Strategy and a further £0.7m of savings achievable through LB Bexley joining the partnership.

Each Council had approved funding to oneSource as part of their respective budget reports and Council Tax setting.

The 2015/16 forecast budget position as at Period 9 (December 2015) showed a pressure of £549k, with £88k relating to Havering and £461k relating to Newham. It was reported that the shared overspend was largely due to delays in implementing service review recommendations and associated service restructures. Management had implemented a number of strategies to drive down the overspend with a number of vacancies remaining open to assist with this.

A concern was raised regarding a perceived reduction in the levels of support from the back office to assist front line services. It was agreed that Members be provided with monthly updates from senior oneSource managers on progress to deliver the new oneSource strategy.

The report also explained that oneSource non shared budgets for both Havering and Newham showed a projected underspend position. Outturn variances on non shared services affect the relevant council only.

The Joint Committee: -

1. noted the 2016-17 oneSource shared and non shared budgets;
2. noted the period 9 2015/16 oneSource shared and non shared forecast outturns;
3. approved the 2016-17 budget allocation to services.

26   **ONESOURCE TRANSFORMATION UPDATE**

It was reported that transformation projects covering Finance, HR & OD and Transactional Services were coming to a finish with staff consolation of new structures due to commence in April for Finance and May for HR & OD and Transactional.

Once implemented, savings of £2.349m would be delivered in 2015/16 against a target of £3.042m, an under achievement of £0.693m. It was noted that the difference would be found through the current level of vacant posts. £3.633m will be achieved in 2017/18 compared to a target of £3.724m, a difference of £0.091m.

It was also reported that a transformation project for Council Tax & benefits had commenced and would be completed by late 2016 with a new shared structure in place by 1 January 2017. This project would also look at improving performance regarding the collection rates for council tax across both councils.

The Joint Committee noted progress on delivering the required savings from oneSource from the current transformation projects covering Finance, HR & OD and Transactional Services.

27   **JOINT COMMITTEE SCHEME OF DELEGATION TO OFFICERS**

The report before Members sought approval for proposed delegations to officers of the London Borough of Bexley's Finance functions that formed part of the Joint Committee's delegated powers from 1 April 2016.

The Joint Committee agreed the delegations as set out in the report and delegated authority to the Director of Legal & Governance to amend the Joint Committee Scheme of Delegation to reflect the changes.

28   **PROPOSED VARIATION TO THE ONESOURCE LEGAL AGREEMENT**

The report notified members of the joint committee that a request had been received and accepted for a variation to the oneSource legal agreement. The request concerned the following variations:

1. Schedule 1 – Constitution of the Joint Committee; for non-executive members to be appointed to the Joint Committee.

2. Remove 'Democratic Services, Committees and Partnerships, and Scrutiny' from the London Borough of Newham portfolio of shared services within oneSource

The Joint Committee noted the approved variations to the oneSource legal agreement.

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Chairman

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ONESOURCE JOINT COMMITTEE	8 July 2016
Subject heading:	**oneSource Annual Report 2015/16**
Report author and contact details:	**Stephanie Sharp Interim Head of Business Development 0170843 3613 Stephanie.Sharp@oneSource.co.uk**
Financial summary:	**There are no specific financial implications in this report that are not covered elsewhere on the agenda.**
Is this a Key Decision?	**No**

SUMMARY

Attached to this report is the draft annual report of oneSource for submission to both Havering and Newham Councils in line with the Joint Committee Agreement.

RECOMMENDATIONS

Members are invited to consider and comment upon the draft of the second oneSource Annual Report prior to final publication.

REPORT DETAIL

1.1 Paragraph 4.5 of the Joint Committee agreement states:

"The Managing Director shall submit to the Joint Committee no later than the last working day of May each year, an annual report on the activities of the Shared Services over the past financial year including an account of financial matters and explaining the main plans and activities for the coming year."

The draft report has been submitted to this Joint Committee meeting as it is the first held after the end of the year period 2015/16.

1.2 Attach to this report is the draft text for the Annual Report to be submitted to each council. The report contains a summary of the following for the year:

- Achievements during the year
- Key performance indicators for 2015/16
- Transformation of services
- Business development activity
- Financial performance for 2015/16

1.3 Members are invited to comment on the text. Once the text is agreed by the Joint Committee the Annual report will be published.

REASONS AND OPTIONS

Reasons for the decision:

oneSource is required by the Joint Committee Agreement to produce an Annual Report.

Other options considered:

Not applicable.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications identified within this report.

Legal implications and risks:

There are no Legal implications identified within this report.

Human Resources implications and risks:

There are no Human Resource implications identified within this report.

Equalities implications and risks:

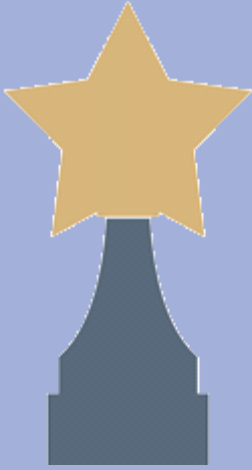There are no Equalities implications identified within this report.

BACKGROUND PAPERS

The oneSource Annual Report 2016 has been used in preparation of this report and should be read in conjunction with this paper and to make any recommended decisions.

oneSource
supporting public services

2015-2016

ANNUAL REPORT

14 awards won or shortlisted for **including: PPMAs, SOPO, IRRV & LGC**

3 councils working together

5 specialist areas promoting collaboration **by guest speaking at national events, including:**
- ➤ **CIPFA conference**
- ➤ **Tucana - HR Analytics**
- ➤ **Public Finance – Digital Finance Transformation webinar**
- ➤ **Advanced Business Solutions conference**

1 ERP system **now operating in Havering and Newham**

Oracle

9 services transformed

£8.5m reduction in costs

Contents

Message from our MD

"Having come across from West London, where I was the Executive Director of Corporate Resources for the Tri-Borough, I was delighted to join oneSource as Managing Director in November 2015; a partnership in which all parties truly focus on making the best use of their resources, expertise and knowledge to provide an optimal back office solution" **– Jane West**

oneSource has made substantial progress this year. We continued transforming our services by engaging with the partner councils, our customers, and our staff on ideas for step change improvements and streamlining our services to provide an agile and effective service.

Thanks to the hard work, adaptability and resilience of our staff, we finalised the reviews of Asset Management, Transactional Finance and HR and Strategic and Operational HR, and Strategic and Operation Finance; putting us in good stead to meet our savings targets.

Initially a partnership between Havering and Newham Councils, we began exploring joint working with the London Borough of Bexley to enhance our resilience and achieve savings for all three boroughs. Having developed a business case and worked out the practicalities of adding a third partner, I am pleased to say that we welcomed Bexley's Financial Services to the oneSource family on 1st April 2016.

Our services continued to draw attention from public sector bodies from across England, with our Passenger Transport service contracting new work with Thurrock Council, London Borough of Barking & Dagenham, Network Rail and Essex County Council; Norfolk County Council enlisting the expertise of ICT services; HR services providing assistance to Thurrock Council with TUPE transfer and recruitment; and the Health and Safety service being appointed by Multi-Academy Trusts in Redbridge and Thurrock for the supply of advisory services – just to name a few!

We successfully delivered core projects for the founding councils, including:

➢ Bringing together the information and processes for Newham's HR, Finance, Payroll and Procurement with the introduction of One Oracle;

➢ ICT, Finance, HR and Business Development supporting Newham's 2020 Transformation programme;

➢ ICT enabling the councils' "digital by design" ethos by driving online self service and channel shifting customer interactions; and

➢ Legal Services and Asset Management ensuring Havering's and Newham's housing companies continue to make good progress.

Our priorities for next year are clear; oneSource will continue to provide an agile and customer-focussed service to reinforce the achievements we've made so far and will support our clients in

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delivering projects for their residents, customers and staff, including:

➤ assisting Havering's review of customer access;

➤ developing the financial aspects of Havering, Barking and Dagenham, and Redbridge's Accountable Care Organisation; and

➤ developing a commercial offer for Newham's emerging small businesses.

We look forward to assisting Bexley further in the delivery of local projects during 2016/17.

It was fantastic to see our services and teams winning and being shortlisted for 14 prestigious awards such as the LGC's Efficiency award, CIPD's Best Recruitment and Talent Management Initiative award and IRRV's Most Improved Team of the Year award. It's a great testament to a year of colossal impact, innovation and the exceptional teamwork.

In a nutshell, it has been a strong and an eventful year for oneSource. I am confident that the successes of 2015/16 put us in an advantageous position to face the challenges ahead and persist with developing our services, embracing innovation, implementing new technology and growing our business.

About oneSource

oneSource is currently the largest public sector shared service in London and one of the largest in the country. It was originally formed by the London Boroughs of Havering and Newham by bringing together 22 services and 1350 staff, with the London Borough of Bexley joining the collaborative partnership in 2016. oneSource is governed by Members through a joint committee which receives key reports and makes strategic decisions about its operation.

oneSource provides a range of strategic, operational and transactional services. This means we lead for our partners on key strategic issues as well as providing direct services to the councils and support to managers. It is to some extent a virtual organisation with staff employed by the partner organisations. Its location is also virtual with staff flexibly located where they can best undertake their work. We don't consider ourselves to be necessarily constrained by geography.

oneSource has its own vision, values and ways of working, distinctive from the councils we work with. These reflect the sort of service we want to be in order to meet our customers' requirements.

The services we offer
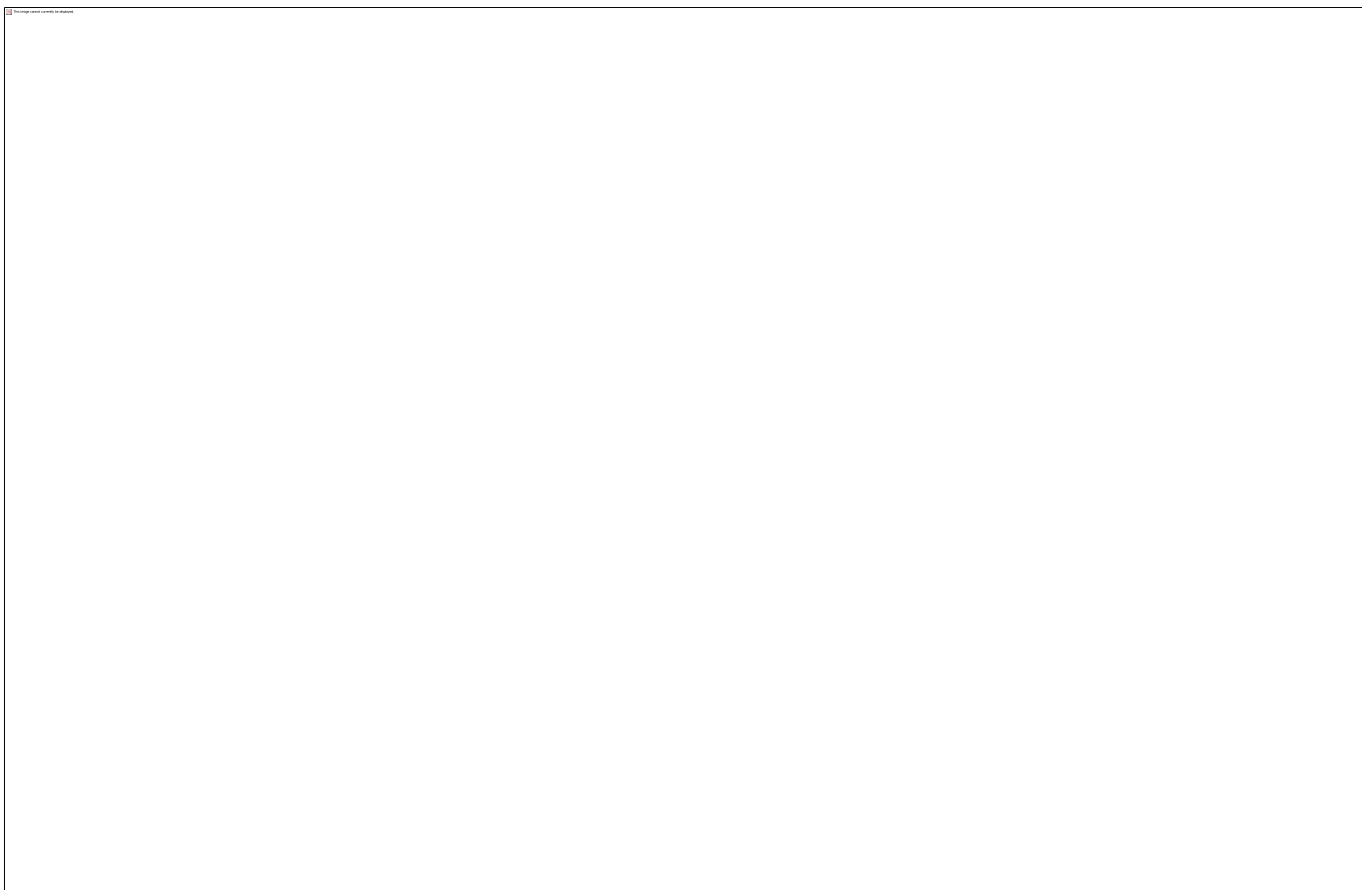
Our customers

A range of services are also provided to a multitude of schools, academies, associations and clubs, as well as our Health and Safety advisory service having an additional 95 customers.

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Review of the year

A new partner joining oneSource

As part of efforts to generate savings and balance the Councils' budgets, we have been exploring alternative methods of delivering services and the outcomes outlined in the oneSource Strategic Plan i.e. finding new partners to share services with.

June 2015 saw the three Chief Executives of Havering, Newham and Bexley councils sign a Memorandum of Understanding to explore whether oneSource could be strengthened, enhanced and bring in further savings with the addition of Bexley's support services.

A Business Case was developed and the practicalities of a third borough joining the shared service were considered over the subsequent months, and on 1st April 2016 Bexley's Financial services joined the oneSource family with the aim of delivering £1.7m in savings by 2017/18 and improve the service we provide to the partner councils.

New customers

Since 2014, oneSource has brought in a number of new businesses and customers, helping to generate revenue. As well a new partner joining, during 2015/16 we also saw a number of new customers use our services, these include:

- ➤ **Thurrock Council** awarded our Operational HR team new business. oneSource assisted the authority to TUPE a large number of staff into Thurrock Council from an external provider

- ➤ Passenger Transport Service within Asset Management has continued to attract new contract work with external customers including: **Thurrock Council, London Borough of Barking & Dagenham, Network Rail and Essex County Council**

- ➤ Health & Safety team have recently been appointed by **two multi-academy trusts (MAT) in Redbridge and Thurrock** for the supply of advisory services, with a third MAT due to buy in later this year when their existing contract arrangements expire

- ➤ **Thurrock Council** was very impressed with Operational HR's assistance with the transfer of staff back into the authority from an external organisation that we are now being engaged further to carry out a large recruitment campaign

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Supporting the councils we work with

oneSource has an important role to play in supporting our partners in achieving their corporate goals and aspirations. oneSource is particularly supporting our partners in delivering their financial strategies by making considerable savings by delivering our services differently.
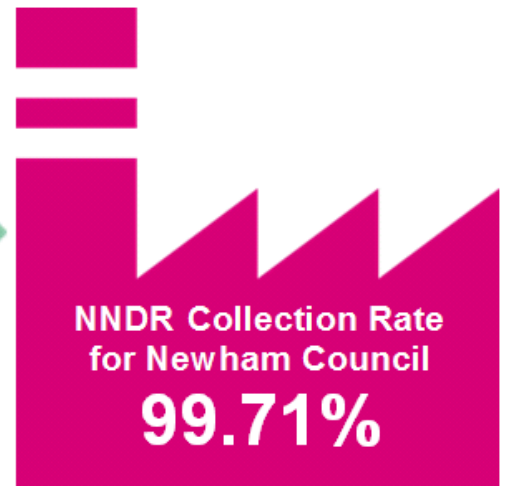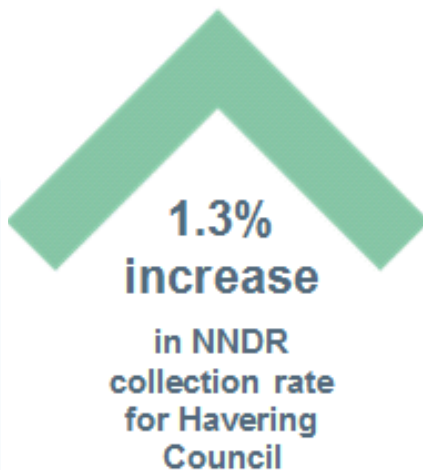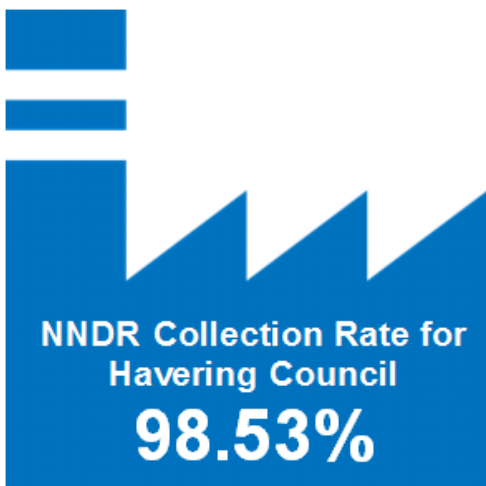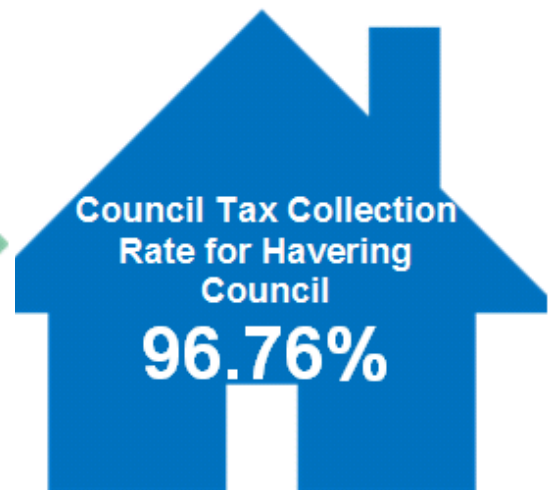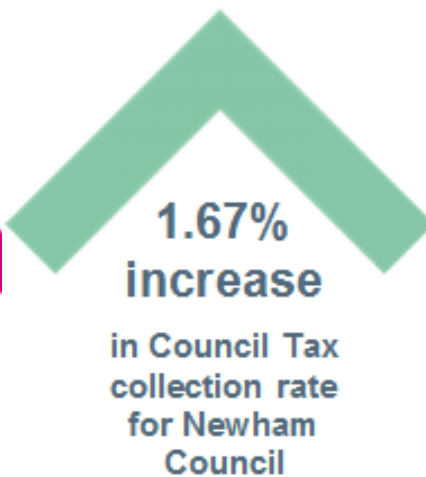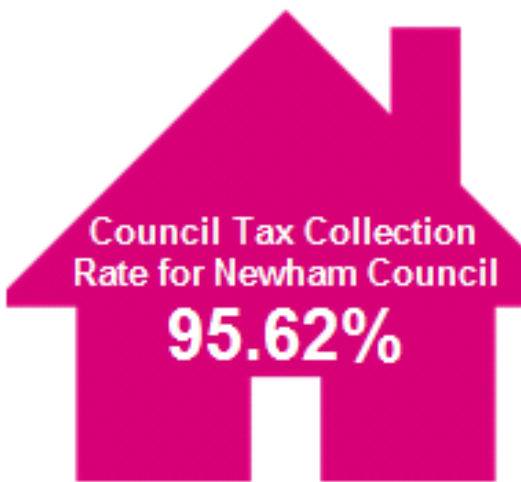
Each of the services within oneSource support the councils' corporate goals whether it is through providing a key service, delivering a project on their behalf or by supporting their frontline services so they can deliver the councils' and residents' priorities.
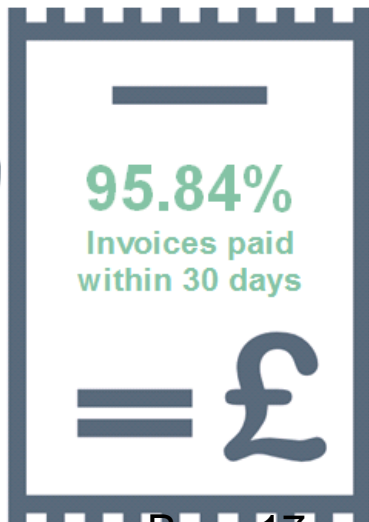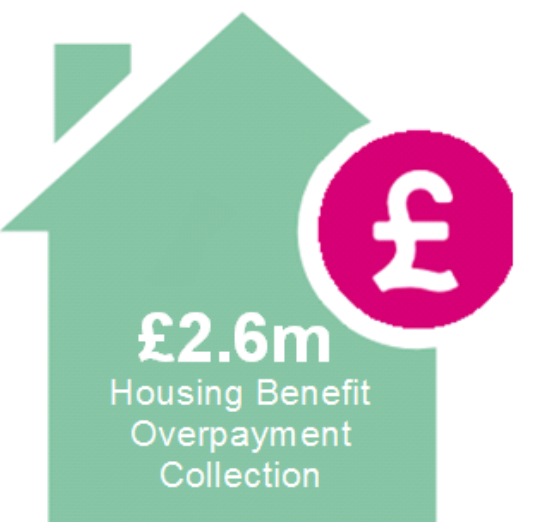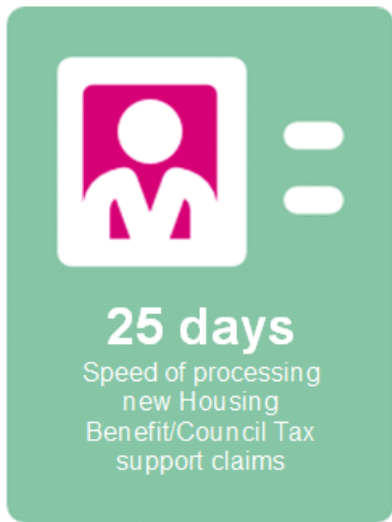
Awards and accolades

We have received recognition and accolades within the public sector industry, including being shortlisted and winning a number of awards:

➢ oneSource Procurement division shortlisted for the **Outstanding Savings Delivery Award** by the Society of Procurement Officers (SOPO);

➢ oneSource HR & OD team won two PPMA Excellence in HR awards in the categories of **Private Sector Partner** for Social Worker recruitment and **Youth Talent**;

➢ oneSource HR and OD service has been shortlisted for, and came in the final six in the **Best HR team: public and not-for-profit sector**;

➢ Geoff Connell, oneSource Director of ICT, secured a spot in **CIO Magazine's 2015 list of leading CIOs in the UK's Private, Public and 3rd sectors**;

➢ oneSource HR worked collaboratively with Havering Council's Children's Services and external partners to address the shortage of Children's Social Workers and have been shortlisted for the '**Best Recruitment and Talent Management Initiative' award**;

➢ Newham's Pensions service within oneSource won the **Public Sector Pension Fund of the Year award**, for providing the best public sector scheme in the country;

➢ oneSource HR team was shortlisted for the **HR Excellence Award**;

➢ oneSource Asset Management was shortlisted for an **LABC's Regional Building Excellence Award** for the development of the state-of-the-art £4.5M Rainham Library;

➢ HR has secured a finalist spot in the **Personnel Today Awards in the "Innovation in Recruitment" category** for supporting Havering's Children's Services with attracting and maintaining newly qualified social workers;

➢ Head of Talent, Ray Ellul was shortlisted for **People Management Magazine's Top 50 people in HR over 50**;

➢ oneSource Benefits Service for Newham Council has been recognised for high levels of performance, increase in service standards and customer satisfaction, and implementation of effective administrative practises by the **Institute of Revenues Rating and Valuation (IRRV)** ;

➢ Geoff Connell, oneSource Director of ICT, won **Member of the Year from SOCITM** (Society of ICT Managers) ; and

➢ Strategic Procurement unit was shortlisted in the **Efficiency Award** category in the LGC Awards.

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Our Performance in 2015/16

£

Exceeded £7.9m financial savings target with an overall saving of

£8.5m

Council Tax Collection Rate for Newham Council
95.62%

1.67% increase in Council Tax collection rate for Newham Council

Council Tax Collection Rate for Havering Council
96.76%

NNDR Collection Rate for Havering Council
98.53%

1.3% increase in NNDR collection rate for Havering Council

NNDR Collection Rate for Newham Council
99.71%

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20.42 days
Speed of processing new Housing Benefit/Council Tax support claims

6.84 days
Speed of processing change in circumstances of Housing Benefit/Council Tax support claims

£0.8m
Housing Benefit Overpayment Collection

25 days
Speed of processing new Housing Benefit/Council Tax support claims

5.61 days
Speed of processing change in circumstances of Housing Benefit claims

£2.6m
Housing Benefit Overpayment Collection

24 h

99.90%
Business Systems Availability

95.84%
Invoices paid within 30 days

79.79%
Severity 1 and 2 incident resolution

Key:

■ = Havering Council

■ = Newham Council

■ = oneSource

Customer Satisfaction March 2016
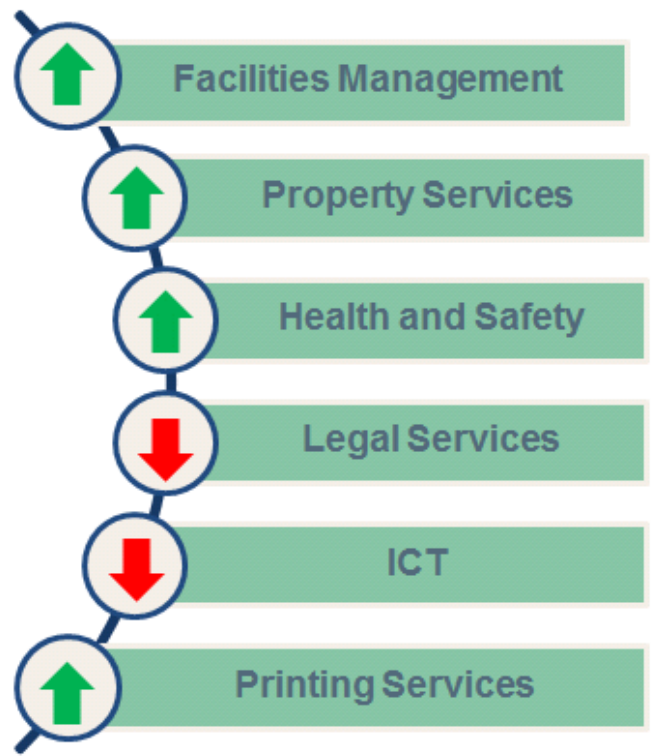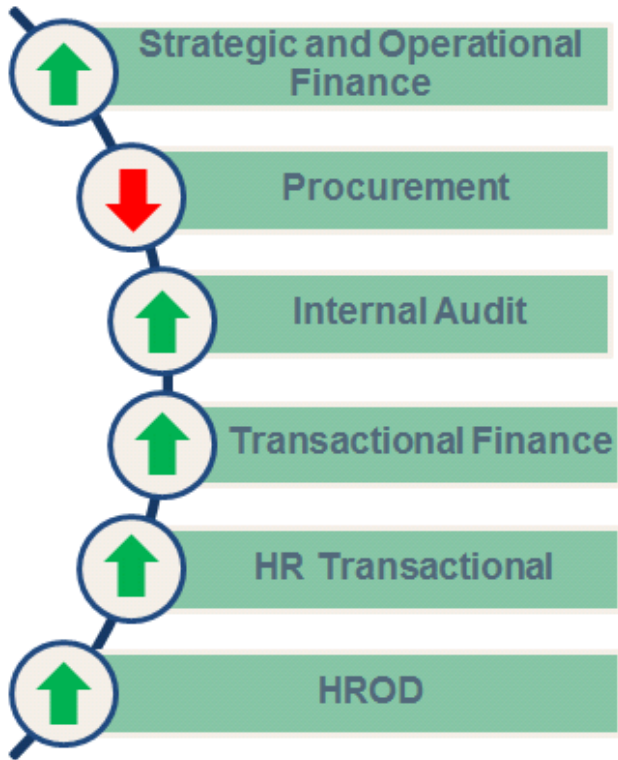
79%
Overall satisfaction

76%
Satisfaction with resources

74%
Satisfaction with speed

⬆ Strategic and Operational Finance	⬆ Facilities Management
⬇ Procurement	⬆ Property Services
⬆ Internal Audit	⬆ Health and Safety
⬆ Transactional Finance	⬇ Legal Services
⬆ HR Transactional	⬇ ICT
⬆ HROD	⬆ Printing Services

79% Overall Satisfaction in Havering

75% Overall Satisfaction in Newham

86% Overall Satisfaction in oneSource

Customer Satisfaction - by date

78%

70%

76%

79%

2013   Jan-15   Sep-15   Mar-16

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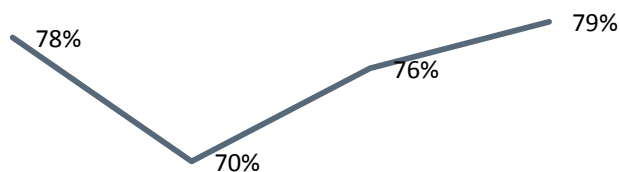
Transforming our services

Transformation reviews

During 2015/16 we continued to transform our services, this is being done through Transformation Projects which fully analyses each services' function, using business improvement techniques (including LEAN and value stream mapping) and provides a range of recommendations for improvements, efficiencies and savings.

The services which have been reviewed in the last year are:

|		
Transactional HR (including payroll)	Transactional services were split into two projects - Finance and HR.	£ **Savings identified** 16/17 **£272,000** 17/18 → **£469,000**
Transactional Finance	Most of the proposed savings for Havering and Newham are through using the same 1-Oracle processes across both councils, reducing duplication. The review looked at how 1-Oracle is used in Havering to see where improvements could be made to either deliver savings or improve the customer experience. This work will continue in 2016/17. The new service will launch in September 2016.	£ **Savings identified** 16/17 **£562,000** 17/18 → **£774,000**
Operational & Strategic Finance	This project began in February 2015 working to bring Havering and Newham finance functions together to deliver savings through the removal of duplication and process improvement. In February 2016, proposals for on-boarding of Bexley finance functions were agreed. A potential shared Target Operating Model has been produced in conjunction with the councils' Section 151 Officers. This has been shared and consulted on with staff across the three current finance functions and managers in the three councils. We are planning to launch the new service in August 2016.	£ **Savings identified** 16/17 **£1.118m** 17/18 → **£1.782m**

Operational & Strategic HR	Work commenced on this project in March 2015. The project obtain a baseline position of the service – the "As Is", identifying current service budget, establishment, service offering, cost, performance and customer satisfaction. It also looked to identify and standardise key processes for a shared HR & OD service as well as develop a Target Operating Model for a shared service. The new service will launch in September 2016.	**£** Savings identified 16/17 **£334,000** 17/18 → **£608,000**
Council Tax & Benefits	The Council Tax and Benefit transformation review started earlier than expected in January 2016. The aim of the project is to create a Council Tax and Housing Benefits service that provides an efficient, high performing and affordable service for the councils and residents, no matter what the preferred model is for each council e.g. in-house or outsourced. The top priority is to continue to increase the income collected through the service year on year. The new service will launch in January 2017.	**£** Savings identified 16/17 **£1.013m** 17/18 → **£1.32m**
Assurance, Insurance & Fraud	A range of savings have been identified for Internal Audit and Risk, with the biggest saving achieved through creating a single shared structure that delivers financial and efficiency savings. The review of the service completed in 2015 for Havering and Newham but was then delayed for the potential joining of the Bexley service. The new service will launch in September 2016.	**£** Savings identified 16/17 **£1.126m** 17/18 → **£1.394m**

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Financial statement

Summary of savings to date

oneSource has successfully met and exceeded our £7.9m financial savings target for 2015/16.

The oneSource Joint Committee had a revised controllable net budget of £44,475,618 for 2015/16, as shown in the table below. Actual spend for the year amounted to £43,916,077 giving an underspend of £560k. The budget included savings of £7.9m to be found during the year (as per the business case) so the actual reduction in expenditure against the budget (at the inception of oneSource) was £8.5m.

The oneSource budget underspend is from a mixture of one off and on-going variances, with the bulk of the underspend relating to delayed expenditure, over-achievement of savings, vacancy management and income generation. It is expected that all these will contribute to oneSource's challenging future transformation savings targets.

It has been agreed by the respective Councils that this underspend will be carried forward to support the on-going development of oneSource with the significant service and financial challenges anticipated over the coming year. The carry forward will also help to support any necessary transitional arrangements until recommendations from the emerging service reviews can be fully implemented and will be used to invest in IT solutions to support cross borough working.

Outturn 2015/16

Service	NET Controllable Budget £	Actuals £	FY Outturn Variance £
Finance oneSource	7,503,120	7,727,212	224,092
Business Services	2,231,047	1,421,045	-810,002
Exchequer & Transactional Services	17,727,729	17,471,582	-256,147
Legal & Governance	3,472,465	3,878,497	406,032
ICT Services	8,725,183	8,439,112	-286,071
Asset Management Services	1,682,404	1,712,434	30,030
Strategic & Operational HR	3,133,670	3,266,194	132,524
TOTAL	**44,475,618**	**43,916,077**	**-559,541**

Non-shared budgets

oneSource delivers non-shared services on behalf of the partner Councils. These have their own additional savings targets as part of the respective Councils' Medium Term Financial Strategy (MTFS). For Newham, £3.087m of savings have been delivered for 2015/16 and £14.864m is anticipated to be delivered in 2016/17. For Havering, £1.244m of savings have been delivered for 2015/16 and £0.1m is anticipated to be delivered in 2016/17.

Newham non-shared 2015-16 budget outturn position

The 2015/16 total oneSource Newham non-shared controllable outturn position shows an underspend of £1.9m. This is analysed by service and activity in the table below.

Service	Net Revised Controllable Budget £	Actuals £	FY Outturn Variance £
Finance	-223,800	-214,953	8,847
Business Services	286,420	239,020	-47,400
Exchequer & Transactional Services	794,400	-3,096	-797,496
Legal & Governance	2,047,400	2,203,424	156,024
ICT Services	-488,000	-488,000	0
Asset Management Services	-1,698,400	-2,788,553	-1,090,153
Strategic & Operational HR	844,000	703,857	-140,143
TOTAL	**1,562,020**	**-348,301**	**-1,910,321**

NOTE - The budget figures above include controllable budgets only.

Nature of the outturn underspend

The oneSource Newham non-shared budget underspend is largely due to one-off income within the Asset Management area relating to invoicing for previous years (which hadn't been accrued) and a back-dated NNDR rebate. The underspend relating to Housing Benefit subsidy is not significant in the context of the size of the income and expenditure budgets (approx. £270m); a small change in levels of activity could vary this underspend in future years.

Havering non-shared 2015-16 budget outturn position

The 2015/16 total oneSource Havering non-shared controllable outturn position shows an underspend of £1.2m. This is analysed by service and activity in the table below.

Service	Net Revised Controllable Budget £	Actuals £	FY Outturn Variance £
Exchequer & Transactional Services	288,990	-302,012	-591,002
Legal & Governance	1,611,848	1,569,227	-42,621
Asset Management Services	276,863	-298,725	-575,588
Strategic & Operational HR	420,374	427,438	7,064
TOTAL	2,598,075	1,395,929	-1,202,146

Nature of the outturn underspend

The oneSource Havering non-shared budget underspend is largely due to over-recovery of income; Council tax income overachieved against target as did commercial property income. In addition, there was an underspend against budget on commercial premises and council premises.

ONESOURCE JOINT COMMITTEE	8 July 2016
Subject heading:	**OneSource 2015-16 Outturn Position**
Report author and contact details:	**Owen Sparks** **owen.sparks@onesource.co.uk** **01708 432203**
Financial summary:	**The overall oneSource shared 2015-16 outturn position shows an underspend of (£560k).** **The Havering and Newham non shared outturn positions are an underspend of (£1.202m) and (£1.910m) respectively.**
Is this a Key Decision?	**No**

<div style="border:1px solid black; text-align:center;">

SUMMARY

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The overall oneSource shared outturn position shows an underspend of (£560k). This has been agreed to be carried forward to 2016/17 by the respective Council's to meet the ongoing transformation and development challenges.

The underspend is a mixture of one off and on-going variances, with the bulk relating to delayed expenditure, over-achievement of savings, vacancy management and income generation.

The Havering and Newham non shared outturn positions are (£1.202m) and (£1.910m) respectively.

In Newham this is largely due to one-off income within Asset Management relating to a back-dated NNDR rebate and historic service charge income. There is also additional Housing Benefit subsidy within Exchequer and Transactional Services. In Havering the variance is largely due to additional income, and underspends on commercial and council premises.

The Joint Committee is asked to: -

- note the 2015-15 oneSource outturn position for shared, non-shared Newham and non-shared Havering.

Background

OneSource is funded by Havering and Newham Councils in order to deliver shared back office support services. The joint working is set to realise at least £14.6m of savings in the period up to 2018/19. Since the original business case, an additional £3.5m savings target has been added as part of the 2016/17- 19 MTFS and a further £0.7m through Bexley joining the partnership.

Savings of £3.7m for 2015/16 have been delivered, as demonstrated in the outturn position. This is in addition to the £4.3m delivered in 2014/15, bringing the total savings achieved to £8.0m. Further savings of £3.1m are anticipated to be delivered in 2016/17.

OneSource also delivers non shared services on behalf of the partner Councils. These have their own additional savings targets as part of the respective Councils' MTFS. For Newham £3.087m of savings have been delivered for 2015/16 and £14.864m is anticipated to be delivered in 2016/17. For Havering £1.244m of savings have been delivered for 2015/16 and £0.1m is anticipated to be delivered in 2016/17.

The 2015/16 financial position set out in this report is provisional and subject to the external audit process within each Council. This will conclude by the 30th September 2016. No adjustments are anticipated.

OneSource Shared 2015-16 Outturn Position

The 2015/16 total oneSource shared controllable outturn position shows an underspend of (£560k). This is analysed by service and activity in the table below.

OneSource 2015/16 Final Outturn

SERVICE	NET REVISED CONTROLLABLE BUDGET	FINAL ACTUALS	FINAL OUTTURN VARIANCE	REASON FOR OUTTURN VARIANCE
Finance	**7,503,120**	**7,727,212**	**224,092**	
Audit, Risk, Insurance & Fraud	1,277,550	1,314,560	37,010	Minor Variance
Corporate & Operational Finance	5,169,320	5,187,937	18,617	Minor Variance
Procurement	1,056,250	1,224,716	168,466	Outturn variance reflects additional staffing costs and payment of an invoice in 2015/16 part of which relates to 2016/17 but was under the accrual threshold.
Business Services	2,231,047	1,421,045	(810,002)	**Underspend due to over-achievement of savings across other oneSource shared services (£580k) as well as salary underspends due to resignations and unspent invest to save and technical training budget.**
Exchequer & Transactional Services	**17,318,052**	**17,002,672**	**(315,380)**	
Council Tax & Benefits	11,301,270	11,645,840	344,570	Outturn position is due to inability to meet savings target due to restructure not taking place in 2015/16.
Debt Management & Recovery	64,856	(553,744)	(618,600)	Over achievement of income by enforcement service.
NNDR	565,760	662,620	96,860	Outturn position is an accumulative effect of a number of smaller pressures over a range of subjectives.
Transactional Services	4,633,034	4,543,530	(89,504)	Vacancy management and income generation.

SERVICE	NET REVISED CONTROLLABLE BUDGET	FINAL ACTUALS	FINAL OUTTURN VARIANCE	REASON FOR OUTTURN VARIANCE
Exchequer & Transactional Management	753,132	704,425	(48,707)	Minor Variance.
Legal & Governance	**3,472,465**	**3,878,497**	**406,032**	
Electoral Services	739,655	714,202	(25,453)	Minor Variance.
Legal	2,732,810	3,164,295	431,485	There are at present some 6 unfunded posts in the structure which were introduced in September /October because of client demand. This was a significant driver on the legal overspend. These posts are all located within the commercial team where comparable work done externally is significantly more expensive. The work in this area covers the needs of a number of services for both boroughs and is required under the SLA and includes the red door and mercury housing projects, the transfer of schools to academies etc. The situation will be ameliorated to a significant degree this year (16/17) because of the agreement of Havering to allow for the payment of capital charges and the work carried out in service to ensure all capital works for both Havering and Newham are captured. The problem will in the longer term be eradicated as we move onto a trading basis where services pay for the work they actually instruct legal on. There has been limited underspend in our controllable budgets and work is on-going to look at our overall budget picture to more accurately forecast spend throughout the year.
ICT Services	**8,725,183**	**8,439,112**	**(286,071)**	**Delayed infrastructure investment into 2016/17**
Asset Management Services	**1,148,794**	**1,600,647**	**451,853**	
Facilities Management	1,183,530	1,456,041	272,511	Overspend reflects unachieved savings target due to delay in restructure implementation.

SERVICE	CONTROLLABLE BUDGET	FINAL ACTUALS	OUTTURN VARIANCE	REASON FOR OUTTURN VARIANCE
Technical Services	(1,689,000)	(1,637,955)	51,045	Minor Variance.
Management of School Capital	201,080	344,255	143,175	Efficiency target not achieved as service is not shared but is traded.
Property	46,580	(49,673)	(96,253)	Vacancy control pending restructure and fee income offset by savings target account for net underspend.
Health & Safety	719,884	623,838	(96,046)	Vacancy management and income generation.
Asset Management Support	686,720	864,143	177,423	Variance arises from unmet efficiency target due to delayed implementation of restructure.
Post Room	**943,287**	**580,696**	**(362,591)**	**Vacancy management and over-recovery of printing costs.**
Strategic & Operational HR	**3,133,670**	**3,266,194**	**132,524**	**Overspend was an accumulative effect of a number of smaller variances across a number of budgets.**
TOTAL	**44,475,618**	**43,916,077**	**(559,541)**	**oneSource shared outturn position reflects vacancy management, income generation and delayed expenditure; offsetting pressures relating to delays in restructuring.**

NOTE - The budget figures above include controllable budgets only.

The budget figures above include controllable budgets only as controllable spend reflects expenditure and income, which service managers directly influence and control through the delivery of their services and financial management activity.

The non-controllable elements, which have been excluded, largely relate to corporate activity and technical accounting adjustments e.g. recharges, capital charges etc. No significant variances occur at the year end as the expenditure incurred is matched by any necessary budget adjustments. These adjustments are largely notional and do not affect each council's individual financial position.

Subjective Analysis of Expenditure

A breakdown of oneSource spend by subjective – type of expenditure – is set out below.

oneSource 2015-16 Outturn Subjective Analysis

Subjective Description	Amount £'000	%	Comments
Total oneSource 2015-16 Expenditure	43,916		
Gross Expenditure	67,400		
Salaries	41,536	61.6%	
Agency	7,968	11.8%	
Redundancy and Pension Costs	94	0.1%	
Staff Recruitment and Development	413	0.6%	
Premises	180	0.3%	Rents, rates, utilities, maintenance etc.
Transport	131	0.2%	Vehicle hire and travel allowances
ICT	5,666	8.4%	Hardware, software, licences, internet, phone costs etc.
Printing and Photocopying	1,080	1.6%	Printing and leasing costs including printing of council tax bills/letters. Committee reports and payslips
Postage and Courier Services	1,525	2.3%	
Equipment - Purchase/Hire/Maintenance	798	1.2%	
Payments to Other Local Authorities	3,456	5.1%	Year end adjustments between Havering and Newham broadly nets off with contributions from other local authorities below
Private Contractor Payments	1,983	2.9%	IT disaster recovery, allpay, IT networking, Virgin Media , LPFA
Consultancy and Legal Fees	573	0.9%	Support procurement system , legacy system hosting, top up benefit processing
Bank Charges	188	0.3%	
Books, Publications, Stationery and Resources	380	0.6%	
Miscellaneous Expenses	773	1.1%	Various including election canvassers & ICT consumables
Grants and Contributions	106	0.2%	Fees and subscriptions
Other Expenditure	550	0.8%	
Gross Income/Recharges	(23,484)		
Internal recharges	(3,421)	14.6%	Charges for internal services commissioned directly by service departments e.g. postage, mobile phones, Technical Services, Land and Property etc.
Legal Income	(361)	1.5%	Income recouped by legal from court and clients they represent for their services
Contributions from Other Local Authorities	(3,451)	14.7%	Year end adjustments between Havering and Newham broadly nets off against payments to other local authorities above
Recharges to External Bodies Including Joint Committees	(4,406)	18.8%	IT income from other boroughs and organisations plus income re various services provided to other organisations
Government Grants	(158)	0.7%	Social housing fraud grant and electoral registration maximisation grant
Other Income	(3,551)	15.1%	Bailiff fee income plus various other sales, fees and charges income
Recharges	(8,136)	34.6%	Recharges to HRA, recharge of staff time to capital projects etc.

This shows that around three quarters of expenditure relates to staffing. The majority of the non staffing expenditure is not directly related to oneSource itself, but incurred on behalf of the wider councils e.g. IT licences, photocopying etc.

Income is derived from a number of external sources as well as through internal charging, for directly commissioned work, to service departments and capital projects.

The remaining net cost of oneSource services (£43.9m) is recharged to service departments in the relevant proportions through each Council's support service methodology. This is required to comply with statutory accounting regulations.

Nature of the Outturn Underspend

The oneSource underspend is a mixture of one off and on-going variances, with the bulk of the variance relating to delayed expenditure, over-achievement of savings, vacancy management and income generation. These will contribute to oneSource's challenging future transformation savings targets.

It is envisaged that the bulk of the vacancies will be realised as service restructures are implemented over the coming year.

Treatment of the Underspend

The underspend has been agreed to be carried forward by the respective Council's to support the ongoing development of oneSource in the context of the anticipated significant ongoing service and financial challenges. It will also enable system and process development to maximise efficiencies, improve customer focus and support the transition to the new ways of working through self-service.

Movement from Period 11 Forecast

At period 11 an underspend of (£54k) was forecast. A summary of the movement to the outturn position is set out below: -

Description	Amount £'000	Comments
2015/16 Period 11 Forecast Outturn	**(54)**	
Finance	(141)	Recovery of Red Door Venture (RDV) expenditure.
Business Services	(107)	Lower than expected agency costs and vacancies.
Exchequer & Transactional	(273)	Year end adjustment for post room cost share and enforcement income exceeding forecast.
Legal & Electoral	58	Shortfall of income within Legal Services, partially offset by savings reallocation in Democratic Services, due to the movement from shared to non-shared.
IT	(136)	Delayed expenditure through management action into 2016/17.
Strategic & Operational HR	128	Accumulation of a number of un-forecasted variances
Asset Management	(35)	
2015/16 Final Outturn	**(560)**	

OneSource non-shared Newham 2015-16 Outturn Position

The 2015/16 oneSource Newham non-shared controllable outturn position shows an underspend of £1.9m. This is analysed by service and activity in the table below.

Newham Non- Shared 15/16 Final Outturn Position

SERVICE	NET REVISED CONTROLLABLE BUDGET	FINAL ACTUALS	FINAL OUTTURN VARIANCE	REASON FOR OUTTURN VARIANCE
Finance	(223,800)	(214,953)	8,847	Minor Variance.
Business Services	286,420	239,020	(47,400)	Minor Variance.
Exchequer & Transactional Services	794,400	(3,096)	(797,496)	Housing Benefit subsidy surplus against budget offset by pressure relating to reduced Admin Grant.
Legal & Governance	2,047,400	2,203,424	156,024	Pension contribution costs.
ICT Services	(488,000)	(488,000)	0	
Asset Management Services	(1,698,400)	(2,788,553)	(1,090,153)	Underspend relates to NNDR rebate and recovery of previous years' service charges.
Strategic & Operational HR	844,000	703,857	(140,143)	Underspent training budget.
TOTAL	1,562,020	(348,301)	(1,910,321)	

NOTE - The budget figures above include controllable budgets only.

Nature of the Outturn Underspend

The oneSource Newham non-shared underspend is largely due to one-off income within Asset Management relating to a back-dated NNDR rebate and historic service charge income. The underspend relating to Housing Benefit subsidy although large, is not significant in the context of the size of the income and expenditure budgets (approx. £270m); a small change in levels of activity (for example homelessness costs) could totally mitigate this underspend in future years.

OneSource non-shared Havering 2015-16 Outturn Position

The 2015/16 oneSource Havering non-shared controllable outturn position shows an underspend of £1.2m. This is analysed by service and activity in the table below.

Havering Non- Shared 15/16 Final Outturn Position

SERVICE	NET REVISED CONTROLLABLE BUDGET	FINAL ACTUALS	FINAL OUTTURN VARIANCE	REASON FOR OUTTURN VARIANCE
Exchequer & Transactional Services	288,990	(302,012)	(591,002)	Bulk of underspend relates to council tax income.
Legal & Governance	1,611,848	1,569,227	(42,621)	Minor Variance.
Asset Management Services	276,863	(298,725)	(575,588)	Variance relates to commercial property income exceeding income target, under-expenditure on works to commercial premises and unaccrued expenditure (due to being below accrual threshold).
Strategic & Operational HR	420,374	427,438	7,064	Minor Variance.
TOTAL	2,598,075	1,395,929	(1,202,146)	

NOTE - The budget figures above include controllable budgets plus transfer to reserves

Nature of the Outturn Underspend

The oneSource Havering non-shared underspend is largely due to additional Council Tax and commercial property income. In addition there was an underspend against budget on commercial and council premises.

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IMPLICATIONS AND RISKS

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Financial implications and risks:

The oneSource underspend will be reflected in each borough's Statement of Accounts in accordance with the provisions set out in the Joint Committee Agreement and the relevant legislative accounting requirements. The appropriate proportion of the underspend will be carried forward by each borough who will manage its use in consideration of their respective financial positions and priorities.

The costs of the closedown and external audit processes are met from within existing oneSource service, and corporate budgets respectively.

Legal implications and risks:

There are no immediate legal implications arising from this report.

Human Resources implications and risks:

There are no significant HR implications and risks associated with this report.

Equalities implications and risks:

There are no significant Equalities implications and risks associated with this report.

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BACKGROUND PAPERS

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- OneSource Joint Committee Agreement
- OneSource Business Case
- Joint Committee 13th February 2015 - OneSource 2015/16 Budget

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ONESOURCE JOINT COMMITTEE	**8 JULY 2016**
Subject heading:	**Strategic and Delivery Plan report**
Report author and contact details:	**Stephanie Sharp Interim Head of Business Development 0170843 3613 Stephanie.Sharp@oneSource.co.uk**
Financial summary:	**There are no new financial implications outside of those already budgeted**
Is this a Key Decision?	**No**

SUMMARY

1.1   This report presents and requests that the Joint Committee approves an update to the oneSource Strategic Plan and the new Delivery Plan for 2016-17.

1.2   The supporting document outlines oneSource's strategic direction and how we will deliver our vision. The document gives an overview of our strategy and outlines the priorities and activities which will be taking place during 2016/17 in order to deliver the strategic objectives of oneSource.

RECOMMENDATIONS

2.1   It is recommended that the Joint Committee agree the oneSource Strategic Plan 2016 and the 2016-17 Delivery Plan.

REPORT DETAIL

3.1. oneSource has had a strategy in place since 2015 to set out our strategic direction and how we will deliver our vision. The supporting document gives an overview of our strategy for the next three years and outlines the priorities and activities which will be taking place during 2016/17 in order to deliver our strategic objectives. The document updates the original Strategy; simplifying the vision and updating the strategy map, our key objectives and our delivery plan.

3.2 The strategy details:

- oneSource's strategic direction, with an update to our vision and strategy map
- how we support the councils we work with including their preferences and commissioning intentions by focusing on our customers;
- how we deliver savings and grow our business;
- innovation and embedding the oneSource culture;
- transforming our services; and
- the 2016/17 Delivery plan.

3.3 oneSource has developed a delivery plan for 2016/17 which shows the priorities and activities which will be taking place over the year in order to deliver our strategic objectives and to help deliver each of our customer councils' corporate priorities. These activities have been taken from each of the individual directorate service plans.

3.4 The full details of the strategic plan and delivery plan can be found in the accompanying document to this report titled 'Strategic Plan 2016'.

REASONS AND OPTIONS

4.1 Reasons for the decision:

4.1.1 This report identifies the strategic direction for oneSource to be able to achieve our vision and strategic aims. In order to do this the Joint Committee will need to agree this strategy and the key priorities for 2016/17.

4.2 Other options considered:

4.2.1 Not applicable.

IMPLICATIONS AND RISKS

5.1   Financial implications and risks:

5.1.1   There are no new financial implications outside of those currently budgeted for, any activities described in the delivery plan will be budgeted for through the 2016/17 budget monitoring process.

5.2   Legal implications and risks:

5.2.1   There are no new legal implications identified for this strategic plan.

5.3   Human Resources implications and risks:

5.3.1   There are no new human resource implications identified for this business development plan, specific human resource advice will be taken as necessary as part of any project mentioned in the delivery plan.

5.4   Equalities implications and risks:

5.4.1   Not applicable.

BACKGROUND PAPERS

6.1   The oneSource Strategic Plan 2016 which includes the Delivery Plan for 2016-17 has been used in preparation of this report and should be read in conjunction with this paper and to make any recommended decisions.

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oneSource
supporting public services

Strategic Plan
2016

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Purpose

This document outlines oneSource's strategic direction and how we will deliver our vision. The document gives an overview of our strategy for the next three years and outlines the priorities and activities which will be taking place during 2016/17 in order to deliver the strategic objectives of oneSource.

Our journey so far

oneSource is currently the largest public sector shared service in London and one of the largest in the country. It was originally formed by the London Boroughs of Havering and Newham by bringing together 22 services and 1,350 staff; with the London Borough of Bexley joining the collaborative partnership in April 2016. We are governed by Members through a Joint Committee which receives key reports and makes strategic decisions about its operation.

We provide a range of strategic, operational and transactional services. This means we lead for our partners on key strategic issues as well as providing direct services to the councils and support to managers. It is to some extent a virtual organisation with staff employed by the partner organisations. Our location is also virtual with staff flexibly located where they can best undertake their work. We don't consider ourselves to be necessarily constrained by geography.

oneSource has its own vision, values and ways of working, distinctive from the councils we work with. These reflect the sort of service we want to be in order to meet our customers' requirements.

This year sees the London Borough of Bexley join oneSource as a partner to share Financial Services. As well as delivering savings to the three councils, the sharing of financial services will allow us (and therefore the three councils) to have greater resilience across this important service.

Another council joining oneSource as a partner was a key strategic objective for us and shows others that it is possible to join oneSource in a flexible way and make significant savings through partnership working. The on-boarding of Bexley demonstrates the success of oneSource growing quickly in our first years of operation.

We are ambitious in our desire to continue to grow further and be an exemplar for how to collaborate in support services.

The services we offer

Finance: Strategic/Corporate Finance, Operational Finance and Finance Business Partners, Procurement, Assurance (Audit, Fraud, Insurance, Compliance & Risk) and Transactional Finance (Accounts Payable, Accounts Receivable, Systems Reconciliation & Pension Administration)

Legal and Governance: Legal Services, Democratic Services and Election services.

Exchequer: Council Tax and Benefits, NNDR, Client Management of the Bexley Capita contract (covering Council Tax, Benefits, NNDR and debt recovery) Financial enforcement services for the non-payment of council tax and parking (Bailiff Service, Debt recovery).

Business Services: Business Development, Business Improvement and Programmes Management Office.

ICT: IT Support. Telephony, Application Development, Website Development, Project Management, Printing, Business Continuity and Disaster Recovery.

Human Resources: Strategic HR and Operational, Organisational Development, Transactional HR and Payroll

Asset Management: Facilities Management, Health and Safety, Property Services, Technical Services and Transport

General: Consultancy and Intelligent Client

Our customers

A range of services are also provided to a multitude of schools, academies, associations and clubs, as well as our Health and Safety advisory service having an additional 95 customers.

Our vision

> *oneSource's vision is to be the one source of innovative support and affordable quality to public services.*

Our vision unpacked

oneSource aims to be all of the following:-

Core values

Our vision is underpinned by our values which are summed up as **A-C-T**

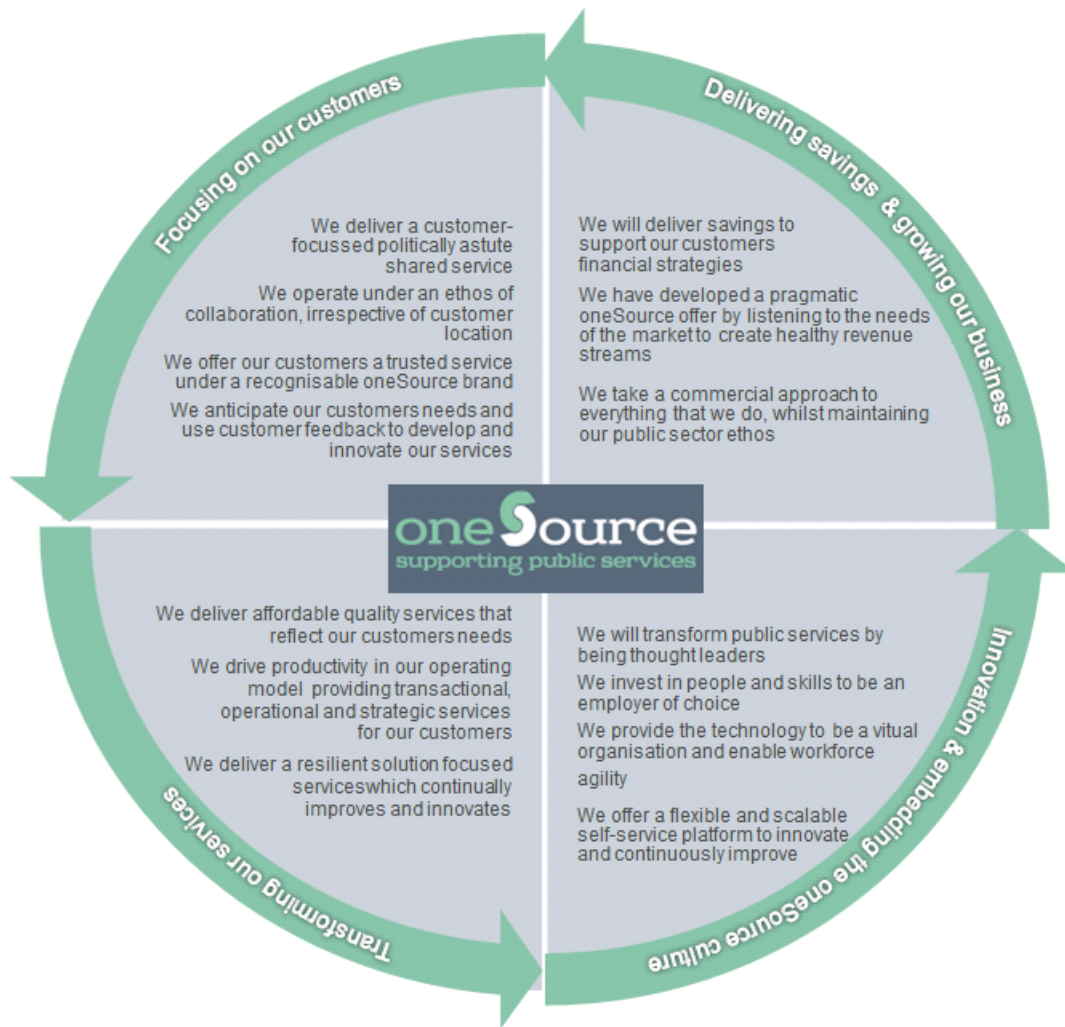**A**ccountable – we are open and honest, challenging and supportive

Customers, oneSource and you matter – we work collaboratively, everyone is important and plays a part

Think differently – we are open to change, we are flexible and innovative.

Strategy map

For 2016 we have updated our strategy map as our operating model matures and our service grows.

The strategy map is a circular diagram divided into four quadrants with green arrows forming a cycle around the central oneSource "supporting public services" logo.

Focusing on our customers (top left quadrant)
- We deliver a customer-focussed politically astute shared service
- We operate under an ethos of collaboration, irrespective of customer location
- We offer our customers a trusted service under a recognisable oneSource brand
- We anticipate our customers needs and use customer feedback to develop and innovate our services

Delivering savings & growing our business (top right quadrant)
- We will deliver savings to support our customers financial strategies
- We have developed a pragmatic oneSource offer by listening to the needs of the market to create healthy revenue streams
- We take a commercial approach to everything that we do, whilst maintaining our public sector ethos

Transforming our services (bottom left quadrant)
- We deliver affordable quality services that reflect our customers needs
- We drive productivity in our operating model providing transactional, operational and strategic services for our customers
- We deliver a resilient solution focused serviceswhich continually improves and innovates

Innovation & embedding the oneSource culture (bottom right quadrant)
- We will transform public services by being thought leaders
- We invest in people and skills to be an employer of choice
- We provide the technology to be a vitual organisation and enable workforce agility
- We offer a flexible and scalable self-service platform to innovate and continuously improve

Focusing on our customers

Supporting the councils we work with

oneSource has an important role to play in supporting our partners in achieving their corporate goals and aspirations. We are supporting our partners in delivering their financial strategies; firstly, by making considerable savings by delivering our services differently but also by helping them rethink their own services.

Each of the services within oneSource supports the partner councils' corporate goals whether it is through providing a key service, delivering a project on their behalf or by supporting their frontline services so they can deliver the councils' and residents' priorities.

Commissioning intentions

The work oneSource undertakes for its partners and customers is defined in our service level agreements (SLAs) and service schedules. These detail the high level view of the services offered, the products and services being provided and the service standards oneSource has

committed to meet. The oneSource offer has been developed to be able to flex to the needs of our partners and customers, offering the ability to commission additional services at any time.

We have recently developed a commercial offer suitable for council services that are being spun off into the private sector, for example, as employee mutuals and other co-operative ventures.

We will develop these commissioning intentions in collaboration with our partners and customers through their usual business planning cycles; meeting the requirements identified in their strategic plans and programmes of work, such as Newham's 2020 Single Transformation Plan, including the Small Businesses programme; Havering's Corporate Plan; and Bexley's Medium Term Financial Strategy.

Customer preferences

A strategic aim of oneSource is to improve the customer experience. The key things that our customers told us were important to them in a shared support service were to have:

- standardised processes where possible;
- a more business-focused service, that understands the councils' business;
- more services provided on-line;
- streamlined decision–making processes;
- better management information;
- a faster response to enquiries; and
- a clear understanding of the level of support available and how it would be provided.

Our commitment to our customers is that we:

- will maintain service standards and reduce the cost of the service we deliver;
- aim to improve our services, and work more efficiently, wherever we can;
- provide a clear statement of the services we provide, through the Service Level Agreements;
- will be transparent and accountable in everything that we do;
- will provide customers with clear points of contact; both with individual services and at a wider oneSource level;
- will monitor our performance to ensure that we are providing a service that meets our customers' expectations;
- will ensure we understand our customers service and listen to their requirements; and
- will communicate and meet with customers on a regular basis to discuss our performance.

We have used these principles in the business model used to create oneSource and will continue to when redesigning and improving each of our services.

oneSource manages its relationship with its customers through a number of activities which are linked to our strategic direction and which have the key objective of focusing on our customers' requirements. These are:

Service Level Agreements	Client Contact Management	Customer feedback
• SLAs are two way agreements clarifying both oneSource services and customer input	• To understand customer requirements; manage and resolve queries and drive learning/improvement	• Customer satisfaction continuously monitored both informally and formally

Continuous Improvement	Performance Measurement	Performance Reporting
• Mechanisms to identify the areas for improvement and develop solutions	• KPIs, measures and metrics for oneSource and customers	• Process performance reviewed by oneSource with customers

It is the responsibility of all of the oneSource services to improve their services by listening to our customers and learning from their experiences. It has been important for us to work with and consult customers to ensure that we designed a shared service that met our customers' needs. We have done this through customer workshops and surveys of customer views of the support services they receive. We also ensure that customers are part of our transformation projects, informing what needs to change and how we can deliver the service they need.

Delivering savings and growing our business

Delivering savings

oneSource has an important role to play in helping the councils we work with achieve their financial strategies by delivering savings, this supports the efficiency of each council and helps to protect frontline services.

The financial benefits of £10.6 million from the original business case for oneSource are currently on track to be realised over its first five years from April 2014 to March 2019, facilitated by a set of transformation projects over the first three years. As well as the transformation projects, other benefits are being put in place, for example, where management restructuring of services is necessary or where there are quick win benefits that can be achieved.

Additional savings of £4.2 million per annum have been promised already to the partner councils, including Bexley, over and above the original business case, making a total of £14.8 million. We recognise the financial challenges faced by the partner councils and will continue to drive down costs into the future.

The first two years of savings have been delivered, these are monitored as part of the oneSource financial monitoring process. Each Director is responsible for delivering savings in their area and is responsible for reporting if any savings are not going to be achieved, over achieved or not achieved in target time which will all affect the overall success of oneSource.

Business development – new partners and customers

oneSource is ambitious in continuing to find savings in addition to those already identified. One of the ways to do this is to continue to seek out new partnerships with other public sector organisations, sharing overheads and specialist expertise, and jointly developing cutting edge innovations. In order to do this we are exploring ways of attracting additional business and offering the best way for others to join oneSource.

In order to deliver our vision we are continuing to develop commercially, growing our business by on-boarding new partners and customers which will generate further savings for the founding councils.

As well as retaining oneSource's core Joint Committee governance, oneSource has developed a flexible approach to how others can join and be part of these shared services. From the ability to trade through owned companies, through joint venture opportunities or simply by providing services under the Local Authority Goods and Services Act 1970, oneSource flexibility means that we that we can adapt to best meet the needs of our partners, customers and the shared services market.

oneSource is especially keen to work with organisations that share its values and its joint passions for collaboration and innovation. We actively seeks out like-minded organisations, or parts of organisations, with which to collaborate, formally or informally.
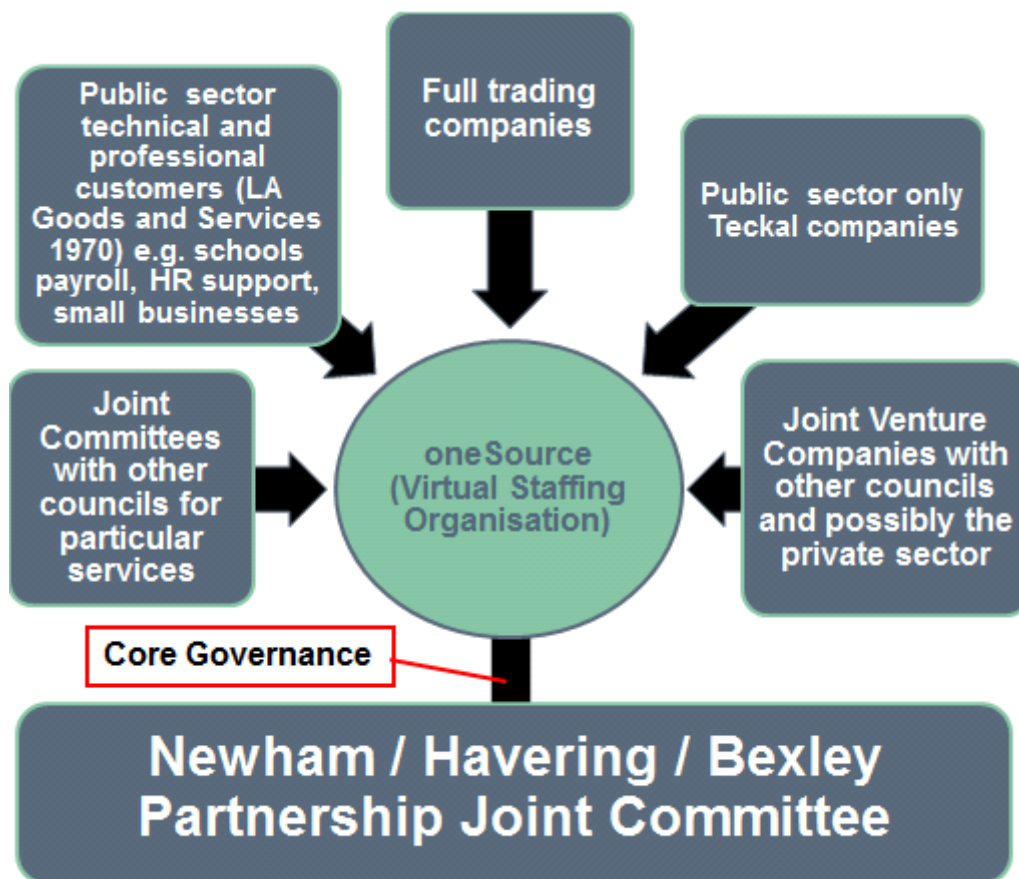
Innovation and embedding the oneSource culture

Having the technology we need to deliver

> One of our main objectives in setting up oneSource is ensuring that we have the technology we need to deliver.

Newham and Havering have enjoyed shared ICT support services for a number of years before oneSource was created in April 2014. This meant that much of the underpinning technology had already been aligned and designed to cope with supporting the needs of staff. This has undoubtedly reduced the cost of enabling oneSource to launch. However, as services are merged and processes transformed with staff potentially moving and restructuring, the technology will need to continue to evolve to support our changing business needs.

A main focus is continuing to develop as a virtual organisation through using technology so that we can work anywhere with any customer or partner, regardless of their or our location. Staff can already log in from any site and access a number of shared systems. We will be improving this capability to make the process seamless regardless of location or device. We will be introducing a wider selection of mobile working technologies with flexible access to application systems. This will in turn support a further opportunity to reduce the accommodation space needed by both oneSource and other council staff.

The main areas in which ICT systems and services continue to be further developed are:

- Mobile and flexible working
- Oracle ERP
- Application systems
- Data centres, hosting and disaster recovery
- Help desk and self service
- Business intelligence and data warehousing
- Intranet and corporate collaboration tools
- CRM, web and portal
- Relevant services
- Security.

Our oneSource cultural behaviours

> In our shared vision we wanted our culture to enable our staff to be proud to be part of the shared service, be supported in their working environment, enjoy sharing their skills and knowledge and continue to learn from others in the service.

Within oneSource we want our staff to have positive qualities that make us stand out and enable us to provide the perfect match in delivering services to our partners and customers.
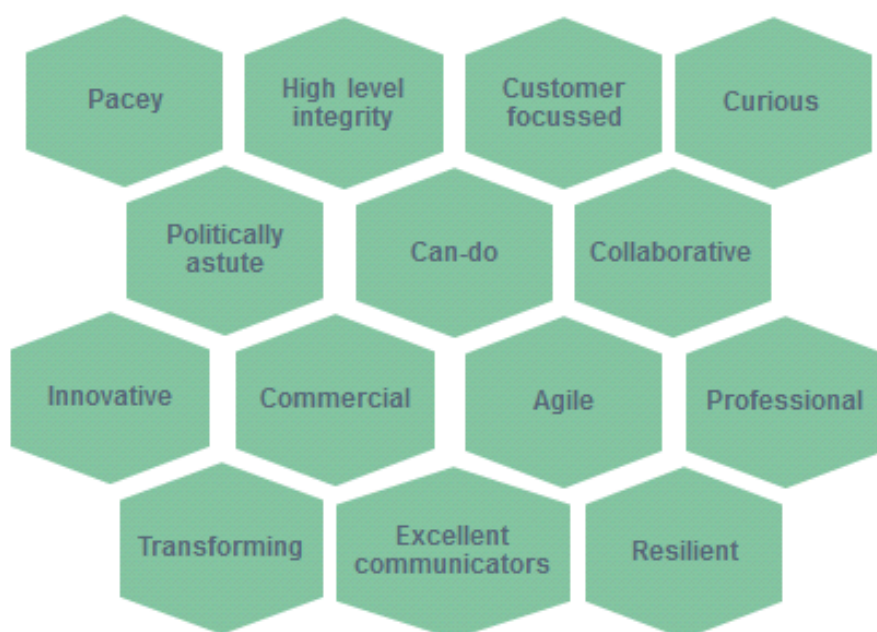
We are adopting and being advocates of the oneSource culture, ensuring that we demonstrate and champion our values. It is important to us to be an employer of choice.

Transforming our services

> Improvement and innovation is at the heart of the oneSource business operating model.

oneSource has in place a programme of business transformation projects to review all oneSource services and to deliver our target operating model. A number of business improvement techniques are used depending on the nature of the service being reviewed. Techniques used include LEAN systems thinking techniques such as value steam mapping, process waste analysis and other techniques such as "rough cut" activity based costing. In addition consultation is undertaken with internal customers of the service (and external customers if relevant).

The aim of transforming our services is to:

- Remove duplication;
- Re-engineer processes;
- Use common systems, including 1Oracle;
- Converge HR policies and procedures;
- Improve customer satisfaction; and
- Offer scalability – so that the service can grow with new partners.

The target operating model oneSource is moving towards is based on the 3rd generation shared service operating model which is organised around outcomes wherever possible, for example a self-service model.

The transformation projects are undertaken by the Business Improvement team. This team works with each of the oneSource services to understand the customer requirements and re-

engineer the new shared service. This business transformation will bring services together, improve performance, create capacity and identify savings. Transformation projects can take up to six months to fully analyse the functions and to make their recommendations.

2016/17 delivery plan

For 2016/17 we are concentrating our efforts on growing and developing oneSource. This year's strategic priorities focus our activities to achieve our business objectives, vision and goals, these are:
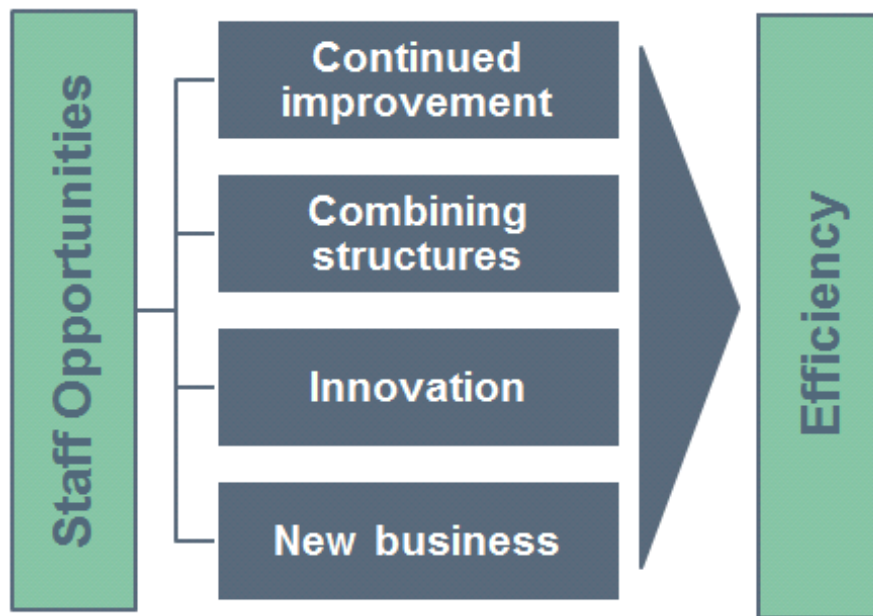
oneSource has developed a delivery plan for 2016/17 which shows the priorities and activities which will be taking place over the year in order to deliver our strategic objectives and to help deliver each of our customer councils corporate priorities. These activities have been taken from each of the individual service plans.

2016/17 Delivery plan

oneSource supporting public services

Our vision is: "to be the one source of innovative support to all public services, delivering affordable quality at all times."

Strategic objectives	Focusing on our customers	Transforming our services	Delivering savings	Growing our business	Innovation	Embedding the oneSource culture
Service level priorities / outcomes (All)	Delivering services within targets and to customers satisfaction Support the customer councils' financial strategies Deliver key projects	Embedding new structures, joint working, new processes, common approaches and where appropriate team locations Being creative and innovative in re-designing services, thinking and acting differently Creating a virtual organisation to allow the oneSource operating model to work seamlessly across locations	Re-design and restructure services Implementing the outcome of service reviews and delivery of related savings Procure together to get better economies of scale Improved medium term financial planning and support for delivery of savings programmes	Adapting a business ethos and commercial attitude to business growth seeking new opportunities Expanding our customer base and increasing net income from the provision of services to external clients Share services more broadly where appropriate	Improve partner councils' customer experience through improved web enabled services and business intelligence. Share systems wherever possible Cost effective and fit for purpose IT solutions in place Deployment of technology to support collaboration, business processes and enable oneSource and partner councils to be 'digital by design' to improve workforce agility and flexible working capability.	Embed the oneSource values and the 'oneSource way' Share skilled and knowledgeable staff Enabling self-service and effective provision of management information
Key activities	Review of all service level agreements (All) Embed performance reporting to customers in-line with the performance Management Framework (All) Provide transformation service to customer councils including rapid improvement events and problem solving workshops (BS) Bed in the 1Oracle system in LBN and roll out of a single operation for a shared service (All) Develop online services for customers (Ex & Trans)	Jointly procure contracts and services (All) Continuously improve services already transformed (BS) Deliver the timetabled transformation projects to review services (BS) Review and implement oneSource accommodation strategy to reflect oneSource as a virtual organisation (AM) To develop VERTO / MAPP to have self service functionality (BS) Continued development of self-service through dashboards, intranet, training and other self-service processes (Ex & Trans)	Deliver savings through implementation of new structures and embed new working processes for Asset Management, Finance, People Transactional, Finance Transactional, HR & OD (All) Maximise the potential of the IKEN case management system within Legal and potential role out to other services (BS) To review the Council Tax and Housing Benefits service including process review, new ways of working and restructure in order to increase income collection and reduce costs (Ex & Trans with BS)	Continue to engage potential partners through implementing the Business Development and Marketing Plan (BS) To work with LB Bexley to consider the on boarding of further services to oneSource (BS) Implement Pensions Admin Restructure to establish joint working with Lancashire County Council to create a cohesive new team (Ex & Trans) Generate income through re-use of ICT systems & related services (ICT) Embed the services provided to Norfolk Council (ICT)	Implement common systems in use across boroughs supporting joint working (All) Deploy new technologies to support partner council and oneSource operating models and flexible working e.g. business intelligence (ICT) Continue to develop self-service through dashboards, intranet, training and other self-service processes (Ex & Trans) Upgrade ICT server infrastructure and exploit cloud opportunities (ICT) Develop and deploy digital customer services and employee offers (ICT)	Provision of quality services as business as usual (All) Develop and embed KPI and performance culture across oneSource (BS) Promote and help services adopt, implement and enforce the Digital Principles. (ICT) Digital employee offer – Collaboration Tools & EDRM consolidation (ICT)
Key activities to support the corporate priorities of the Councils we work with	Support all three Councils in achieving their Financial Strategies (All) Support both councils in the development of a fit for purpose organisation, including organisational development and culture (HR) Help to deliver\support key corporate projects (All)		Continue to support and, where appropriate, lead the implementation of corporate IT systems, including 1Oracle (All) Deploy new technology and systems to support business processes (ICT) Integration of systems and processes across Havering, Newham and Bexley through oneSource ERP self service (ICT)		Continue to develop and implement the councils' Accommodation \ Asset Management Strategy (AM) Deliver the various aspects of the schools expansion programme and other capital projects (AM) Support the implementation of the new Havering Intranet, including Yammer and Newham's social care system (Azeus). (ICT)	

Services key: BS – Business Services,   HR – Human Resources and Organisational Development,   Ex & Trans – Exchequer and Transactional Services,   Legal – Legal Services,   AM – Asset Management,   ICT – ICT Services, FIN – Financial Services
Plan only refers to Newham and Havering unless Bexley is explicitly referenced.

ONESOURCE JOINT COMMITTEE	8 July 2016
Subject heading:	**Customer Satisfaction Report 2016**
Report author and contact details:	**Cynthujaa Satchithananthan Business Development Officer cynthujaa.satchithananthan@oneSource.co.uk 01708434960**
Financial summary:	There are no specific financial implications in reviewing the customer satisfaction of oneSource
Is this a Key Decision?	No

SUMMARY

oneSource had a number of key performance indicators (KPIs) in place for 2015/16, which have direct financial and service implications for the Councils.

- oKPI 1 – Customer Satisfaction with oneSource services
- oKPI 2 – Savings achieved (shown in the budget monitoring reports)
- oKPI 3 – Percentage of Council Tax collected
- oKPI 4 – Percentage of National Non-Domestic Rates (NNDR) collected

This report deals with oKPI 1, with oKPI 2-4 being reported elsewhere on the meeting agenda. This KPI is reported every six months and will be reported on after quarter 2 and 4. This indicator is collected by an electronic survey campaign, which is undertaken biannually.

The oneSource Business Services team monitors the relationship between oneSource and its customers and overall performance, ensuring oneSource meets the expectations of the programme and needs of our customers.

A challenging target 80% customer satisfaction target had been set for oneSource to exceed in 2015/16. For March 2016, combined customer satisfaction increased to 79%, rising by 3% since the previous survey conducted in September 2015, and just shy of the 80% target.

Individually, customer satisfaction with the service received is 79% from Havering customers, 76% from Newham customers and 86% from oneSource customers. The best performing services were HROD (89%), Facilities Management (84%), Property Services (86%), Health and Safety (98%), Printing Services (95%), and Internal Audit and Counter Fraud (85%).

This shows that oneSource has made significant improvements to the delivery of its services but still requires further action to combat the disparity in satisfaction for all three customers.

RECOMMENDATIONS

The Joint Committee is asked to note oneSource's Customer Satisfaction key performance indicator (KPI).

REPORT DETAIL

1.1 Since its inception in 2014, oneSource has conducted a biannual customer satisfaction to assess the service it provides to its customers. This is conducted through an online survey sent to all senior managers within oneSource, Havering Council (LBH) and Newham Council (LBN).

1.2 The purpose of this report is to present the findings of the most recent Customer Satisfaction survey conducted in March 2016.

1.3 178 senior managers took part (71 from LBN, 53 from LBH and 54 from oneSource) answering a potential 32 questions (excluding breakdown questions). This compares to a previous response of 131 senior managers in September 2015.

1.4 The principle focus of the survey was to understand customers:
   - Overall satisfaction with the service they received;
   - Satisfaction with the amount of resources / level of support received;
   - Satisfaction with the speed at which the support was provided.

1.5 The exact satisfaction level was determined using a six point Likert scale[1].

1.6 It is important to note that satisfaction results may be skewed as oneSource managers are likely to be more positive of oneSource services, as they are more familiar with the challenges faced and their expectations are adjusted accordingly.

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[1] Likert Scale – six point scale measuring either positive or negative response to a statement. Extremely Satisfied, Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied and Extremely Dissatisfied were used in the scale for the customer satisfaction survey.

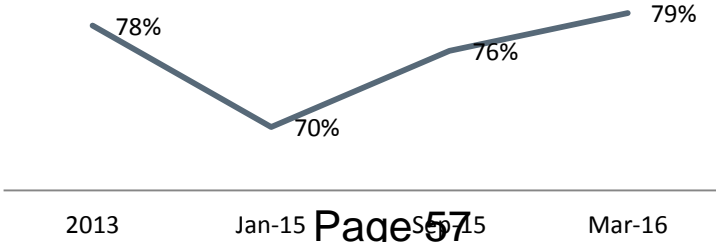# Customer Satisfaction Summary
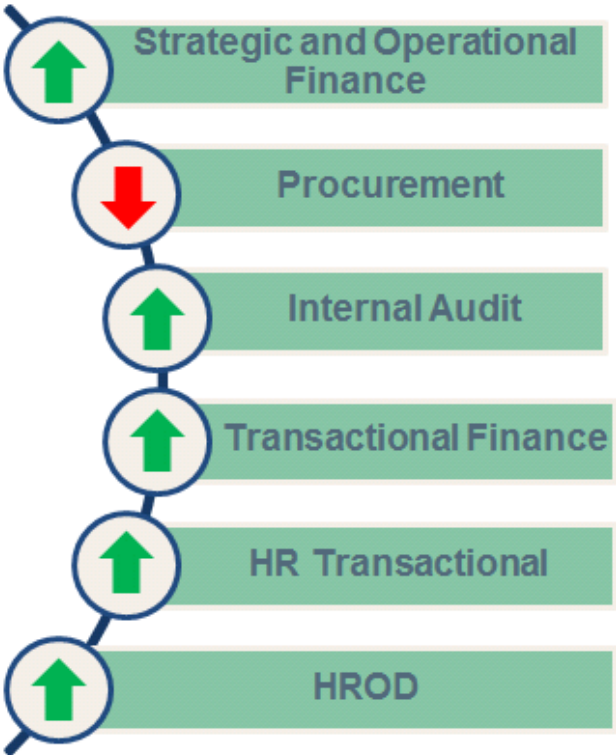
79%
Overall satisfaction

76%
Satisfaction with resources

74%
Satisfaction with speed

↑ Strategic and Operational Finance	↑ Facilities Management
↓ Procurement	↑ Property Services
↑ Internal Audit	↑ Health and Safety
↑ Transactional Finance	↓ Legal Services
↑ HR Transactional	↓ ICT
↑ HROD	↑ Printing Services

79% Overall Satisfaction in Havering

75% Overall Satisfaction in Newham

86% Overall Satisfaction in oneSource

Customer Satisfaction - by survey

78%

70%

76%

79%

2013 Jan-15 Page 57 Sep-15 Mar-16

2.0 Overall Customer Satisfaction

2.1 The overall satisfaction for oneSource services (combining the three organisations) is 79%, exceeding that found in the September 2015 survey, where only 76% of customers were satisfied with the service they received. In addition, it is just short of the 80% target set by the Joint Committee.

2.2 Individually, customer satisfaction with the service received is 79% from Havering Council, 76% from Newham Council and 86% from oneSource. Customer satisfaction has increased for all three parties. The largest increase was within Newham by 6%, with Havering and oneSource increasing by 1% and 5% respectively.
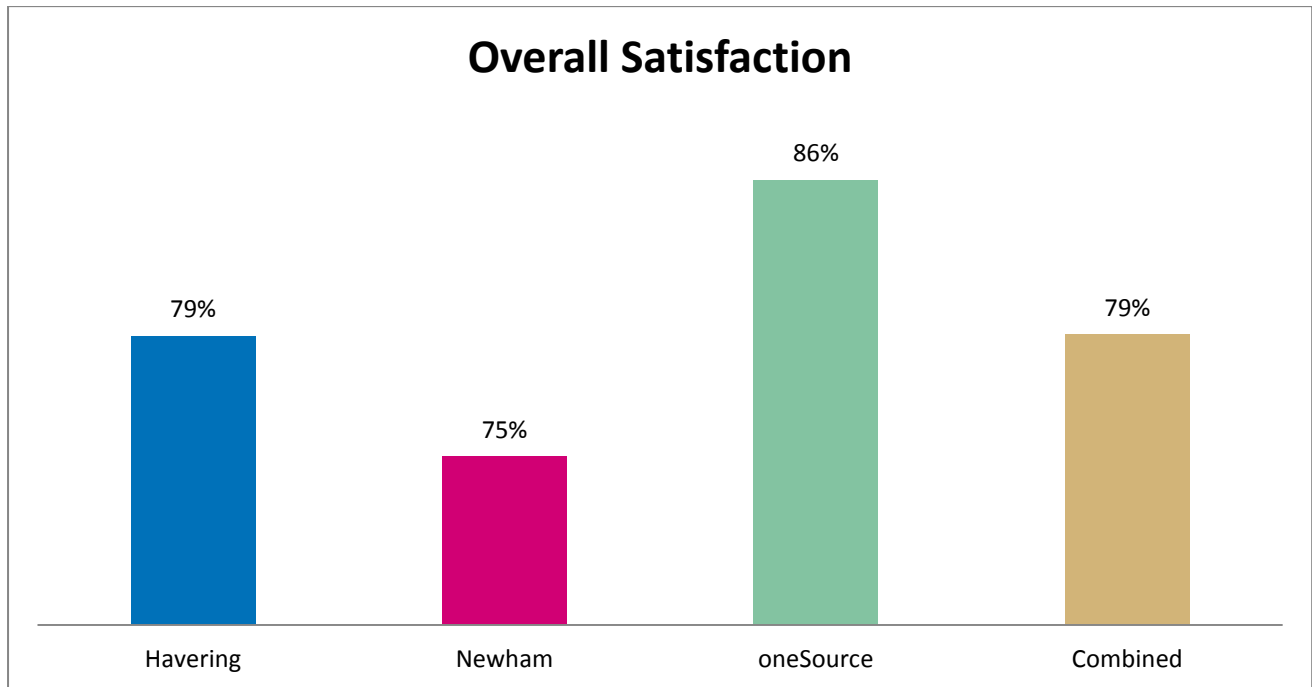
Graph 1: Overall Satisfaction in Havering, Newham, oneSource and combined total

2.3 oneSource exceeded the 80% target with Havering only just marginally below. This shows that oneSource has delivered significant improvements to its service since the previous survey but still requires further action to combat the disparity in satisfaction levels for all three customers.

2.4   Customer satisfaction has increased or remained the same across all three indicators since September 2015.
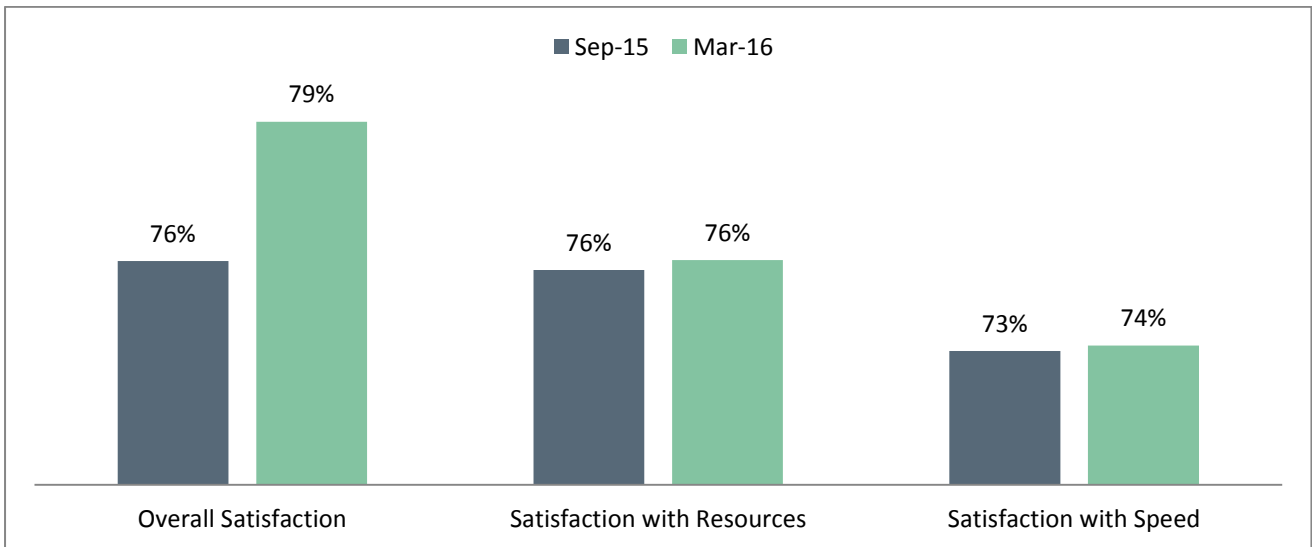
**Graph 2: Satisfaction across all three indicators (September 2015 vs. March 2016)**

2.5   Prior to the launch of oneSource, in April 2014, customer satisfaction was 78%. This dropped in the first year of oneSource to 70%, but has now returned to normal with satisfaction now exceeding pre-launch figures.
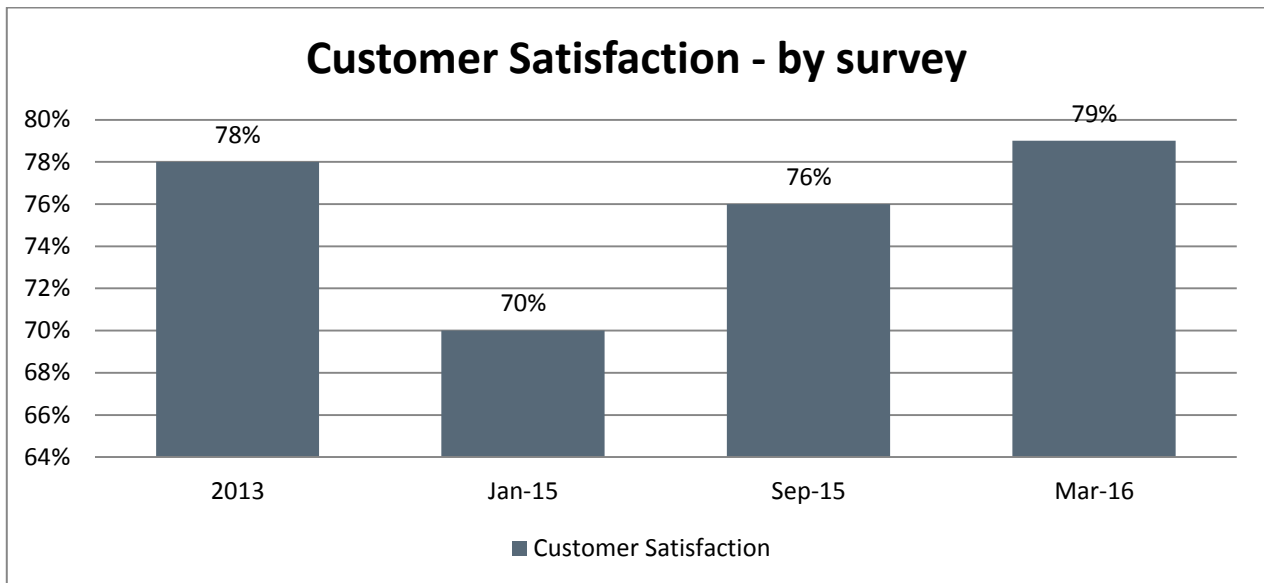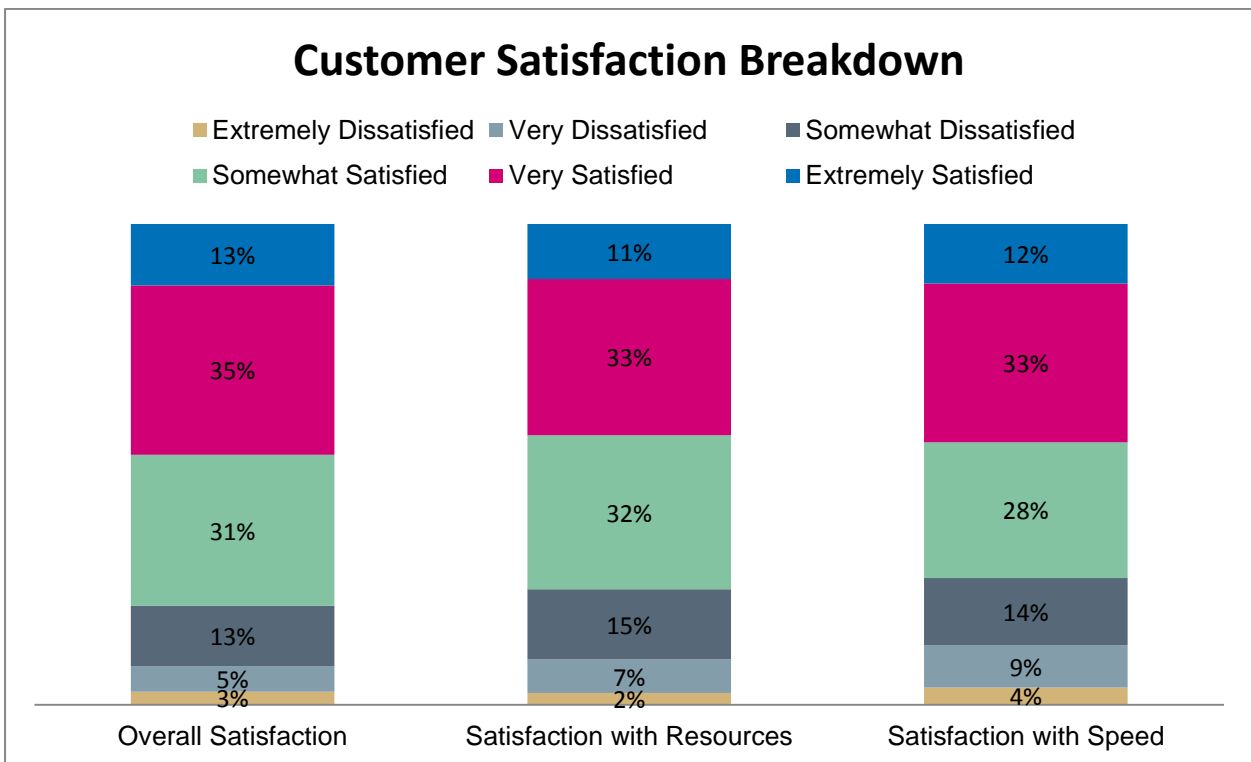

Graph 3: Customer Satisfaction by survey

2.6   The overall increase in customer satisfaction is a result of a considerable rise in satisfaction in particular service areas, as outlined in this report. Six out of the twelve services were rated highly overall, either meeting or exceeding the 80% target. The best performing services were HROD (89%), Facilities Management (84%), Property Services (86%), Health and Safety (98%), Printing Services (95%), and Internal Audit and Counter Fraud (85%). Strategic Finance was marginally lower than the target at 79.12%.

2.7   For oneSource customers, other top performing services include Strategic Finance (87%), Legal Services (82%), Procurement (84%) and HR Transactional (86%). For Newham customers, Finance Transaction was a top performing service (91%).

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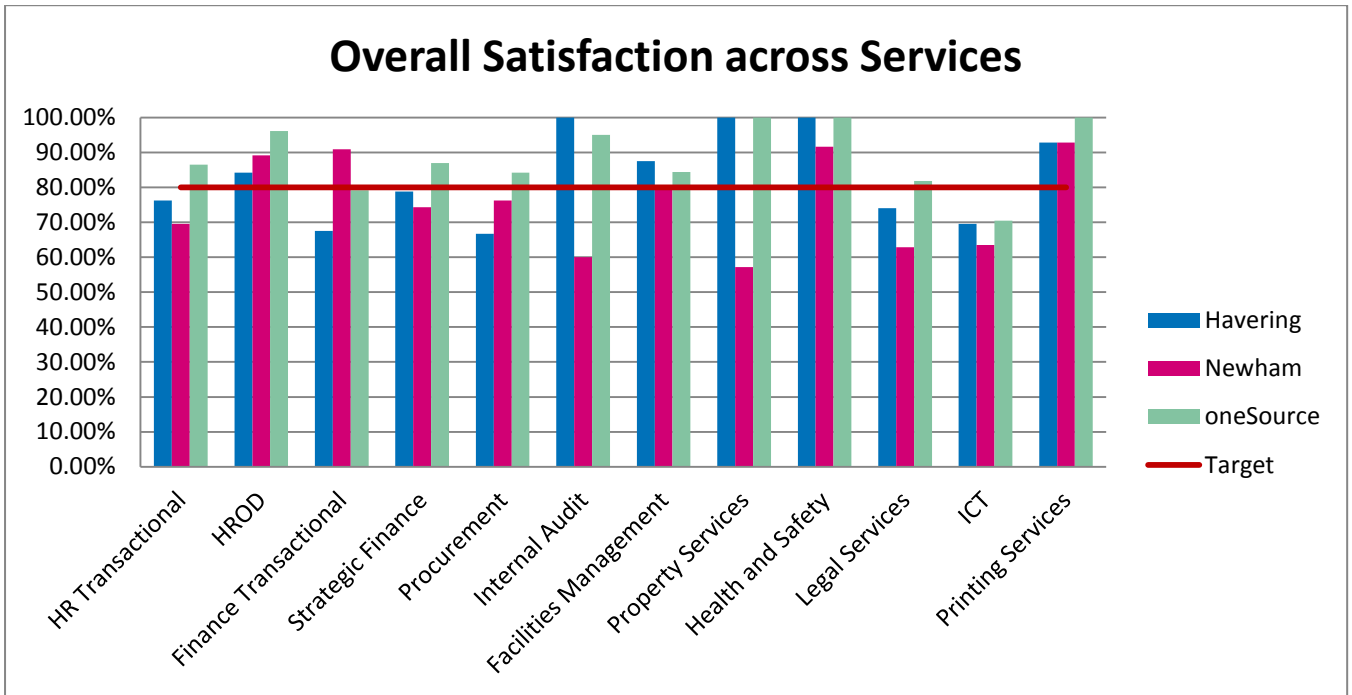
Graph 4: Overall Satisfaction across oneSource Services

Graph 5: Customer satisfaction breakdown

2.8   Across the oneSource services surveyed:

- The lowest combined satisfaction score in all three questions (overall satisfaction, satisfaction with resources, satisfaction with speed) was ICT.
- Customers in LBN were least satisfied with Property Services, despite Property Services achieving 100% in both Havering and oneSource.

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- Internal Audit rated poorly within Newham, despite achieving high levels within Havering and oneSource.
- Printing Services had the most significant increase in customer satisfaction, rising by 25.2%, with Health and Safety having the second largest increase (17.73%).
- ICT, Legal and Procurement decreased in overall combined satisfaction from September 2015.

2.9   More detailed survey results and comments for individual services areas can be found in Appendix A and Appendix B.

3.0   Conclusion

3.1   Overall, customer satisfaction has increased since September 2015 with a greater number of customers satisfied with oneSource. Several service areas have significantly improved their customer satisfaction levels, with six service areas exceeding the target. Despite the increase, there is a difference in how customers rate oneSource from each organisation. Within Newham, Property Services and Internal Audit rated poorly despite having high scores within Havering and oneSource. It is clear that the disparity in the different services provided needs to be addressed.

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IMPLICATIONS AND RISKS

</div>

Financial implications and risks:

There are no significant financial implications and risks associated with this report.

Legal implications and risks:

There are no immediate legal implications arising from this report.

Human Resources implications and risks:

There are no significant HR implications and risks associated with this report.

Equalities implications and risks:

There are no significant Equalities implications and risks associated with this report.

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BACKGROUND PAPERS

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The details of the customer satisfaction survey can be found the following appendices:
- Appendix A - analysis of the survey by service
- Appendix B - details of the comments from the survey by service
- Appendix C – results of the ICT transactional customer satisfaction survey.

Appendix A

Asset Management

Facilities Management

Facilities Management has shown significant improvement since September 2015, with overall satisfaction increasing by 14% and becoming one of the top performing services within oneSource. This can mainly be attributed to the significant rise in customer satisfaction from Newham customers, resulting in satisfaction rebounding by 27% from 52%.
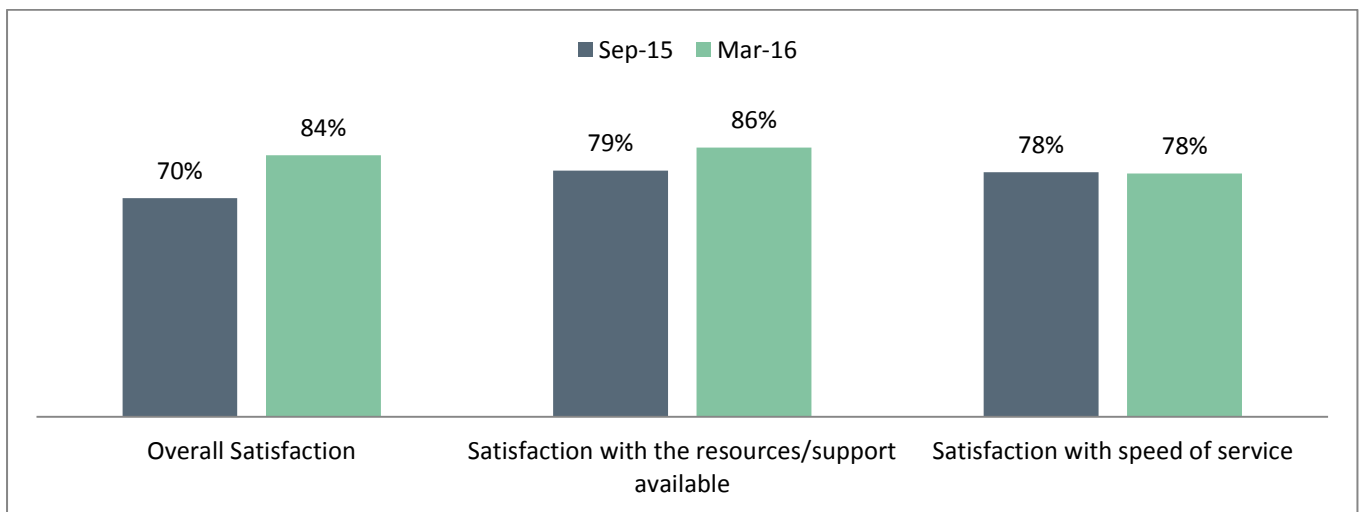

Graph 1: Facilities Management (September 2015 vs. March 2016)
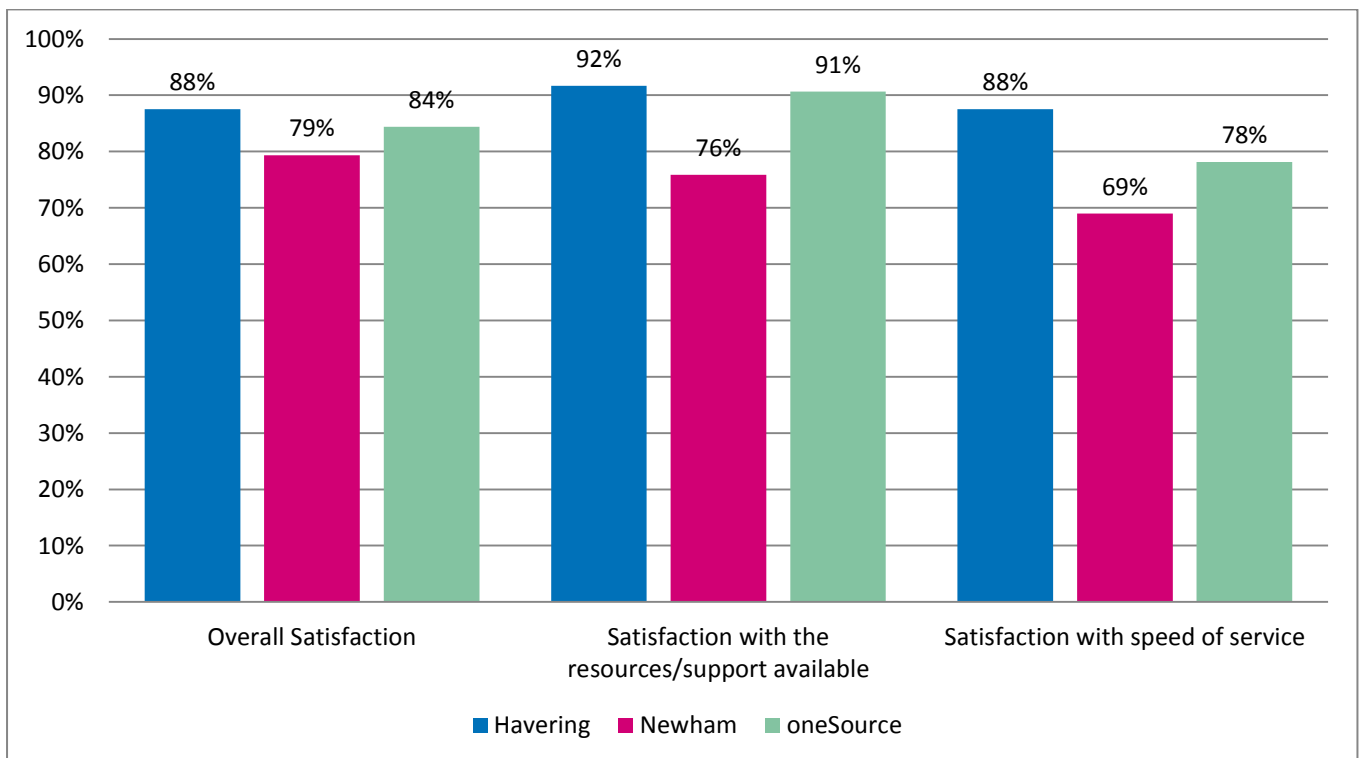
Graph 2: Facilities Management – Satisfaction by Individual Organisation

There were a few issues raised in the survey regarding Facilities Management that need to be reviewed and addressed:

- Slow response regarding issues (e.g. car parking, blockages in toilets);
- Improvements in the cleanliness and tidiness of Newham Dockside;
- Poor proactive approach to managing tea, coffee and paper towels;
- The removal of online forms for raising requests;
- Automation of car parking renewal process (currently, forms need to be printed, signed and rescanned for each permit).
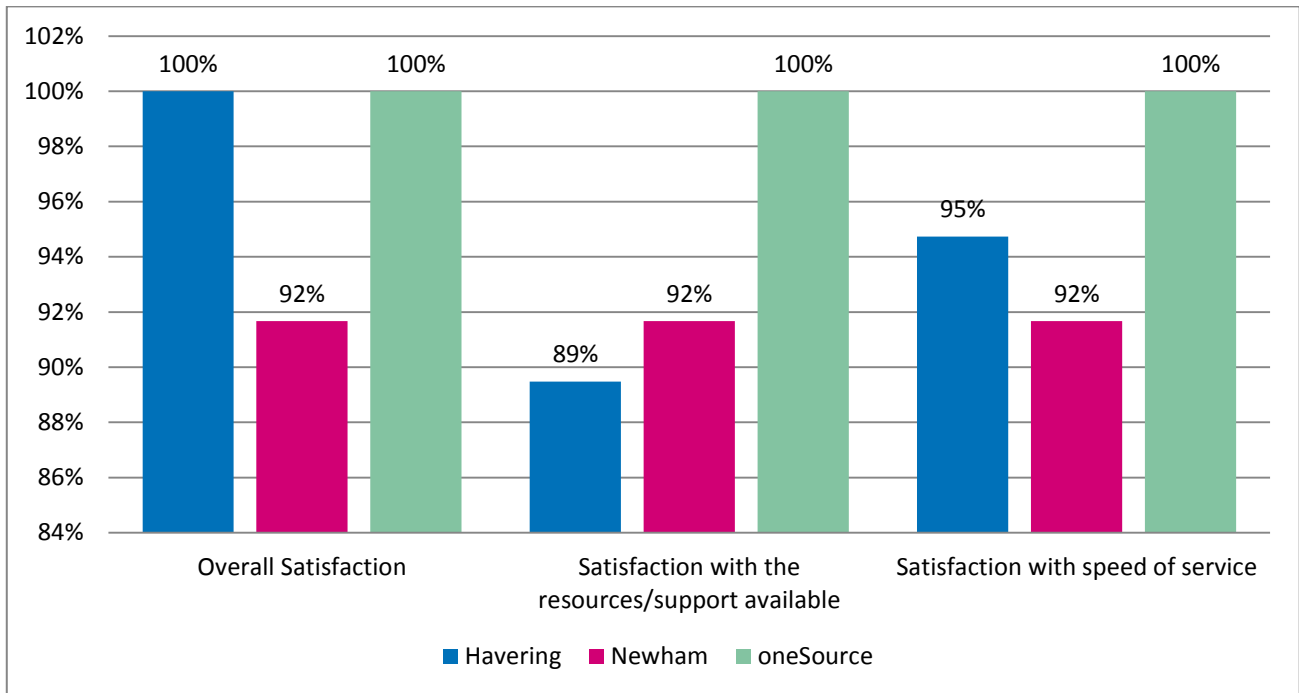
Health and Safety

Health and Safety has seen a substantial rise in customer satisfaction across the three organisations, becoming the top performing service in oneSource and exceeding its target in all three indicators.
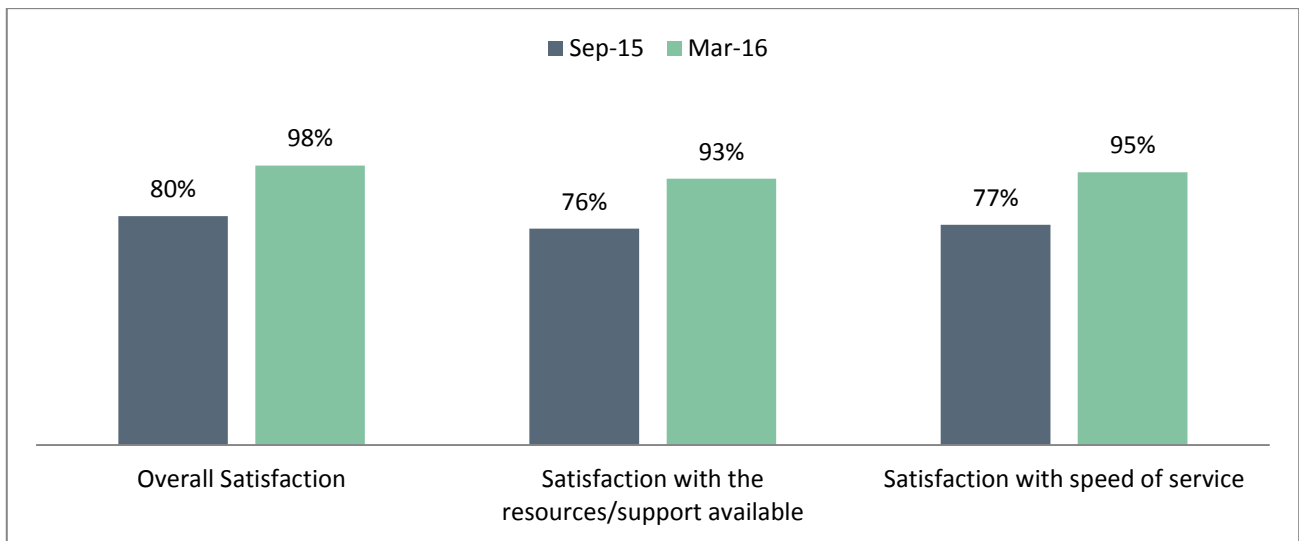
**Graph 3: Health and Safety (September 2015 vs. March 2016)**

Health and Safety achieved 100% overall customer satisfaction with LBH and oneSource customers, with oneSource also rating 100% satisfaction with resources and in the speed at which supported.

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Graph 4: Health and Safety – Satisfaction by Individual Organisation

Property Services

In general, Property Services has increased its customer satisfaction by 6%, with a significant increase in satisfaction with speed of services (+15%). Both Havering and oneSource rated Property Services 100% in all three areas, resulting in it being one of the top performing services.
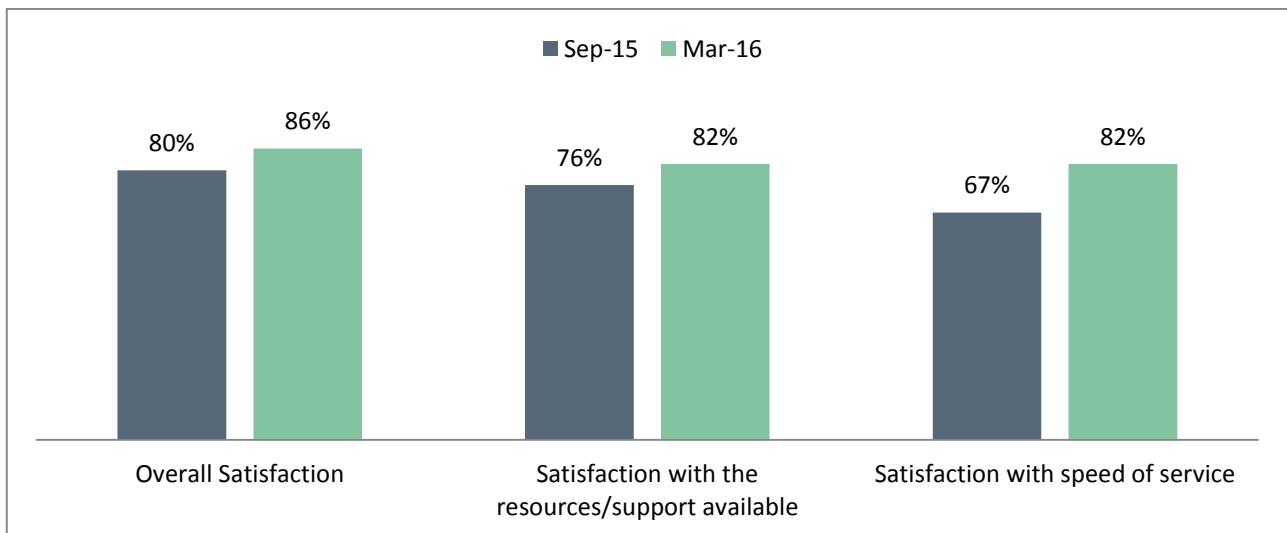
**Graph 5: Property Services (September 2015 vs. March 2016)**

However, satisfaction with Property Services has significantly reduced with Newham customers. It was rated the worst performing service within Newham in all three areas, decreasing by 15% in overall satisfaction and 17% in the other two areas.

Reasons cited for dissatisfaction with the service included: -

- Cost of service (e.g. £2,000 to install four external PIR lights);
- Obtaining estimates rather than quotations;

- Supporting suppliers rather than the Council when querying costs;
- Projects stalled due to lack of ability, capacity and misunderstanding of corporate priorities;
- Requests for support and advice are often ignored.

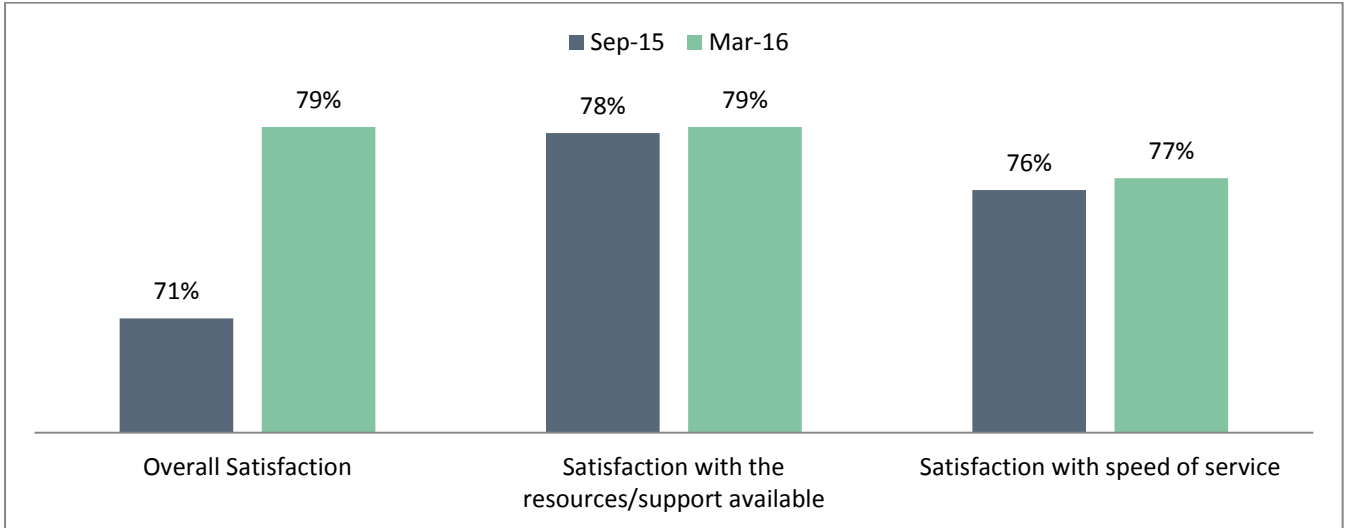Property Services will need to address the disparity in service.
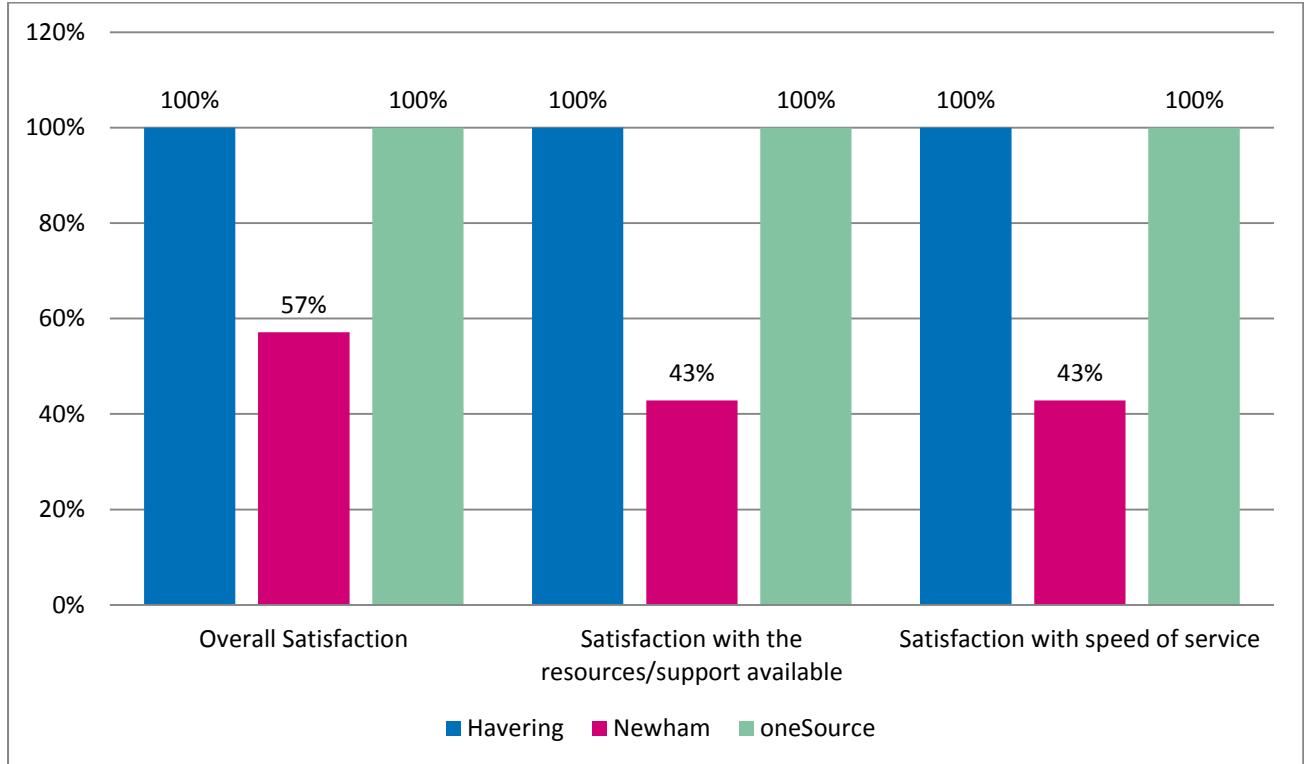
Graph 6: Property Services – Satisfaction by Individual Organisation

Exchequer and Transactional

Finance Transactional

Finance Transactional has seen an increase across all three indicators, with the most significant increase in overall satisfaction (+8%).

Graph 7: Finance Transactional (September 2015 vs. March 2016)

Finance Transactional met its target in all three indicators for LBN; and achieved near or above the target for oneSource. However, Finance Transactional was rated the second lowest in Havering though no reasons were cited by customers to account for the disparity.
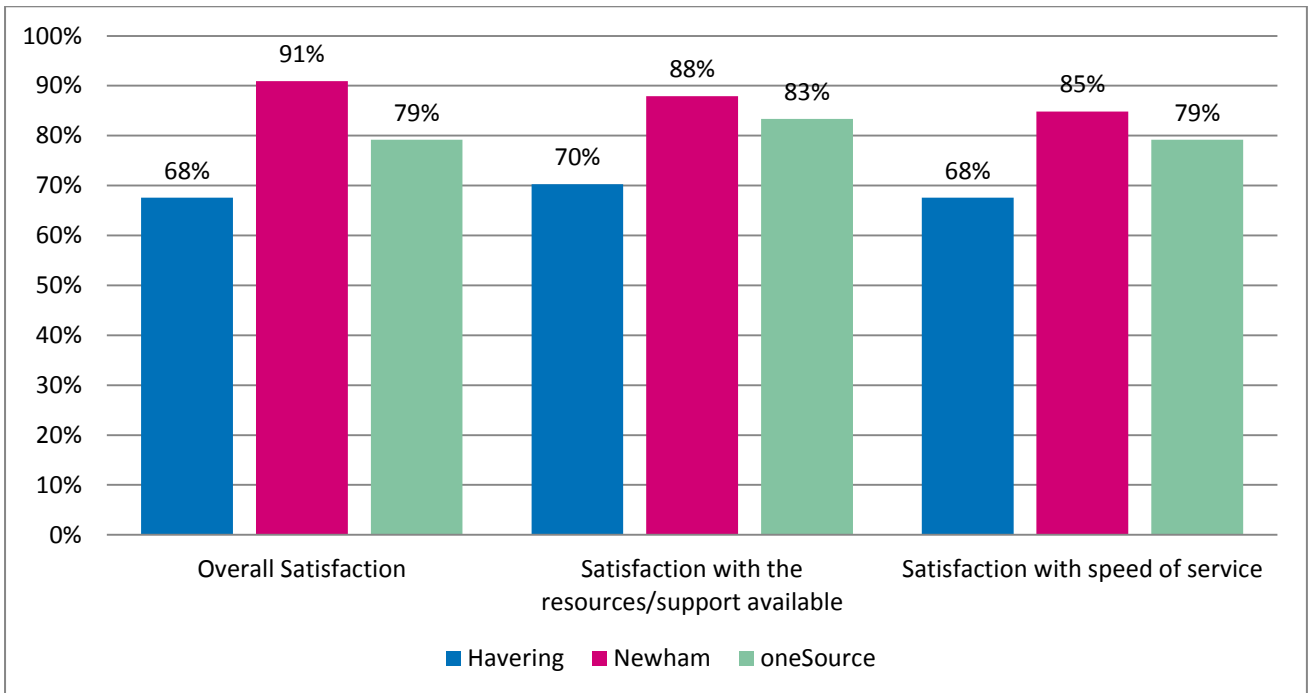
Graph 8: Finance Transactional – Satisfaction by Individual Organisation

There were a few issues raised regarding Finance Transactional including:

- Slow or differing response times to queries;
- Lost payments;
- Purchase Order process (i.e. the point at which to obtain and provide PO numbers to suppliers).

There were also issues centred on the iProcurement system, including:

- PO numbers not send via the system;
- Difficulties in searching or inputting information;
- Not responsive in adding new suppliers;
- Additional manual effort needed to input or provide information.

HR Transactional

The combined overall customer satisfaction for HR Transactional is 77%, rising by 7%. Across Havering, Newham and oneSource customers, the overall satisfaction was 76%, 70% and 86% respectively.
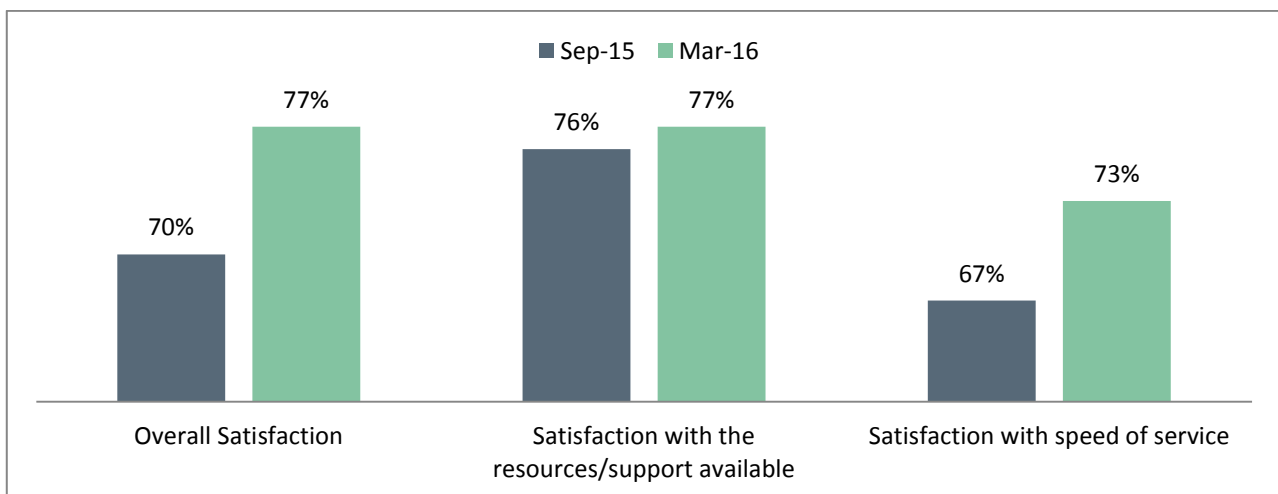
Graph 9: HR Transactional (September 2015 vs. March 2016)
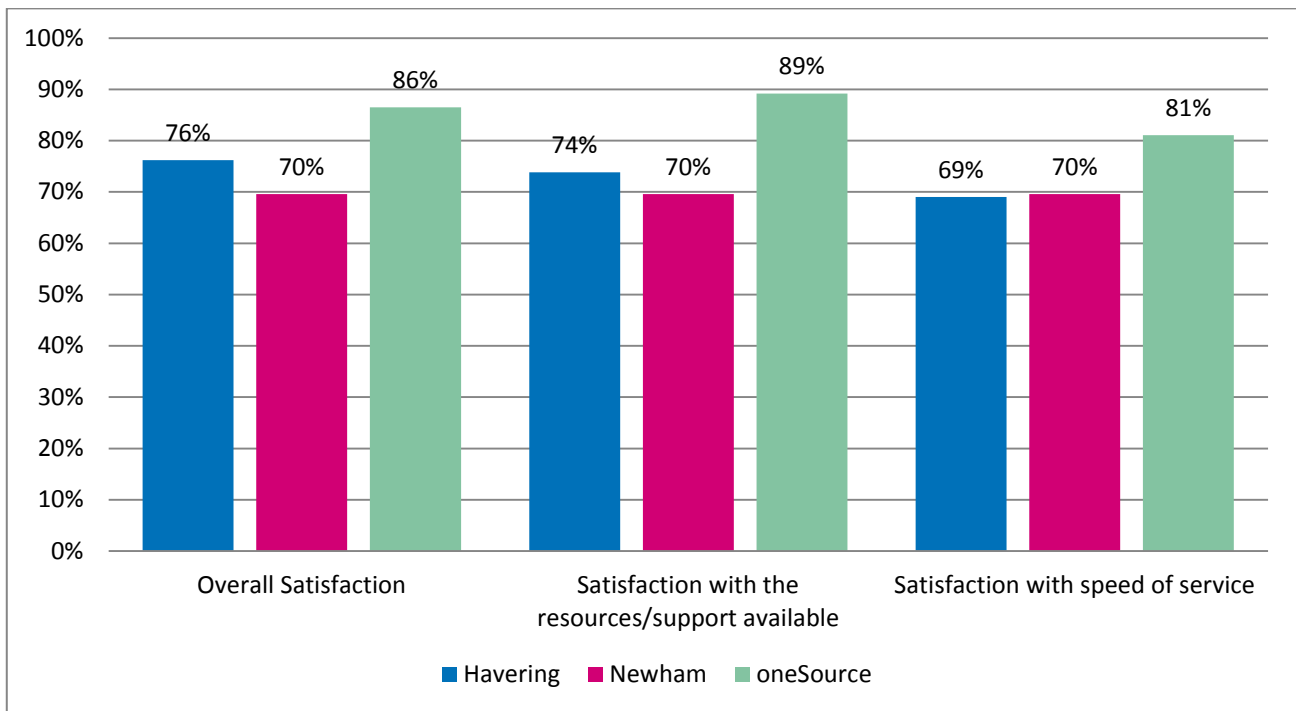
Graph 10: HR Transactional – Satisfaction by Individual Organisation

Since March 2015, HR Transactional has made significant improvements in customer satisfaction, more than doubling its score in Havering. Satisfaction in LBH is now 76%, in comparison to March 2015, where HR Transactional was the worst performing service with only 33% of customers satisfied. This was mainly driven by a poor recruitment IT system, which has since been replaced by another system that is utilised in both councils.

There were a number of issues identified within HR Transactional including:

- Lack of ownership regarding errors;
- Mistakes in recruitment and payroll, including overpayments;
- Delays in recruitment process, leading to candidates withdrawing;
- Unwillingness to engage in resolving problems;
- Slowness in handling staffing structures and acting up requests;
- Poor advice and support.

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Finance

Strategic and Operational Finance

Overall, Strategic and Operational Finance has seen a moderate increase across all three indicators for customer satisfaction. The service was marginally below the target, achieving 79.12% in overall satisfaction. Though Procurement and Internal Audit are delivered as part of Strategic and Operational Finance, it has been surveyed separately.
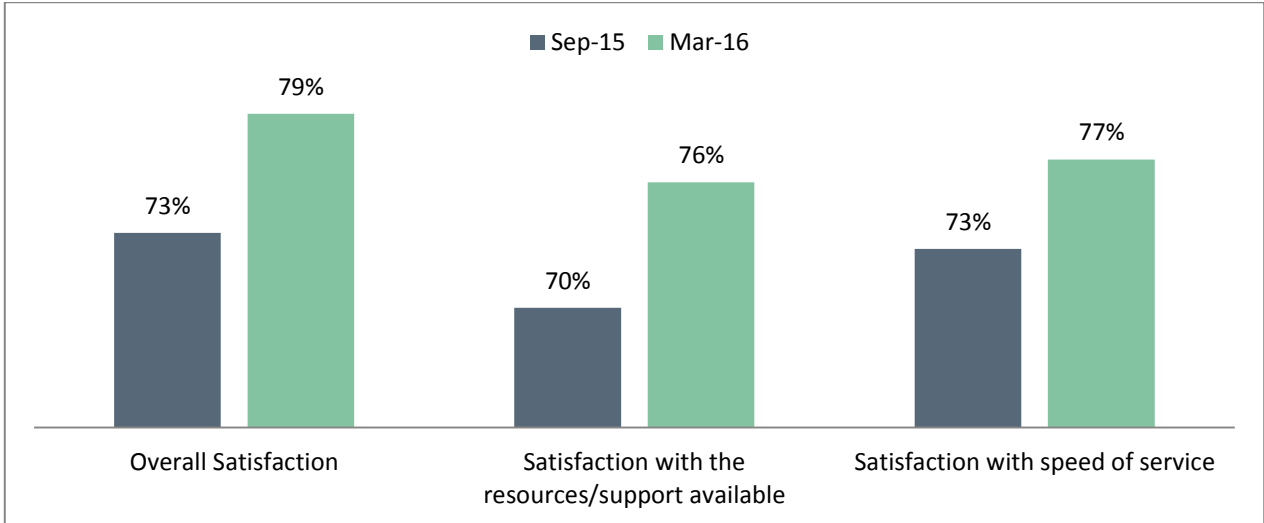
Graph 11: Strategic Finance (September 2015 vs. March 2016)

Within oneSource, Strategic and Operational Finance met its target across all three indicators, achieving 87% in all three. In Havering and Newham, Strategic and Operational Finance was rated lower. Within Havering, the service rated marginally below the target in all three indicators with 79% customer satisfaction. However in Newham, overall satisfaction was 74%.
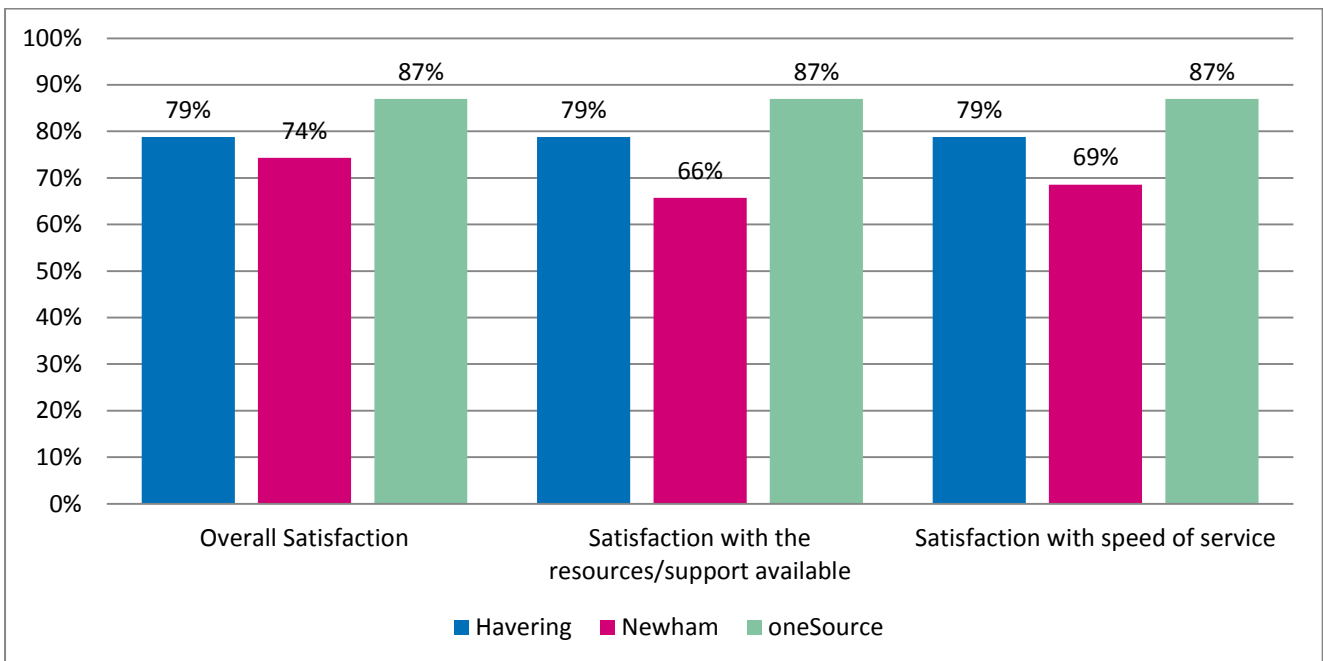
Graph 12: Strategic Finance – Satisfaction by Individual Organisation

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There were a number of issues identified within Operational and Strategic Finance including:

- Limited understanding about different services areas;
- Delays in responding to queries;
- Poor support, guidance or engagement (e.g. helping to produce business plans, new codes for Oracle);
- Poor information flow and communication;
- Little or no involvement in key strategic decisions.

Procurement

Procurement is one of three services to decrease in customer satisfaction since September 2015. Overall satisfaction decreased from 83% to 76%; and satisfaction with resources and satisfaction with speed decreasing by 9% and 7% respectively.
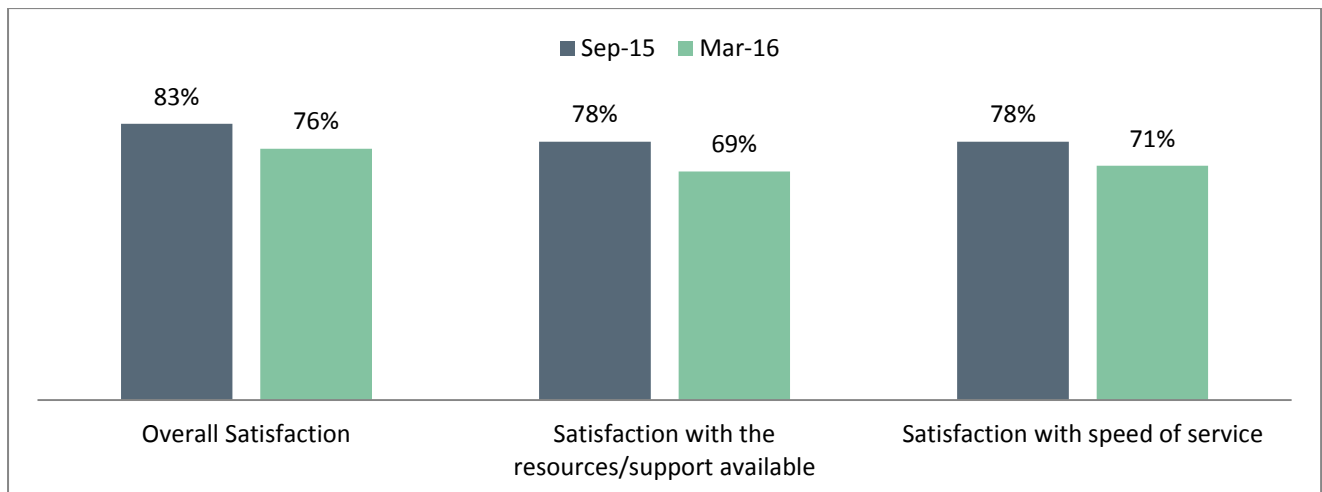
Graph 18: Procurement (September 2015 vs. March 2016)

Within Havering, Procurement had the lowest customer satisfaction with only 67% of customers satisfied with the service. In Newham, only 62% of customers were satisfied with resources and with the speed of service. oneSource rated Procurement as one of its top performing services, but overall it has seen a decrease in all three indicators.
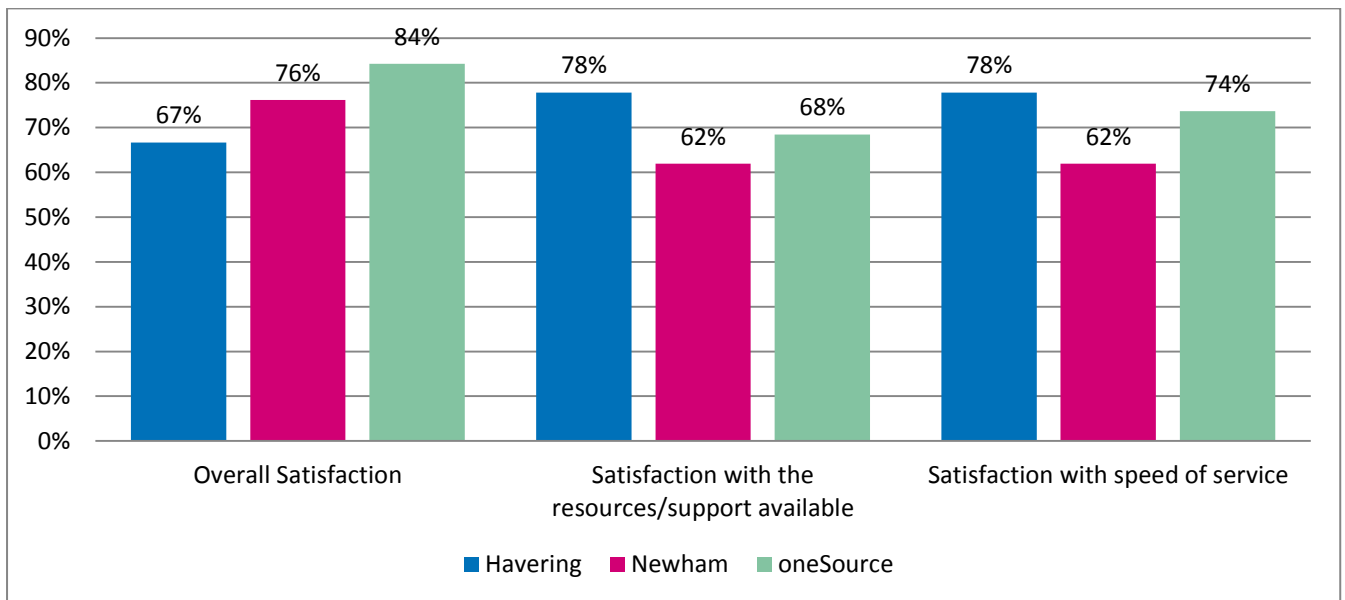
Graph 13: Procurement – Satisfaction by Individual Organisation

Important issues identified include:

- Not delivering contracts;
- Not responsive in adding new suppliers;
- Not responding to queries or problems;
- Constantly changing business partners.

Internal Audit, Risk, Insurance and Counter Fraud

The overall customer satisfaction for Internal Audit, Risk, Insurance and Counter Fraud has improved by 2%; and all three indicators exceeded the 80% target. This is a significant improvement since March 2015, where Internal Audit was rated the second lowest (57%) for customer satisfaction.
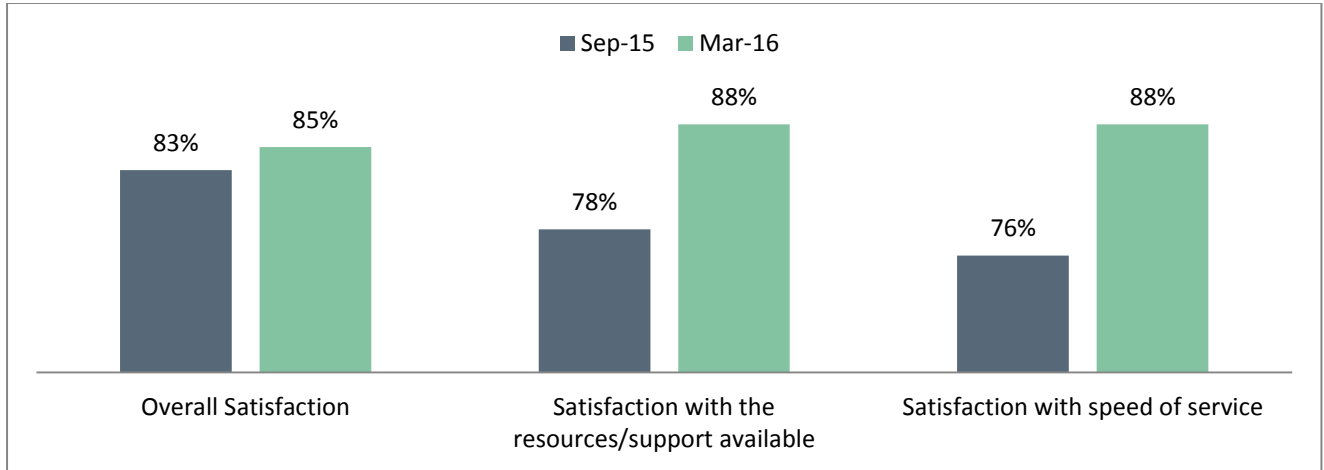
Graph 14: Internal Audit, Risk, Insurance and Counter Fraud (September 2015 vs. March 2016)

Individually, Internal Audit exceeded the target in all three indicators in Havering and oneSource, with 100% satisfaction in Havering. However, in Newham, customer satisfaction reduced from 75% to 60%, and was rated the second lowest. No reasons were given for the decreased customer satisfaction, therefore further investigation is needed by the service to address the disparity.
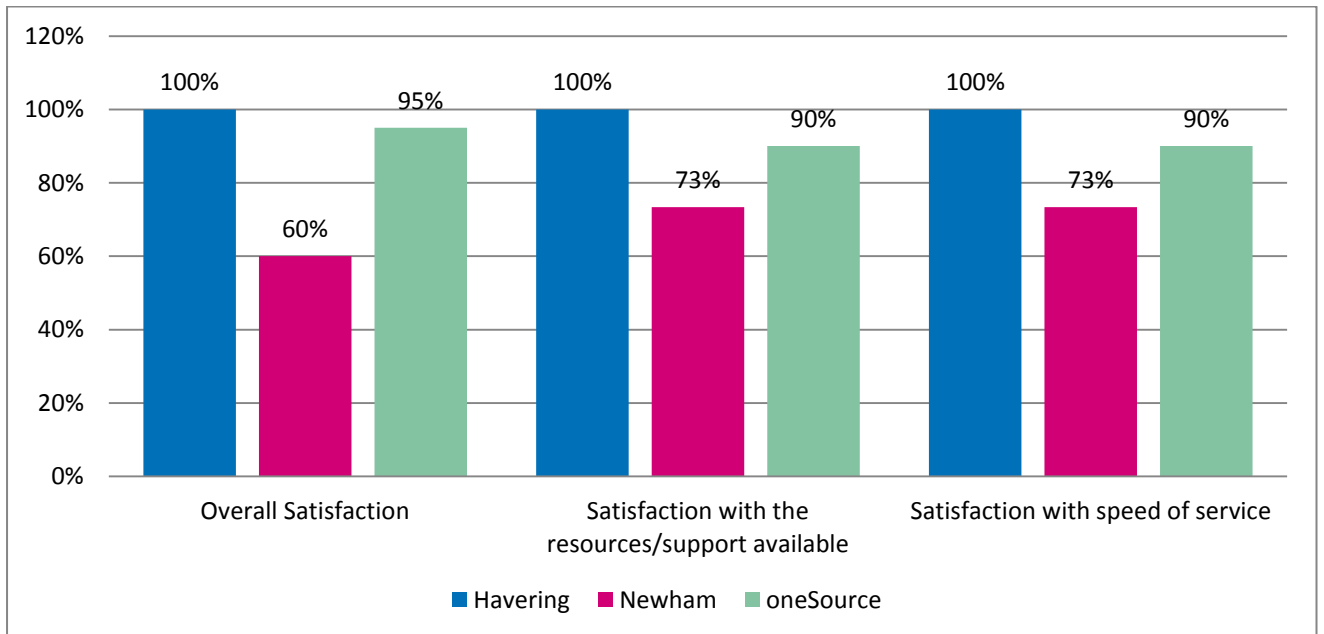
Graph 15: Internal Audit, Insurance, Risk and Counter Fraud – Satisfaction by Individual Organisation

Human Resources

HROD

HROD was one of the top performing services in oneSource, and rated highly in each organisation. Overall combined satisfaction increased by 4%, with 4% increase in satisfaction with resources and 6% increase in satisfaction with speed.
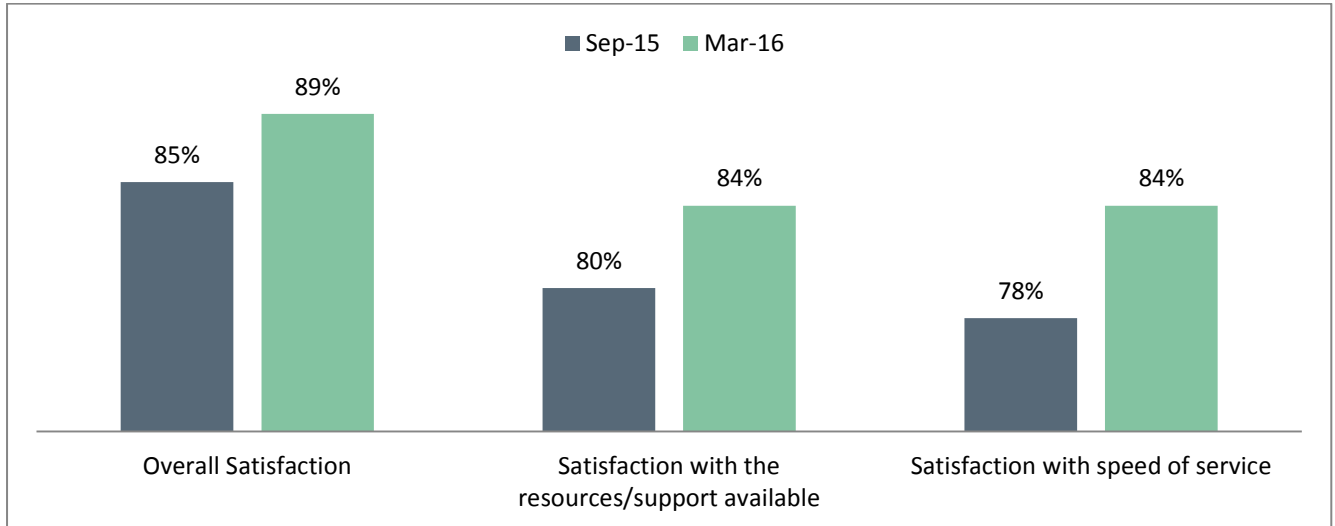
Graph 16: HROD (September 2015 vs. March 2016)

HROD exceeded targets in all three indicators in oneSource and Newham, and exceeded two targets in Havering with satisfaction with speed only 1% below target.
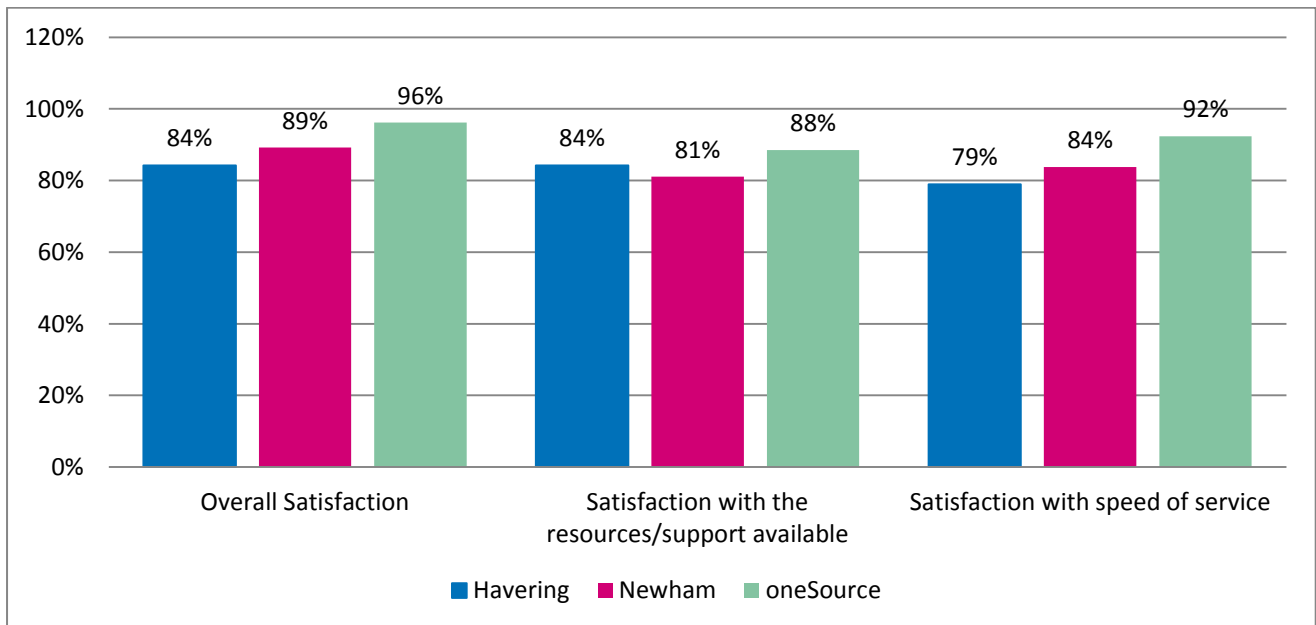
Graph 17: HROD – Satisfaction by Individual Organisation

The only issues raised were in regards to the inconsistent quality of service, which is often officer dependent, and the lack of support (i.e. providing information on what officers are not allowed to do rather than what they can).

ICT

ICT

ICT has decreased in satisfaction in all three indicators. Overall satisfaction has declined by 4% since September 2015; and a 19% decrease in satisfaction with resources and satisfaction with speed of service. It the worst performing service in oneSource in all three indicators.
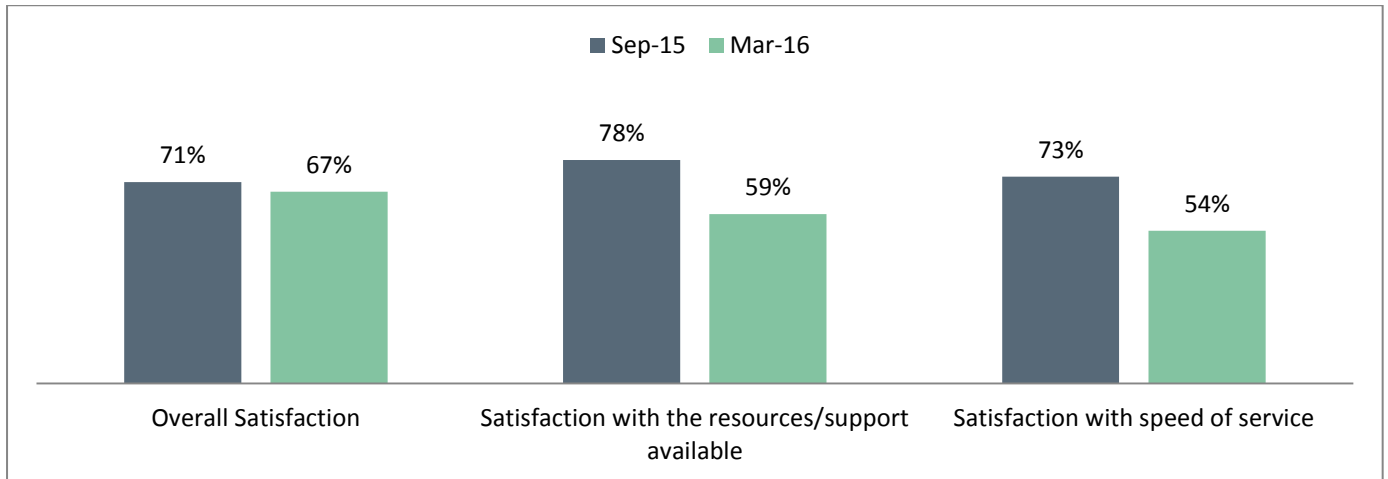
Graph 18: ICT (September 2015 vs. March 2016)

ICT failed to meet its target in any of the three indicators in any of the organisations, though it improved in overall satisfaction in oneSource by 6% to 70%.
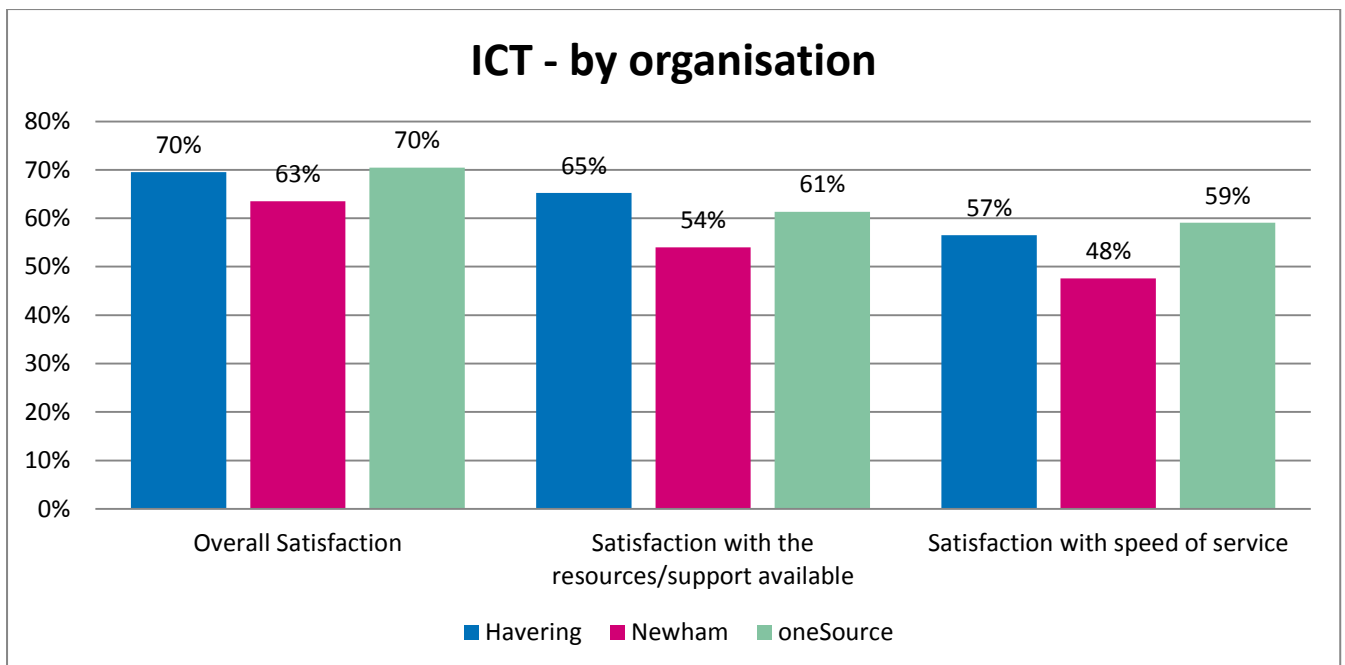
Graph 19: ICT – Satisfaction by Individual Organisation

Upon review of the comments made by customers, there were a number of issues identified within ICT including, with opportunities for improvement.

- Delays in providing hardware (e.g. six month delay in installing ICT lines at the depot);
- Poor responses times;
- Lack of resources available, leading to single points of failure within the service structure;
- Apparent priority given to LBN leading to severe delays in delivery of corporate priorities in LBH;
- Cancelling service requests or issues without resolution;
- Blocking of websites which are fundamental to service delivery (e.g. social media in Culture and Leisure);
- Systems crashes and failures (e.g. Microsoft Outlook);
- Difficulties in obtaining replacement hardware (e.g. keyboards, mice);
- Inconsistent advice and support;
- Lack of communication (e.g. updates, acknowledging global problems, ICT plans);
- Issues with software (e.g. APP database, RAP);
- Lack of specific expertise or sufficient coverage of expertise.

These have led to project delays, service impacts and stoppage of work. The feedback provides guidance for the service on what areas need to be focused upon in order to achieve continuous improvement, and ensure business as usual.

Printing Services

Printing Services has significantly risen in customer satisfaction with a 25% increase since September 2015. It achieved 95% in all three indicators, and was rated one of the best performing services within oneSource.

Graph 20: Printing Services (September 2015 vs. March 2016)

Printing Services surpassed its target in all three indicators in all three organisations. Within oneSource, Printing Services achieved 100% satisfaction across the board, and 100% satisfaction with support and satisfaction with speed for Havering.

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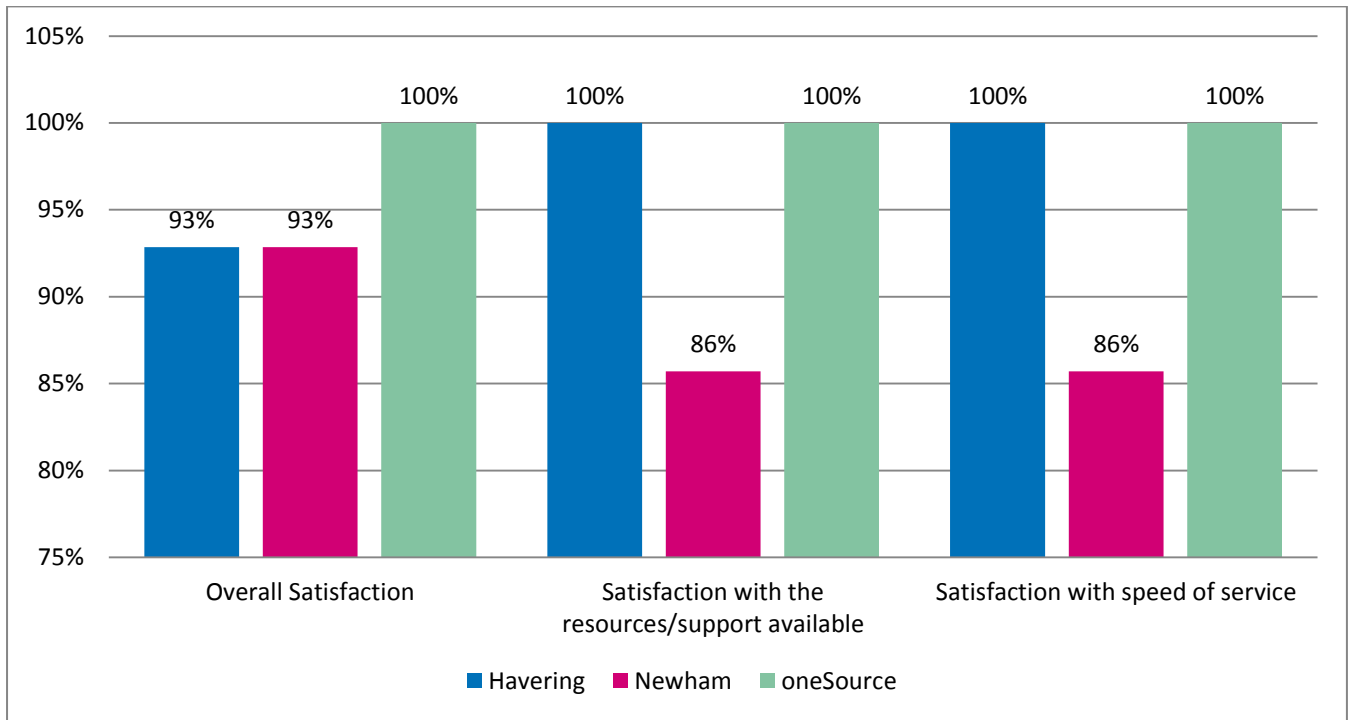
Graph 21: Printing Services – Satisfaction by Individual Organisation

The only issues raised were in regards to the poor customer engagement despite their speediness in delivery.

Legal and Governance

Legal Services

Legal Services has marginally dropped in overall customer satisfaction by 2%, though the biggest decrease is by 10% in satisfaction with resources available.
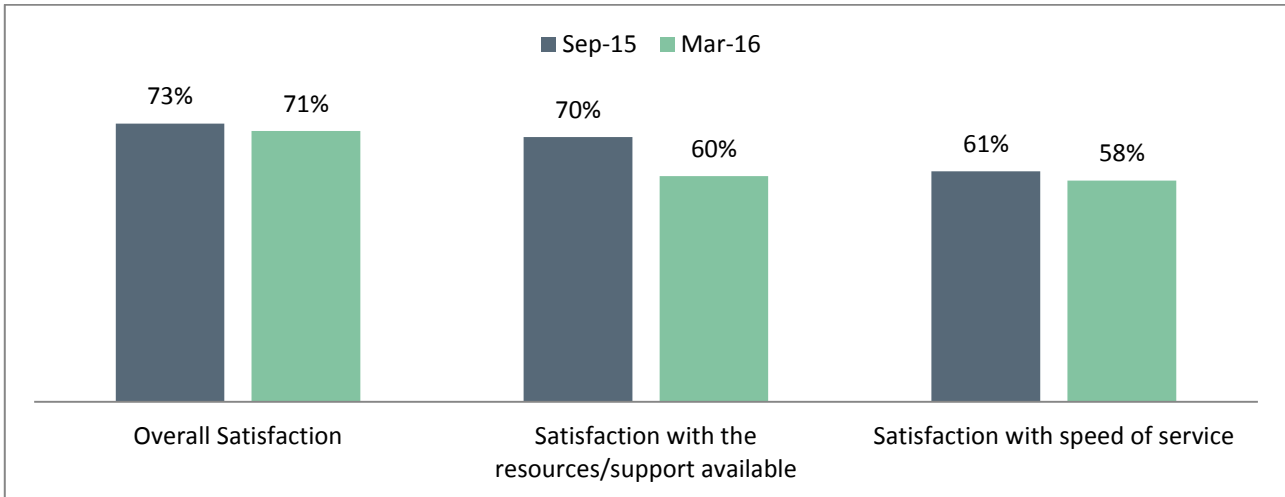
Graph 22: Legal Services (September 2015 vs. March 2016)

Legal Services surpassed its target in overall customer satisfaction in oneSource, but was rated relatively poorly in Havering and Newham. It had one of the lowest satisfaction scores in all three organisations for the speed at which supported. In Havering and Newham, satisfaction with the level of support received was 52% and 54% respectively.
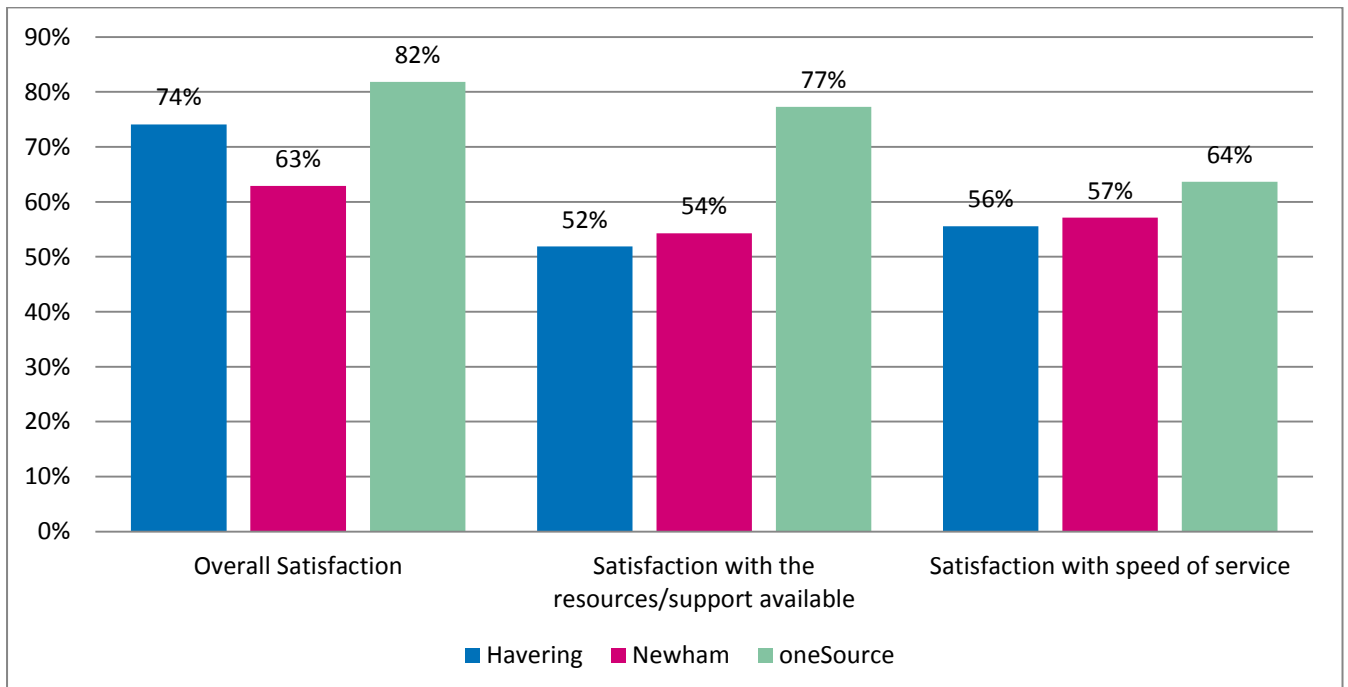
Graph 23: Legal Services – Satisfaction by Individual Organisation

The issues identified included:

- Limited capacity impacting speed at which supported;
- Slow response and action times;
- Delays in work allocation;
- Lack of communication;
- Difficulties in determining whom should be contacted, especially in regards to report clearance;
- Difficulties in obtaining advice.

This has impacted on other services ability to deliver on time, as they are continuously awaiting advice or instructions.

Further Feedback

Although a number of customers are aware that oneSource is in place to deliver savings, they feel that the emphasis on self-service means that managers are not supported when they need it, leading to fragmentation.

For Havering customers, there have several comments regarding delays in delivering services, and the lack of communication between and within services. Comments from Newham customers indicate that they believe that oneSource is restricting the service that they receive and shifting responsibility from oneSource to managers, thus not supporting them to deliver the council's agenda. For oneSource, understandably the comments are centred on greater collaboration between services and reviewing processes to become more efficient and effective.

oneSource Customer Questionnaire March 2016
178 senior managers took part (71 from LBN, 53 from LBH and 54 from oneSource) answering a potential 32 questions (excluding breakdown questions)].

Combined Results (Havering, Newham and oneSource)

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Health and Safety	Legal Services	ICT	Printing Services	**Total**
% Satisfied with the overall service you receive?	76.80%	89.11%	78.72%	79.12%	75.86%	85.42%	83.53%	86.36%	97.67%	71.43%	67.32%	95.00%	**79.45%**
% Satisfied with the amount of resources/level of support available to you?	76.80%	84.16%	78.72%	75.82%	68.97%	87.50%	85.88%	81.82%	93.02%	59.52%	59.48%	95.00%	**75.85%**
% Satisfied the speed at which you received this service?	72.80%	84.16%	76.60%	76.92%	70.69%	87.50%	77.65%	81.82%	95.35%	58.33%	53.59%	95.00%	**73.62%**

Havering

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Health and Safety	Legal Services	ICT	Printing Services	**Total**
% Satisfied with the overall service you receive?	76.19%	84.21%	67.57%	78.79%	66.67%	100.00%	87.50%	100.00%	100.00%	74.07%	69.57%	92.86%	**79.38%**
% Satisfied with the amount of resources/level of support available to you?	73.81%	84.21%	70.27%	78.79%	77.78%	100.00%	91.67%	100.00%	89.47%	51.85%	65.22%	100.00%	**77.19%**
% Satisfied the speed at which you received this service?	69.05%	78.95%	67.57%	78.79%	77.78%	100.00%	87.50%	100.00%	94.74%	55.56%	56.52%	100.00%	**75.00%**

Newham

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Health and Safety	Legal Services	ICT	Printing Services	**Total**
% Satisfied with the overall service you receive?	69.57%	89.19%	90.91%	74.29%	76.19%	60.00%	79.31%	57.14%	91.67%	62.86%	63.49%	92.86%	**74.64%**
% Satisfied with the amount of resources/level of support available to you?	69.57%	81.08%	87.88%	65.71%	61.90%	73.33%	75.86%	42.86%	91.67%	54.29%	53.97%	85.71%	**68.88%**
% Satisfied the speed at which you received this service?	69.57%	83.78%	84.85%	68.57%	61.90%	73.33%	68.97%	42.86%	91.67%	57.14%	47.62%	85.71%	**67.72%**

oneSource

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Health and Safety	Legal Services	ICT	Printing Services	**Total**
% Satisfied with the overall service you receive?	86.49%	96.15%	79.17%	86.96%	84.21%	95.00%	84.38%	100.00%	100.00%	81.82%	70.45%	100.00%	**85.56%**
% Satisfied with the amount of resources/level of support available to you?	89.19%	88.46%	83.33%	86.96%	68.42%	90.00%	90.63%	100.00%	100.00%	77.27%	61.36%	100.00%	**83.03%**
% Satisfied the speed at which you received this service?	81.08%	92.31%	79.17%	86.96%	73.68%	90.00%	78.13%	100.00%	100.00%	63.64%	59.09%	100.00%	**79.42%**

Appendix B

Asset Management

Facilities Management

Quality of work (errors, response times, advice)

- Facilities Management - slow to reply regarding car parking issue **(LBN)**

- In terms of facilities management, resolving problems is very slow. EG, a tap did not work in the women's WC W1 North for several weeks. Also, a sink was blocked from a Thursday to following Tues in same WC. It was reported by a member of staff immediately **(LBN)**

- Facilities management needs improving the building (dockside) is untidy and dirty **(LBN)**

oneSource response:

It is noted that customer satisfaction with Facilities Management within Newham is marginally lower than oneSource and Havering, despite the large increase in satisfaction. The comments raised by Newham regarding Facilities Management are likely as a result of the £570k saving made by the service in building and cleaning maintenance. This was achieved by slightly reducing the frequency of cleans.

Process

- Car parking renewal process needs to be automated; it is too time consuming to print off the form, fill it in and then scan it and e-mail it. The amount of time spent by all car park users doing that could be reduced significantly if the process was automated. I'm sure there are many other processes like this, but this is in the front of my mind this week as I have found it frustrating **(oS)**

- Why has facilities management removed their online form for raising requests? **(oS)**

oneSource response:

Asset Management processes will be reviewed to improve performance and service quality, in addition provide automation where possible.

Property Services

Quality of work (errors, response times, advice)

- Proactively lead property and asset management strategies   Demonstrate collaborative behaviour **(LBN)**

- Property is notoriously slow. I am constantly having to apologise to external partners for late delivery of outcomes **(oS)**

oneSource response:

An Asset Management Group has been established allowing Newham Leadership to work collaboratively with the service.

The ability to respond quickly is limited by a poor property record database. A timeline and funding has been provided to resolve these issues, with improvements being made to the dataset and verification process.

Quality of support (capacity, ability, customer service)

- Projects are entirely stalled by lack of ability, capacity and a misunderstanding of corporate priorities in Property. Ability and capacity also affect legal, though they have a better understanding of corporate priorities **(LBN)**

oneSource response:

There is a higher demand in Newham due to the increased resources in services that utilise Property Services. However, Property Services have fewer resources available despite the demand, which has an impact on the speed of response.

Improvements have been in the last year in Property Services to improve capacity in supporting Newham, especially in regards to the Red Door Ventures. A different operating model has been implemented, in agreement with Newham, to provide earlier instructions to the service. This allows for preparatory work to be conducted earlier and for speedier responses. The outcome of these improvements will be seen in the upcoming year.

Cost

- One of the quotes supplied by Property Services is very high indeed. For example £2,000 to install four external PIR lights! Also our vehicle workshops have cost us far more for some jobs than they needed to. They obtained estimates when they should have asked fro quotes, and one body of work was more than double the price on the estimate. When I queried this and complained the manager I was dealing with supported the supplier rather than the council **(LBH)**

oneSource response:

The service will try to ensure that prices are competitive for customers.

Other comments:

Health and Safety has shown significant improvements since the previous customer satisfaction survey, despite fewer resources available in the service. This is due to the introduction of the Health and Safety Framework and the integration of a single team across Havering and Newham.

Exchequer and Transactional

Transactional HR

Quality of work (errors, response times, advice)

- Payroll and transactional HR - two of my staff members have been overpaid and the issues are not being handled well at all. Our department is losing money as a result and this is also causing my employees a great deal of stress. Also, I don't think that the invoicing system is particularly effective as the issuing of contracts for our sessional teachers. These delays have a massive financial impact on our service. **(LBH)**

- Not sorting out staffing structures and simple acting up requests has a major impact on service delivery, as everything is system driven. **(LBH)**

- The impact on the regular mistakes by HR has cost me money in that I have had to employ agency staff as a result. There have been significant mistakes during recruitment the worst I have seen in any LA. The service is not acceptable and should be placed in house. **(LBH)**

- Speed of response (**x4 LBN)**

- Adecco recruitment - what do they do - very little we all end up going to agencies to get our staff ourselves. **(LBH)**

- Recruitment, so slow - I nearly lost a really good candidate who was about to be poached by someone else - the delays were dreadful- it was as if they didn't care if we appointed or not. **(LBN)**

oneSource response:

The slow response and errors is due to more experienced officers from Havering working with Newham on Oracle go-live and vacancies being held in Exchequer and Transaction due to the launch of the restructure. Service delivery should now improve as Oracle has been implemented. This applies across Exchequer and Transactional services in general. The new structure also addresses these issues and will be in place by September.

Quality of support (capacity, ability, customer service)

- Transactional services - Lack of ownership when they make errors. Unwillingness to engage to sort out problems. **(LBH)**

- HR (Too much red tape and not prepared to deal in common sense) **(LBN)**

- The light-touch recruitment process just created more confusion, around what HR get and do not get involved in. Although the person I have been working with is efficient, polite and responsive, I think they are in a process / system which doesn't really work. **(LBN)**

- Need proactive helpful staff for supporting with recruitment issues**(LBN)**

- The recruitment service is very helpful and I tend to go to them direct rather than use the online option, which I found very cumbersome to use. **(LBN)**

oneSource response:

It is noted that there were many inconsistencies in service provision particularly for recruitment in the last survey. The new recruitment system, Talent Link, has significantly improved the recruitment process – hence an increase in customer satisfaction. The remaining issues regarding recruitment will be addressed in the restructure.

Recommendations

- Fewer divisions of teams in HR - feel as if we don't know who will be doing what and get passed to different subteams **(LBH)**

oneSource response:

Greater communication from oneSource is needed regarding the split between Transactional HR and Strategic and Operational HR. This is being addressed through the restructure process which includes an Improvement Board.

Transactional Finance

Process

- Payments sent often get lost somewhere or if there is a query it takes a while for issues to be raised. **(LBN)**

- oneSource Bailiffs, not performing well enough, external suppliers collect much more which impacts our collection targets **(oS)**

- I send requests for a PO number to Business Support. My understanding of the process is that I am not allowed to commit to purchase anything before I get a PO number, and many suppliers ask for a PO at the point of booking. I think there is a flaw in the process. Business Support will get the PO number and send the documentation immediately to the supplier.... but I haven't yet made the booking because I'm told I have to have a PO number first. So suppliers get PO documents and then make enquiries about what the PO relates to as they don't have a booking. And depending on which Business Support Officer is dealing with your request the amount of notice you yourself get varies form not being told at all to getting an email with all the details **(LBN)**

- When emailing the sharedservices email address about an existing service request, the acknowledgement email contains a new SR number, despite the fact that you already have one. This can get confusing **(LBH)**

Technology and Systems

- iProcurement - requisitions 'get stuck' in the system delaying payments (i.e. CAMHS, LAC). **(LBH)**

- iProcurement - trying to find anything on the system is a nightmare (recycled paper, plastic spoons, use of smart forms). Takes up too much time to search and input **(LBH)**

- Re procurement, I-proc/I-supplier does not seem very responsive in terms of getting new suppliers on there. **(LBH)**

oneSource response:

The customer satisfaction feedback on Exchequer and Transactional services will be used to influence and shape the service as it changes due to a restructure that has just been launched. An Improvement Board is in place to review processes.

The service is working with Oracle's shared application support to rectify the requisitions "stuck" in the system.

Wildcards can be used to search the system allowing users to find the items required (e.g. %spoon); the wildcard can be used anywhere within the search criteria.

New suppliers should be entered on the system within 4-6 weeks, after being checked and classified by the Procurement Unit. The actual set up process in Oracle normally takes 2-3 days, however the process then requires Procurement Unit to provide the pro-class classification for the Suppliers. These are processed currently on a batch basis, usually 10 at a time, hence the 4-6 week timescale. Exchequer and Transactional will send individual suppliers to SPU for pro-class classification when each request is received and actioned them on this basis.

Strategic and Operational Finance

Strategic Finance

Quality of support (capacity, ability, customer service)

- Operational Finance - not knowing about the service. Not able to 'go the extra mile'. Blame culture. **(LBH)**

- Financial services, always unhelpful and obstructive. What do they actually do? **(LBH)**

- Need better communication about new procurement processes; NEPRO in particular is not working well for us in terms of reducing bureaucracy. **(LBH)**

- Procurement do not assist they identify issues for you to resolve. This is similar with corporate finance who increasing not providing support for more and more areas. **(LBH)**

- Refusing to engage in a meaningful way with the service i.e. production of business plan. Little to no involvement in key strategic decisions. **(LBN)**

- Finance adds little value, communication / information is poor for example where is the guidance with regards to new codes to use with Oracle? It is as though cost centre managers provide a service to them! **(LBN)**

- Procurement staff keep changing we need a business partner agreed. Also discussions with David are helpful but they are not always communicated to the team which causes issues getting procurements live and too much reliance on my team to do things procurement should do themselves. **(LBN)**

- I have found the Audit service particularly helpful, speedy turnaround of work, robust and professional service **(oS)**

oneSource response:

oneSource operates a self-service environment where managers are supported to complete tasks by themselves. This can be perceived as a lack of engagement from Strategic and Operational Finance. There needs to be a cultural change programme to clarify the level of support that can be provided given the resources available and the savings that need to be made; and to provide training to other managers to embrace the self-service ethos. Strategic Finance are organising a range of training sessions and drop-ins for managers to support this.

Quality of work (errors, response times, advice)

- Finance - Significant additional staff time spent in this area. **(LBN)**

- I don't feel Finance offers a 'service'. The flow of information and the quality of communication could work better. **(LBN)**

- Delayed or undelivered contracts (x2 LBH, 1 x oS)

- Awaiting a response from procurement to emails 1st sent months ago, contracts may expire. **(LBN)**

- Procurement 70/30 split and e-auctions mean we use a considerable amount of time drawing up tender lists. **(oS)**

Recommendations / Comments

- Removal of Strategic Business Partners. **(2 x LBH)**

- Better support service in Procurement – faster response times (**2x LBN**)

oneSource response:

It is noted that there are delays in response times; which may be caused by a number of factors including managers not fully understanding the intricacy of EU Procurement rules; not involving Procurement at an early stage; or delays in the support provided by Legal service on contracts.

Improvements currently being implemented in Legal will have a positive impact on Strategic Finance. In addition, the upcoming LEAN review will improve service delivery and the effectiveness of processes in Procurement.

Finance is currently undergoing a restructure, which will combine Bexley, Havering and Newham, forming an integrated financial service across the boroughs. The restructure will resolve the issues raised as the service becomes more integrated and adopts common processes; ultimately leading to a service that is capable of providing services internally and externally.

The implementation of the Transformation and Service Improvements Plans will also improve service delivery and the effectiveness of processes, and hopefully address the disparity in customer satisfaction.

Strategic and Operational HR

HR

Quality of support (capacity, ability, customer service)

- HR support is a like a curate's egg. It really does depend on the HR consultant you are allocated. Some such as Jacqueline Smith have been very good.   Others are unfortunately very different. **(LBN)**

- HR appears confused or conflicted about whom they serve and their purpose. The reorganisations seem to have left staff highly defensive and afraid and unable to make decisions **(LBN)**

- HR (not prepared to deal in common sense **(oS)**

- Better strategic engagement with the self service culture to support managers in being clear on expectations **(LBH)**

oneSource response:

The customer satisfaction feedback and the Voice of the Customer exercise has been utilised in redesigning HR for the restructure. A case management will be introduced to track queries and requests, and manage the consistency of advice. Business Partners will remain in place to deal with strategic issues instead of operational issues; with named people in the structure for managers to direct their queries.

The self-service ethos will be better communicated to all managers, especially for new starters, to ensure that staff are aware of the level of support that can be provided.

Quality of work (errors, response times, advice)

- HR - they never seem to be able to get it right. The volume of big mistakes and time delays and costs as a result are not worth paying for this service. **(LBH)**

- HR - they seem to be there to tell you what you can't do as opposed to what you can do **(LBN)**

- Poor HR advice and help **(x2 LBN)**

oneSource response:

The Transformation review and the implementation of Oracle will streamline and standardise processes providing consistent service delivery. The implementation of training standards and a development plan will ensure officers are continually developing to support all managers, regardless of their query.

Technology

- Sort out some key annoyances re one oracle i.e. no PDR electronic process in place for 2 years of PDR cycle **(LBH)**

oneSource response:

Oracle is a shared platform between seven councils in London with common processes utilised. The PDRs cannot be altered to fit only Havering or Newham's processes as this would require bespoke software.

Recommendations / Comments

- HR should be in house as should IT and recruitment that Adecco are supposed to do **(LBH)**

- Fewer divisions of teams in HR - feel as if we don't know who will be doing what and get passed to different subteams**(LBH)**

- HR - Caroline Bloch is excellent. **(LBN)**

oneSource response:

Greater communication is required regarding oneSource, including what it is, how it operates and the split in services (i.e. Transactional HR vs. Strategic HR), to avoid confusion that services have been outsourced and to delineate what functions each service provides. This will be picked up by the Improvement Board.

ICT

Quality of work (errors, response times, advice)

- We have been very frustrated with the service supplied in conjunction with BT and Virgin to get an ICT line installed at one of our depots. This is not the direct fault of ICT, but this has been going on now for more than six months and we still do not have ICT at this depot. **(LBH)**

- Poor ICT response times (*LBH x5*)

- ICT cancel some calls without resolution. **(LBH)**

- Constant chasing of service requests (*LBN x 2*)

- Inability to resolve issues (*LBN x2*)

- I am particularly dissatisfied with the service from ICT as their response times have significantly deteriorated over the past 2 years.... for example, I been waiting over 3 months to be given access to a programme which will help us improve performance and savings ... it's very frustrating as you're just made to feel that your issue is not important to ICT ... and yet when (if) you finally do get someone from ICT to deal with your enquiry it's normally dealt with very well ...I suspect ICT do not have enough staff ?? **(LBN)**

- Consistency of support **(LBN)**

- Poor ICT response times (*LBN x 10*)

- ICT- A request was made for a new hunt group to be set up. Impact - staff receiving calls unrelated to their area of work **(LBN)**

- Poor ICT performance leads to service disruption and impacts on performance **(LBN)**

- ICT have not resolved an issue with software installed on my PC; it took nearly a month to get a new phone. The PC's have different settings and the ability to log on across sites is a major issue. **(LBN)**

- In terms of ICT service the level, quality and speed of response has been very poor over the last year for myself and team members. Calls/logged with the ICT helpdesk are not responded to in a timely manner, the ICT staff lack some specialist knowledge to resolve the fault. The ICT infrastructure and changes to it affect people's ability to do their jobs and obtain the information they need -e.g. freezing screens or applications, slow connections. There is no acknowledgement that these global problems exist and/or are being looked into. **(LBN)**

- ICT not set up properly for new user, poor communications of OneSource processes, etc. Also, many issues with equipment and technology. But some individuals in ICT team have been extremely helpful and responsive. **(oS)**

- General ICT support helpdesk solutions are good and pretty quick and responsive. I am leading on a project to get services on line and channel shift and there are problems with the security. This means the project is almost 10 months overdue as a solution is not yet in place. I realise this will take time and will incur significant cost, but this should have been picked up in the specification and ICT project management. This may be a one off but there is a considerable impact on the CT&B service being able to deliver its own efficiency targets as a result. **(oS)**

- BAU ICT services seem to be failing more often **(oS)**

- I am dissatisfied with ICT generally in terms of response time and closing jobs without solving issues. One job was closed because I was on leave! My major issue, which I addressed directly with John Friend, was that ICT removed mine and my colleagues' access to a shared drive. This had a major impact. There was a period where we constantly had to raise online jobs with facilities management to get tea coffee and paper towels - there did not seem to be any proactive approach. **(oS)**

oneSource response:

The data storage servers, wireless network, e-mail system and some other elements of core infrastructure are in the process of being replaced. Once this has been completed (some projects are already completed with others in progress and to be completed within the year), this will significantly improve response times.

Quality of support (capacity, ability, customer service)

- ICT - The overall lack of resources available, the single points of failure within the service structure and the apparent priority given to LBN projects have severely delayed delivery of corporate priorities within LBH **(LBH)**

- Some services e.g. ICT (service desk) and Print do not appear to be very customer focussed. The customer service we have received has been disappointing. **(LBH)**

- In terms of ICT, the lack of resources to promptly resolve problems has meant that members of my team have not been able to do some aspects of their job for unacceptably long periods. ICT has declined since oneSource came in. **(LBN)**

- The ICT helpdesk is in a position where the responsible staff cannot see anyone at the desk and you have no way of attracting their attention i.e. no buzzer. This means you end up pestering the staff immediately in front of you who get understandably irate as the helpdesk isn't their responsibility. **(LBN)**

- More resources for key corporate systems and interfaces such as CRM/My-Newham etc. **(LBN)**

- Only issue at present is with ICT - resources to address concerns/issues raised **(LBN x2)**

- Looking at ways to improve the expertise in ICT**(LBN)**

- ICT manager also great. **(LBN)**

- ICT seem very stretched. This needs to improve **(oS)**

oneSource response:

ICT has had to redirect some of its business as usual capacity to support some major projects such as Newham 1Oracle, Newham Social Care systems replacement, Havering Housing system replacement, mobile working in Havering Social Care, online Services in Newham, Havering (green waste and Registrars in particular) and for external customer work in Norfolk and Brent. There is a clear need to review how resources are prioritised in conjunction with out customers. Solutions need to be found for resource shortages.

Systems / Technology

- ICT... a couple of observations... 1. Our systems really need to be simpler and more user friendly, if we have to download a 40-page almost unintelligible instruction pdf before we can perform a task then something is wrong.   2. Encryption of devices such as USB drives just happened one day without warning, there are parts of the business (probably quite a lot of them) that need to transfer volumes of information from different machines and platforms, that's the modern world, an arbitrary closing off of the ability to move files around is unhelpful to say the least. 3. Likewise, in Culture and Leisure, we need access to the likes of YouTube, social media channels and external websites. To receive a threatening 'URL Access Warning'... 'this will be referred to your manager' when we want to check a video we've posted is: a) insulting as it implies we're skiving when actually we're working our arses off b) a pain in the neck causing us to waste valuable time trying to find workarounds.   LBH is, or at least should be, an organisation that operates in the 21st century. I appreciate that there may be risks to systems from viruses, but our IT systems seem set up to make life more difficult. We really don't need to be parented about what sites we can or can't visit, it's a matter of trust. **(LBH)**

- The stability of systems is a major factor that impacts on CS performance. We have been highlighting fundamental issues with the Web for 3 years and are still waiting to see any major improvement or initiative to improve the web platform though I have been advised this will now be a priority. Morale is low is CS within the team that deal with the web, they feel they are working with broken tools **(LBH)**

- Outlook - ICT - outlook continually freezes which in turn locks the rest of your computer and you just have to sit and wait for it to respond **(LBH)**

- ICT could provide better quality equipment and could be better value for money. **(LBN)**

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- ICT. Also on our soft wares as some of the functions that other authority uses, we do not have **(LBN)**

- Speed of PC, networks and Oracle is slow **(oS)**

- Slow systems/ network **(LBH x 2)**

oneSource response:

As previously mentioned, the data storage servers, wireless network, e-mail system and some other elements of core infrastructure are in the process of being replaced. In addition, the Havering web site is now 5 years old and has struggled to cope with the increased volume of traffic. This is a high priority for replacement and will be carried out during this summer.

Cost

- ICT costing is expensive, by way of example: a member of my team ordered an ordinary mouse for her computer, which cost £60. This is just one example. **(LBN)**

oneSource response:

The service will try to ensure that prices are competitive for customers.

Recommendations / Comments

- Improve ICT **(LBH)**

- It must improve quality, processes (systems thinking/lean) and response times so that its front line services (the face of oneSource) can perform to the best of their ability. I don't get the sense that oneSource services really work as 'one' but as silos with their own agendas **(LBH)**

- HR should be in house as should IT and recruitment that Adecco are supposed to do **(LBH)**

- Take ICT out of oneSource and separate them **(LBN/LBH)**

- Only issue at present is with ICT - resources to address concerns/issues raised **(LBN)**

- ICT could be more responsive **(LBN)**

- Better ICT, clearer vision as to what OneSource wants to achieve and job security **(LBN)**

- A member of ICT to be based in offices spread around the borough away from the main ICT hub **(LBN)**

- Invest on ICT **(LBN)**

- I am dissatisfied with ICT - It prevents both myself and that of my direct reports from undertaking our duties and responsibilities **(LBN)**

- ICT   This department through no fault of the officers & Management is clearly struggling with the weight put on them. This is the worst the service has ever been. **(LBN)**

- ICT manager also great. **(LBN)**

oneSource response:

In order to achieve savings targets (approx. £750k PA) and deliver essential changes to security environments the ICT service had to redirect scarce resources for a period of time and hold back from filling vacant posts previously. In the last few months, ICT has filled nearly all posts, brought in 5 new apprentices and are using two new external suppliers to complement our internal change capacity. ICT can see from the very high volume of customer feedback scores on individual service requests that satisfaction has increased significantly in recent months from around 5.8/7 to 6.1 out of 7 (see Appendix C), but perception and confidence always lag actual experiences, so we expect to see overall satisfaction increase consistently during 2016/17. The councils currently have a number of important systems such as e-mail which are very old and are in the process of being replaced. This will make a big difference to user experience and therefore overall satisfaction.

Legal Services

Quality of work (errors, response times, advice)

- Legal - delays in work allocation and lack of communication. Timescales missed because of this.

- Slow response times (**LBH x3, oS x3, 1x LBN)**

- There is an ongoing legal issue with LB Newham which has caused problems using legal services. We have had to ask another legal rep from another department to represent us as legal now supports LBH and LBN which has caused a conflict of interest in this instance. **(LBH)**

- Legal - almost impossible to get assistance, too many staff changes, unable to obtain advice. **(LBN)**

oneSource response

Legal services are undertaking a number of workstreams to address issues raised. Most importantly, Legal services are in a process of fully implementing a case management software that will improve communication and information going to client departments. It will also create efficiencies in automating tasks and providing clear timetables for staff. They are working with ICT on a new intranet page for instructing Legal services that will automatically refer matters to the correct team and generate responses.

Quality of support

- Legal - not sure who does what and who we should go to for advice; particularly for report clearance we seem to be starting form scratch all the time. **(LBN)**

- High level of dependency on legal and property services. Both appear inadequately resourced to meet service needs. Requests for support and advice are often simply ignored. **(LBN)**

- Projects are entirely stalled by lack of ability, capacity and a misunderstanding of corporate priorities in Property. Ability and capacity also affect legal, though they have a better understanding of corporate priorities. **(LBN)**

- Legal. Clare Roberts is excellent. **(LBN)**

- Legal services is variable. Great service regarding contract work but poor service regarding another piece of work where no update on progress etc. given. **(2 x oS, 1 x LBN)**

- There has been a change of staff and things seem to be improving. This has prevented the pensions team complying with their regs, and delayed monies coming into the pension fund timely. **(oS)**

oneSource response

Legal services have addressed ability in a number of areas; bringing in staff to support important areas like CSSB, housing and regeneration; acting against poor performing staff and locums; and introduced standard objectives.

Capacity issues are being addressed by improving management information and SLAs based on client need. As stated, with client agreement we have brought in experienced key staff. This is backed up by joining the London Boroughs Legal Alliance which has frameworks for both solicitors and barristers when legal services can support. One firm is already supporting Carpenters estate work in Newham following a mini-tender.

Price

- Spend a lot on Legal Services but don't know what this pays for as invoices are unclear. **(LBN)**

Other Comments

Customer Service / Staff

- Overly bureaucratic systems. Refusal to go beyond standard customer service leading to frustration and not knowing who can resolve query. Hands off approach in excess of self service. E-mails not replied to. Phone calls not returned. **(LBH)**

- Imbed staff within the teams they are supposed to support. Understand the businesses needs and support it effectively. In the areas where this is evident efficiency increases. **(LBH x 2)**

- Look at ensuring the sections are more joined up - e.g. being passed to people within their own sections rather than taking ownership of the issue / query **(LBH)**

- Greater flexibility when trying to engage with external customers. Better support with marketing. Some overall customer services/marketing training. **(LBH)**

- Train staff on customer service. Employ the right people - ones who care about the role. **(LBH)**

- Better understanding of the services supported and engage strategically and authoritatively **(LBH x 3, 1 x LBN)**

- Staff need willingness to 'own a problem'. It is become a near universal experience that the first response is to refer to someone else or pass over to someone else. I had one experience during the year of someone who said 'I don't know the answer but I will find out and get back to you straight away' - that was so refreshing. It was someone newly appointed to employee services. ICT tend to be very good at responding and solving problems too. **(LBN)**

- I appreciate that we are all experiencing some challenging times, but has a Customer facing service at times we are finding it very difficult to competently address their enquires. **(LBN)**

- Order in office very important to me such as allowing staff to get on with work in peace, few staff (mostly agency staff) are very loud and disrupting. Management should put a stop to this and not encourage. Management need staff who work and not entertain them. May be a little during working hours I don't mind. **(LBN)**

- I think all the process and procedures need to be reviewed, and oneSource need to see themselves as selling services to internal customers and sort out their customer services. **(LBN)**

- Strong management that I can look up to, who do their job well, who don't mind stepping in helping team such as when we are very busy with telephone calls and management who treats everyone in the same manner - same rule for everyone. **(LBN)**

- Less focus on making things cheaper and more focus on making things better (as above). They could start by actually listening to what staff tell them about their own service. **(LBN)**

- Look at focusing on how we can achieve what we want rather than informing us that things are not possible - provide alternatives more. **(oS)**

Communication / Information

- More information on the intranet regarding oneSource and named contacts **(LBH x 2)**

- Focus on mapping processes and communication **(LBH)**

- Better communication and understanding **(LBH x2)**

- Provide details and results of customer satisfaction surveys (**LBN x 2)**

- I don't like anonymous email addresses.   I don't like hearing about what Havering is doing and what oneSource is doing for Havering. I don't need to know about Havering. **(LBN)**

- Regular customer satisfaction surveys like this. **(LBN)**

Self-service / Support

- Stop shifting responsibilities from oneSource to frontline managers or services that lack capacity to take additional responsibility (LBH x2, LBN x 1)

- Need to clearly communicate processes and help staff to understand the self service model better **(LBH)**

- To save time and money return to the departments putting in their own recharges rather than having shared services do it 2 people don't need to do 1 job **(LBH)**

- More business like distinction in providing a service but being clear when managers should be doing thing an reporting that up so remedial action can be put in place **(LBH)**

- Extremely frustrating that more pressure is being placed on operational managers for tasks that were previously supported by central services. Central charges are still being paid but oneSource seems to be taking on a more 'policing / auditing' role than supporting managers. **(LBN)**

- Fragmentation due to self-service **(oS)**

Resources / Funding

- More resources **(LBH x 3, LBN x 2, oS x 1)**

- More staff to work on Havering issues **(LBH)**

Operation of oneSource (values, savings, performance)

- Greater flexibility when trying to engage with external customers. Better support with marketing. **(LBH)**

- Most staff are genuinely helpful and try to assist if they can, however council services and the way in which services are now delivered (and are continuing to develop) does not blend well with the process that OneSource continue to use as a legacy from LBN. We are entering a new age for Local Authorities and OneSource needs to have SLAs, process, and procedures that are modern and are fit for purpose. **(LBN)**

- The implementation of oneSource has created operational difficulties in my service. I wonder whether any impact assessments were undertaken to examine how the implementation would affect services. **(LBN)**

- Set up overarching agreements with service at the beginning of the year about the service that is needed **(LBN)**

- To get away from the blanket approach (one fits all) **(LBN)**

- Directors and staff to visibly operate as oneSource not individual councils. **(LBN)**

- Consider Newham and Havering as separate customers with individual needs **(LBN)**

- oneSource needs to think about customers, not introduce new processes without consultation i.e. work with services not do things to them **(LBN)**

- Listen to what we need to deliver the council's agenda and provide that service rather than continually restricting the service we receive **(LBN)**

- They need to be quick, responsive, and understand the overall business from a business perspective. **(LBN)**

- If we have ACT allow people to demonstrate it, service reviews are all about saving money at all cost and have not to date improved performance but in effect reduced the quality of service - what is the real cost of these short term savings **(oS)**

- Adjust its offer to meet the needs of the service **(oS)**

- Improve quality and focus on oneSource Service to support them to deliver a better service throughout **(oS)**

Quality of work (errors, response times, advice)

- Better response times needed (LBH x 9. LBN x 2, oS x 1)

- Respond to requests and queries. **(LBH)**

- Clearer information in responses / Consistent and accurate advice **(LBH x 1 LBN x1 oS x 1)**

- We should be able to arrange our own servicing for horticultural machinery across the board. It's not carried out quickly enough and is frequently extremely expensive. Given the choice I would not use the council workshops at all.

- Complaints from customers and residents of not dealing with their enquiries **(LBN)**

Costs / Prices

- By working harder to obtain lower prices. **(LBH)**

- I realise that we are all trying to make savings, but when people are supplying services that we can't get ourselves they do not appear to be making much effort to get best value. **(LBH)**

- Reduce my costs in line with my budget reductions. **(LBN)**

Process

- Single point of contact for queries. **(LBH x 2)**

- The systems and bureaucracy, still too much red tape not enough get on and do it. **(LBH)**

- Provide us with a telephone number to call for each service so that we can solve things quickly rather us wasting our time waiting for one source to unblock the system- oneSource then becomes part of the problem when not responding quickly. **(LBN)**

- Focus on mapping processes and communication **(LBN)**

- Review processes and forms etc. to strip down to what is necessary for the client to give, not just what has always been asked for. Also unnecessary stages in processes and decision making structures should be removed. Then move them online. **(oS)**

- Hard to say, Oracle needs to bed in so we can see how Services are managed and then look to see if and where improvements can be made. **(oS)**

- Budget setting**(oS)**

Technology and Systems

- Review systems to see how they can be made more user friendly (i.e. talent link is difficult to use, is not intuitive, CP is consistently of-line, freezes, takes ages to use) **(LBN)**

- Look at being more digital from the employee perspective - removal of paper forms, automating approvals and processes.**(oS)**

- Move transactional services online. **(oS)**

- Leaner and faster Oracle system. Automated email alerts from the dashboard. **(oS)**

Alignment / Collaboration

- As oneSource I think we should all be working much more collaboratively and trying to support each other. **(LBH)**

- Set up a single log on **(oS)**

- Greater alignment between councils and operationally (**oS x 3**)

Other / Comments

- The supports service I have used have been of value to me **(LBH x 3)**

- Stop being jobs worthy **(LBH)**

- Process reengineering. **(LBH)**

- Get the services in house. **(LBH)**

- Salary is important - protect my grade. Money makes everything positive. Poor pay does not encourage motivate me to go to work in the morning. **(LBN)**

- Was unable to do my job, not happy **(LBN)**

- When they couldn't contact me, they said they weren't able to find out who my Line Manager was despite the details being available on the Intranet. **(LBN)**

- Has an impact on the service we provide, especially being frontline **(LBN)**

- Almost all colleagues in oneSource seem over stretched **(LBN)**

- Business Development **(LBN)**

- Procurement, Legal, Health & Safety, and Strategic finance (not business partnering who are useful (in response to which services do not add value) **(LBN)**

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- Made job harder to complete **(oS)**

- Made job harder to complete **(oS)**

Appendix C – ICT Transactional Customer Satisfaction Score

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ONESOURCE JOINT COMMITTEE	8 JULY 2016
Subject heading:	**oneSource Transformation Update**
Report author and contact details:	**Stephanie Sharp** **Interim Head of Business Development** **01708 433613** **Stephanie.Sharp@oneSource.co.uk**
Financial summary:	**oneSource is required to deliver savings to the councils through transformation, creating shared services to remove duplication and improve process efficiency. This report identifies progress on delivering savings from the transformation projects.**
Is this a Key Decision?	**No**

SUMMARY

The transformation projects covering Finance, HR & OD and Transactional Services are coming to a finish with staff consultation of new structures currently in progress. Once implemented savings of £2.349m will be delivered in 2016/17 against a target of £3.042m an under achievement of £0.693m. The difference will be found through the current level of vacant posts. £3.633m will be achieved in 2017/18 compared to a target of £3.724m a difference of £0.091m.

The asset management reviews for 2014/15 is currently in formal consultation until 15th July. A verbal update will be provided to Members.

RECOMMENDATIONS

The Joint Committee is recommended to note progress on delivering the required savings from oneSource from the current transformation projects.

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REPORT DETAIL

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1.0 Introduction

1.1 At its meeting on 26 June 2015, the Joint Committee received a transformation report that identified the transformation projects for 2015/16 were:

- Transactional Human Resources (including payroll)
- Transactional Finance
- Operational & Strategic Finance (including Assurance and Systems)
- Operational & Strategic Human Resources
- Council Tax & Benefits
- Democratic & Electoral Services
- Debt management / Recovery Team
- Pensions (Contract at LBN).

1.2 These projects are now entering their final phase with the majority having completed the review phase and being implemented this year.

1.3 This report provides an update on progress on the HR, Finance, Council Tax and Benefits projects and Democratic Services. Implementation work on the Debt Management/Recovery team and Pensions service projects will be continuing as reported in the last update.

2.0 Operational & Strategic Finance

2.1 As previously reported, consultation on the restructures of the Assurance Service (internal audit, fraud, risk and insurance) and the Finance Service (including systems) were due to close at the end of May 2016.

2.2 The Assurance Service restructure has now been finalised, as scheduled, and an Assurance Staff Briefing Event was held on 15th June 2016 to outline the final agreed structure to all the assurance staff across Newham, Havering and Bexley. A project plan has been prepared to recruit to all the posts in the agreed structure over the next few weeks. Interviews will be open to the relevant staff whose substantive posts are in the current audit functions at Bexley, Havering and Newham and who meet the ring fencing requirements for interview.

2.3 Interviews for the Head of Assurance were held on 22nd June and David Hogan, the current Head of Internal Audit at Bexley, was successful and will formally take up this new role on 1st August 2016.

2.4 As Members may be aware, Sandy Hamberger has been covering the oneSource Head of Internal Audit role (covering Newham and Havering) for the last 12 months. As Sandy's substantive post is outside of Audit she was unable to be considered for this new post. Sandy will now hand over the role to David and return to her substantive post as Head of Business Development once she has undertaken a handover with David. Sandy has made a great success of the Interim Head of Internal Audit role and we would like to thank her for all the effort that she has put into the role.

2.5   David Hogan will work with the Interim Director of Finance to fully integrate the assurance teams into the new structure, harmonise working practices as much as possible, continue to develop and enhance the service building on the good work that has already been done, and deliver the budgeted savings targets for the service.

2.6   With respect to the finance (including systems) restructure, due to the volume and depth of the consultation responses from staff, the number of matching challenges to be dealt with, and a request from Havering and Newham senior management team members for further discussions with them on some of the detail of the proposals, it was decided to extend the consultation period for the majority of the restructure proposals (below the Head of Service level) to the end of June, following which the final details of the structure will be determined.

2.7   However, the headline structure of the finance service has been formally agreed and following a competitive interview process with respect to the Heads of Finance, and a slot-in procedure for the Head of Pensions and Treasury, the following appointments have been made:

*   Dave Baldock – Head of Finance - Commercial and Investment Division – Deputy S151 Officer, Newham
*   Radwan Ahmed – Head of Finance - Technical Accounting (including Systems) Division – Deputy S151 Officer, Newham
*   Michael Bate – Head of Finance - Business Partnering Division – Deputy S151 Officer, Bexley
*   Owen Sparks – Head of Finance - Financial Strategy Division – Deputy S151 Officer, Havering
*   Stephen Wild – Head of Pensions and Treasury

2.8   The Heads of Service will formally take up their new roles on 1st August 2016 and will operate under a matrix management approach, each being responsible for a specific functional division servicing all three councils (scalable to take on additional future customers) and additionally the four Heads of Finance will each take on Deputy S151 Officer roles for a specific named council. The S151 Officers were fully involved in the recruitment process and have each selected their Deputy S151 Officers from the successful Head of Finance appointees.

2.9   The Heads of Service are now all working closely with the Interim Director of Finance to finalise their detailed structures, following which the internal recruitment process to populate the new structures will take place. We are confident that the new structures will deliver the budgeted savings targets, as previously outlined to Members, although clearly there will need to be some transitional investment to ensure the successful transformation of the service into a truly "one team", customer focussed, high quality, innovative, value-adding, and forward-thinking service, respected throughout London and beyond, and capable of selling its services to other customers.

3.0 Operational and Strategic Human Resources and Organisational Development (HR&OD)

3.1 Work commenced on this project in March 2015. The key elements of work undertaken included:

- Obtain a baseline position of the service – the "As Is", identifying current service budget, establishment, service offering, cost, performance and customer satisfaction
- Identify and standardise key processes for a shared HR & OD service
- Develop a Target Operating Model for a shared HR & OD service
- Develop a savings schedule identifying where savings from a shared HR & OD service can be made
- Deliver an implementation plan to support implementation of the preferred shared service Target Operating Model (TOM), and improved processes.

3.2 The TOM and proposed structure was successfully launched for formal consultation on May 16th 2016, and is on target to close on June 29th 2016. A project plan, detailing the implementation of the new structure, and embedding revised ways of working with the service has been developed. The key milestones are shown below:

Task	Anticipated Completion date
Assimilations confirmed & Ring-fence Interviews	16 August 2016
Go live	1 September 2016
Key processes standardised	1 September onwards
Case management/work recording system	1 September onwards
Embedding of revised ways of working	1 September onwards

3.3 Work is underway to progress the internal work recording solution, and identify a suitable case management system. In addition to this, key processes being prioritised for improvement by September include sickness, and Job Evaluations. Recruitment will also be aligned across HR & OD and HR Transactions.

3.4 The proposed savings delivered by the new TOM are identified below. The exact cost will be dependent on the appointments made, whether they on LBH or LBN pay scales (with associated on costs) and whether staff work full or part time.

Year	Proposed savings £000's	Cumulative Savings £000's
2016/17	0.300	0.300
2017/18	0.300	0.600
2018/19	0	0

4.0   Transactional Services – Finance and Human Resources (HR)

4.1   Transactional services were split into two projects: Finance and HR. The two projects coordinated with the relevant operation / strategic project where there were potential cross over issues. In some areas all four projects crossed over (e.g. restructure processes in 1-Oracle). Most of the proposed savings for Havering and Newham are through using the same 1-Oracle processes across both councils reducing duplication. However the review did look at how 1-Oracle is used in Havering to see where improvements could be made to either deliver savings or improve the customer experience.

4.2   The next phase of the project is implementation and will run until 1/10/16. A detailed project plan has been developed to take the project through the restructuring phase; consultation with staff, recruitment, process embedding and an element of continuous improvement.

4.3   Formal consultation with all three councils was launched on 9th May 2016 with a presentation to each council. Posters were provided to each council detailing the As Is and To Be structures, the assimilation matrix and communication plan. Initial feedback from the presentations is good with staff pleased with the information left with them.

4.4   Formal consultation was due to end 23 June 2016 (45 days) but now been extended to 1 July 2016 following discussions with the Unions.

4.5   Progress to date:

Transactional Finance project:

- SharePoint site live with all consultation documents, weekly newsletters uploaded
- Various queries on the consultation email have been worked on and completed
- Second set of workshop dates and invite for staff GSS training published on SharePoint.
- Implementation workshop held with Bexley on 7th June to agree continuous improvement actions
- Four assimilation appeals reviewed.
- Meeting with Unions for extended consultation decision.

Transactional HR project:

- E-Resourcing Portal work started for Newham and Havering
- Schools payroll process being discussed and issues being addressed
- All assimilations complete and assimilation matrix completed
- Assimilation and ring fencing arrangement agreed
- To Be structure re-costed after evaluations and sent to Finance for signoff
- Meeting held with Finance to agree costings
- Meeting held with SRO and all HoS to agree assimilation matrix
- Benefits plan drafted
- All appendices for Consultation Report drafted
- Final costings agreed with Finance

- EIA Report completed
- Organisational Change Report finalised
- TU's have signed off the Organisational Change Report for the consultation
- To Be/background Report finalised
- Successful launch on Monday 9th May
- SharePoint site populated and maintained and launched– announcements feature activated
- Transactional Board initiated
- Paper written on the needed change in the Havering authorisation policy and a HROD rep. has been allocated
- Senior management meeting for the E-Resourcing Portal.
- E-Resourcing Portal survey launched.

4.6   Upcoming work:

Transactional Finance project:

- Daily monitoring of consultation email address
- Assimilation Matrix to be updated with any changes from consultation / appeals
- Post consultation meeting with SRO
- Post consultation workshops for staff to be arranged for each borough
- Consultation to close 1 July
- Meeting with Bexley to discuss minor structural change in Debt Recovery to be arranged.

Transactional HR project:

- Follow up the transfer of budgets between HR Transactions and HR & OD with Finance
- Agree process improvement work streams
- Support of the Schools Payroll Project
- Identify funding for the E-Resourcing Portal
- Analyse Portal survey results
- Continue to support the consultation mailbox queries by providing appropriate responses
- Review HR Transactional Job Descriptions
- Map out workflows for the Portal
- Write a charter for the Portal work.

4.7   The proposed Transactional HR savings are shown below:

Year	Proposed savings £000's	Cumulative Savings £000's
2016/17	0.272	0.272
2017/18	0.197	0.469
2018/19		0.469

4.8   The proposed Transactional Finance savings are shown below:

Year	Proposed savings £000's	Cumulative Savings £000's
2016/17	0.562	0.562
2017/18	0.212	0.774
2018/19		0.774

4.09   A common project plan has been developed to map out the implementation of the proposed structure and beyond. This is due to the nature of the functions and the potential for staff to claim posts in either structure. The timescales follow that for HR & OD implementation. The key milestones are shown below:

Task	Anticipated Completion date
Consultation start	9 May 2016
Consultation end	Due to end 23 June 2016 (45 days) has now been extended to 1 July 2016 following discussions with the Unions
Assimilations confirmed & Ring-fence Interviews	16 August 2016
Go live	1 September 2016
Embedding of revised ways of working	1 September onwards

4.10   Although the consultation end-dates have been extended to 1 July 2016 following discussions with the Unions, the anticipated go live date, although challenging, has not changed.

5.0   Total savings identified from Finance and HR & OD projects

5.1   The total savings from the four transformation projects led by the Business Services Team amount to £2.349m in 2016/17, increasing to £3.633m in 2017/18. The summary figures are shown in the table below and compare the actual savings against targets for each year.

Service	2016/17		2017/18	
	Target £000's	Proposed £000's	Target £000's	Proposed £000's
Operational & Strategic Finance	1.390	1.181	1.735	1.782
Transactional Finance & HR	1.081	0.834	1.316	1.243
Operational & Strategic HR	0.571	0.334	0.673	0.608
Total	3.042	2.349	3.724	3.633

5.2   There is a shortfall of savings against target of £693k in 2016/17. This shortfall is due to the target being set in the business case for oneSource as a full year saving. In reality the saving will be part year. However, with the number of vacant posts in the services that already exist prior to any restructures it is likely that any shortfall will be minimised.

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There is minimal risk to delivering the Bexley share of the savings as only a part year requirement has been budgeted. There is a minimal shortfall (£91k) forecast for 2018/19. This is not anticipated to be a problem as the structures have been conservatively costed at the higher end of the potential salary scales. Should there be an actual shortfall, further savings will be found next year.

6.0 Council Tax & Benefits

6.1 The Council Tax and Benefit transformation review was due to commence in 2016/17. A decision was made to start the review earlier in January 2016 to deliver savings earlier. The review is looking to create a shared service between the three councils, however, the Bexley function is provided through a contract with Capita that has a number of years to run. The review will therefore only look at this stage at how the client functions of this contract will work within oneSource.

6.2 The aim of the project is to create one integrated and shared Council Tax and Housing Benefits service, providing an efficient, high performing and affordable service for the councils and residents.

6.3 The objectives are as follows:

- To maximise income collection
- To improve performance for our customers
- To reduce costs through increased efficiency
- To seek new opportunities to grow the business
- To deliver these objectives through innovative thinking and digital by design

6.4 A project board has been created and will lead the transformation process. A project plan has been approved with the following high level milestones shown below:

Task	Anticipated Completion date
Analysis of current position "As Is"	30 March 2016
"To Be" completed including final report, structures, job descriptions, evaluation of job descriptions and high level process design	30 August 2016
Staff Consultation end	15 October 2016
Assimilations confirmed & Ring-fence Interviews	16 December 2016
Go live	2 January 2017
Embedding of revised ways of working	2 January 2017 onwards

6.5 Progress to date

- Gained Board approval for Target Benefits
- Proposed To Be service activities, roles and responsibilities agreed by Business Leads
- Skeleton To Be organisation structure agreed by Business Leads

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- To Be process maps agreed for all working groups including identified business improvements
- Increased income and efficiency benefits from To Be processes identified and quantified
- Communication and engagement sustained through Change Champion Network, newsletter, and team meetings / briefings
- LBN and LBH operational HR Support engaged.

6.6   Upcoming work

- Complete costing of To Be organisation structure and identify savings compared to current budget baselines
- Engagement with senior stakeholders and Members on recommendations
- Complete To Be job descriptions and job evaluations
- Draft Organisation Change Report
- Draft Equalities Impact Assessment
- Engage staff in agreed To Be process maps for comment
- Clarify Digital project milestones and dependencies on benefits realisation
- Deliver detailed gap analysis and develop implementation plan.

6.7   The financial targets for savings from the project are shown below. At this stage the financial benefits to each council of improved cash collection for council tax are excluded. The project plan includes targeted improvement but the financial values are yet to be determined.

Year	Savings Target £000's	Cumulative Savings £000's
2017/18	1.013	1.013
2018/19	0.307	1.320
2019/20	0	1.320

7.0   Democratic services

7.1   The review of Democratic services proposed a restructuring of Committee Administration within Legal and Governance in Havering (Committee Services are delivered outside of oneSource in Newham). The changes are to embed and expand modern ways of working within the team, to bring additional senior skills and client focus into the team but also to deliver savings to meet oneSource targets. The restructure will also embed the structural changes that have been in practice.

7.2   Going forward the structure and roles within the team need to be focussed on:

- Maximising the functionality and use of ICT: using the mod.gov software, the service is now able to provide all committee administration support through the modern.gov software and increasingly governance is delivered online or electronically. The service is not maximising the functionality and use of this software in a range of areas and e-publication and preparation of agendas has

reduced the need for paper based tasks within the team and opened up room for further efficiencies.

- Income generation to deliver future savings: the team can look to expand its income generation through the marketing and delivery of its services to third parties. Currently, there is a successful independent appeals service to schools but this could be expanded as well as the offer of core democratic services to other councils.
- Shared working: the expansion of oneSource will provide opportunities for shared working with other public sector bodies. The team needs to be structured to meet this demand.
- Advisory role: All committee managers must be able to advise Members, officers and the public on the rules and law relating to committee administration without reliance on reduced legal support.
- Modern Governance: The Constitution and decision-making processes of the Council will need to modernise with the changing external environment and advances in technology. The service will need senior capacity to support the Director and Monitoring Officer in delivering this strategic change.

7.3 The changes proposed will give rise to a net saving of approximately £112k in a full year (reducing to approximately £107k after deducting pension back funding costs). The proposed implementation date given below and the phased arrangements mean that only a part year effect of approximately £45k will be achieved in 2016/17. The exact costs of the structure will be dependent on the appointments made.

7.4 Consultation with staff and trade unions from Havering will commenced May 2016 with comments invited at the earliest opportunity. Following approval of the restructure (with any changes agreed after consultation, if any) and on completion of the consultation period, relevant staff will be assimilated/slotted or invited attend the relevant selection or redeployment process, and it is envisaged that this process will be completed in July.

7.5 It is expected that the restructure will be implemented as soon as operationally possible but no later than October.

8.0 Asset Management

8.1 Verbal update.

<div style="border:2px solid black; text-align:center; font-weight:bold;">REASONS AND OPTIONS</div>

Reasons for the decision:

This report is for information only and does not directly require a decision by the Joint Committee.

Other options considered:

Not applicable.

IMPLICATIONS AND RISKS

Financial implications and risks:

The delivery of the transformation programme directly relates to oneSource delivering the required level of savings as per the oneSource business case and subsequent amendments to savings targets agreed by the councils.

Legal implications and risks:

There are no legal implications identified for this report.

Human Resources implications and risks:

The restructure reports that result from the transformation projects are subject to consultation with staff through each council's managing change policies.

Equalities implications and risks:

There are no equality implications identified for this report.

BACKGROUND PAPERS

None

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ONESOURCE
JOINT COMMITTEE

8 July 2016

Subject Heading:

Joint Committee Scheme of Delegation to Officers

Report Author and contact details:

Daniel Fenwick, Director of Legal & Governance
Daniel.fenwick@onesource.co.uk

Financial summary:

Nil

Is this a Key Decision?

Not Applicable

SUMMARY

This report seeks the committee's approval for minor amendments to the attached consolidated Scheme of Delegation to Officers.

RECOMMENDATIONS

For the reasons set out in this report, the Joint Committee is asked to agree minor amendments to the Scheme of Delegation at Appendix A.

REPORT DETAIL

1. **Background**

1.1 The oneSource model is to delegate the powers to operate the shared services from both authorities to the Joint Committee. The Joint Committee then agrees a Scheme of Delegation of those powers to senior officers working for oneSource. Where further delegation of powers to frontline services is required, the Managing Director and Directors agree their own schemes of delegation.

1.2   This ensures the exercise of services as close to the point of delivery as possible and those officers exercising statutory powers have the necessary delegated authority to do so.

1.3   Prior to the implementation of oneSource in April 2014, both Havering and Newham Councils delegated a range of functions to the oneSource Joint Committee. The schedules of functions were essentially cut and pasted from the Councils' Schemes of Delegation. More recently, Bexley Council delegated its finance functions to oneSource.

1.4   At its meeting on 22 January 2016, the Joint Committee agreed its scheme of delegation to officers. This was updated on 18 March 2016 following Bexley Council's decision to delegate its finance functions.

2.   **Proposal**

2.1   In order to ensure its operational effectiveness, the scheme of delegation is continually monitored and, where necessary, amendments made for the Joint Committee to consider. Those amendments are detailed in the attached appendix.

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REASONS AND OPTIONS

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3.   **Reasons for the decision:**

3.1   To ensure the effective and lawful operation of oneSource activities, it is essential that the Scheme of Delegation be reviewed and updated as necessary.

4.   **Other options considered:**

4.1   Not applicable.

IMPLICATIONS AND RISKS

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5. **Financial implications and risks**

5.1 There are no financial implications to the proposals. Decisions are still subject to the financial and other regulations of participating authorities.

6. **Legal implications and risks**

6.1 The Joint Committee has statutory power to delegate its functions to officers.

6.2 For non-executive powers, Under Section 101(5) of the Local Government Act 1972 two or more authorities may discharge any of their functions by a joint committee of their functions by a joint committee of theirs. This empowers the Councils to delegate non-executive powers to the Joint Committee and s.101 also provides that the Joint Committee may delegate powers to officers.

6.3 For executive powers, section 9EB of the Local Government Act 2000 (as amended) and Regulation 11 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 provide the power to delegate executive functions to a joint committee set up under section 101(5) of the Local Government Act 1972. Regulation 11(8) provides that a Joint Committee may arrange for the discharge of any of its function by an officer of one of the authorities concerned.

6.4 For information, most of the functions delegated are executive powers and the Scheme will be kept under review.

Human Resources implications and risks:

The Scheme of Delegation ensures officers have the necessary statutory authority to carry out their jobs.

Equalities implications and risks:

There are no direct equalities implications of this decision.

BACKGROUND PAPERS

None

APPENDICES

A – Proposed revisions to the Joint Committee Scheme of Delegation to Officers for approval

ONESOURCE JOINT COMMITTEE
SCHEME OF DELEGATION

1.   Introduction

1.1.   On 1 April 2014, the London Boroughs of Newham & Havering established a joint committee under s.101 [5] of the Local Government Act 1972 for the discharge of various executive and non-executive functions of each authority via shared arrangements. The London Borough of Bexley subsequently joined on 26 January 2016 for the discharge of its finance functions.

1.2.   This is the scheme of delegation to officers from the oneSource Joint Committee of the participating authorities agreed on 18 March 2016 following the delegation of powers to the Joint Committee by the participating authorities as follows:

Authority	Meeting
Approval for the delegation of the scheme of executive functions to the oneSource Joint Committee	Havering Cabinet 8 July 2015 Newham Cabinet, 23 July 2015 Bexley Cabinet, 26 January 2016
Approval for the delegation of the scheme of non-executive functions to the oneSource Joint Committee	Havering Council, 15 July 2015 Newham Council, 21 September 2015

1.3.   As and when additional functions are delegated to the Joint Committee, whether by Newham, Havering or Bexley or an additional participating council, this Scheme will be amended where required following a decision of the Joint Committee.

1.4.   This Scheme does not form part of any participating council's Constitutions but will be published on each participating council's website.

2.   Definitions

Term	Definition
Joint Committee	The Joint Committee of the participating authorities of oneSource.
participating council	Any local authority which is a member of the Joint

	Committee which may delegate functions to the Joint Committee
officer	An officer of any participating council
oneSource	Officers and services of a participating council falling within the management structure and portfolio of services in oneSource
Scheme	This Scheme of Delegation
Managing Director	The Managing Director of oneSource / the senior management post in oneSource

3. Scope

3.1. This Scheme applies to all services and officers without exception. The Scheme is additional to any powers delegated to officers:

    3.1.1. in a participating council's Constitution, Scheme of Delegation or otherwise

    3.1.2. by virtue of holding a statutory office, e.g. monitoring officer

    3.1.3. by an express delegation of a participating council to an officer

    3.1.4. through an agreement under s.113 of the Local Government Act 1972 or any other secondment agreement.

4. Variations

4.1. Delegations to the Joint Committee can only be agreed by the participating council's executive or council [depending on whether the functions delegated and to be varied are executive or non-executive functions].

4.2. The Joint Committee may vary the delegations in this Scheme.

4.3. The Managing Director may vary the delegations in this Scheme for operational reasons or to reflect changes to the oneSource officer structure but any variations that are intended to be permanent must be agreed by the Joint Committee.

5. Schedule of Designations

5.1. The Scheme delegates powers to officers in accordance with the following designations.

Level	Category	Current Posts	Power to further delegate functions
A	Managing Director, Directors, officers reporting to the Managing Director	[list current posts]	Yes
B	Officers reporting to a level A officer	[list current posts]	Yes

C	Officers reporting to a level B officer	[list current posts]	Yes

5.2. Each post title will include any successor post title that is responsible for any or all of the services delivered by the previous post title.

5.3. The **Managing Director** may exercise any of the powers delegated to officers in this Scheme and / or may delegate any of the powers delegated to officers in this Scheme to any officer, save where prohibited by law and in accordance with the requirements below.

5.4. **Level A-C officers** may exercise the powers delegated to officers at a lower category within their Directorate or service.

5.5. Additionally, in the absence, for whatever reason, of an officer with delegated powers under this Scheme, his/her powers may be exercised in the following order by:

5.5.1. any officer designated to perform the duties of the absent post holder;

5.5.2. their line manager;

6. Officer Powers to Delegate

6.1. **Level A and B officers** should further delegate their powers under this Scheme to any officers within their Directorate/Service (a Level B officer's Scheme of Delegation must be consistent with a Level A officers Scheme of Delegation relating to the same powers).

6.2. Any further delegations exercised by oneSource officers must be:

6.2.1. Set out in a directorate scheme of delegation [template at Appendix B] or

6.2.2. Set out in writing [this may include emails or other electronic communication].

6.3. All directorate schemes of delegation or individual delegations must be notified to the Managing Director and Director of Legal & Governance.

6.4. The Managing Director may nominate in writing a Level A officer as their deputy in his/her absence.

7. General Delegation to Officers

7.1. In addition to any specific delegation in the Scheme, the Committee delegates to all Level A and B officers all the powers necessary to enable them to ensure the operational delivery of services within their responsibility.

8. Urgency

8.1. The Joint Committee delegates power to the Managing Director to exercise any of its decision making powers if a decision is required before the next scheduled meeting of the Joint Committee and the decision is required for one or more of the following circumstances apply;

8.1.1. To manage or avoid financial or legal risk to one or more of the participating authorities.

8.1.2. For health and safety reasons

8.1.3. Any other reason agreed by the Chair of the Joint Committee

8.2. The decision must be made following consultation with the Chair of the Joint Committee and reported for information to the next convenient meeting of the Joint Committee.

9. **Governance**

9.1. Delegated decisions must be made in accordance with a participating Council's constitutional requirements including but not limited to access to information, procurement rules and financial procedures, except for any express delegations made to the Joint Committee by participating authorities.

9.2. In the interests of all participating authorities and good governance, oneSource will always seek to align decision making processes and timetables of each authority when making a decision that affects more than one authority

10. **Publication of Officer Decisions**

11. Decisions with a value over £50,000 must be published in accordance with the participating Council's procedures for the publication of executive decisions made by officers.

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Appendix A: Joint Committee Schedule of Delegated Powers

This table sets out the delegations to the levels of officers in accordance with this scheme.

Unless where stated or where a power relates to general management functions, delegations to officers are limited to their directorate or service.

Delegated powers are primarily delegated to an officer at the First Level but can also be exercised by an officer at second level where they fall within the services or areas of responsibility. .

In accordance with section 6.1 above, Level A or B officers should agree directorate/service Schemes of Delegation to ensure sufficient powers are delegated to Level C and lower level officers to ensure the effective delivery of operational services.

All references to policies and procedures in this Scheme are to be read as references to the policies and procedures of the participating Council, where not specified or except where stated.

	Delegated Power	First Level	Second level
	STRATEGIC MANAGEMENT		
A1	To have overall responsibility for the provision to the participating Councils of the shared services	Managing Director	
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation	None. Retained by Joint Committee	Managing Director [in cases of urgency only]
A3	To consider and approve the annual service plan for each shared service	None.Retained by Joint Committee	Managing Director [in cases of urgency only]
A4	To determine the strategic direction of the shared services operation	None.Retained by Joint Committee	Managing Director [in cases of urgency only]

	Delegated Power	**First Level**	**Second level**
A5	To determine any strategic issue referred to it by the Managing Director	Not Applicable	
A6	To advise the participating Councils what financial resources are required for the delivery of the shared services operation for three financial years ahead from the current financial year	None.Retained by Joint Committee	Managing Director [in cases of urgency only]
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the participating Councils and to make representation to the Councils on the consequences of those restraints as appropriate.	None. Retained by Joint Committee	Managing Director [in cases of urgency only]
A8	To oversee the delivery of programmes agreed by participating authorities	Managing Director	Level A
A9	Agreeing provision of goods, materials or services to another body or person, provision of staff under S112 and S113 of the Local Government Act 1972 (or such other provision as may permit sharing of resources between public authorities) and deciding on the charges levied for such provision	For contract values over £500,000 – Joint Committee For contract values up to £500,000 – Managing Director	Directors – – in compliance with the Contract Procedure Rules of each participating authority
	FINANCE		
B1.	Advice on revenue and capital budgets of the participating Council, including the Housing Revenue Account and advising on housing rent levels.	Level A	Level B
B2.	Monitoring the revenue and capital budgets of the participating Council, including the Housing Revenue Account.	Level A	Level B
B3.	To maintain relevant statutory accounts and registers in respect of the participating council's financial arrangements as prescribed in the financial regulations.	Level A	Level B
	Council Tax, Business Rates & BID levy		
B4.	Exercise of all of a participating Council's powers and duties in respect of the administration, collection and recovery Council tax and non-domestic rates.	Level A	Level B
B5.	Exercise of a participating Council's powers and duties in respect of the administration of	Level A	Level B

	Delegated Power	First Level	Second level
	housing benefit.		
B6.	Exercise of the participating council's functions in relation to the administration, collection and recovery of the levy for a Business Improvement District under the Local Government Act 2000.	Level A	Level B
	Debt Recovery		
B7.	All powers and duties relating to the recovery of debts owed to the Council, including for council tax and non-domestic rates.	Level A	Level B
B8.	All powers to write off sums which are deemed irrecoverable pursuant to financial procedures except Council Tax and Business Rates	Level A & B [all directorates relating to their debts]	
B9.	All powers to write off Council Tax and Business Rates debts are deemed irrecoverable pursuant to financial procedures.	Level A & B	
	Loan Management & Treasury Management		
B10.	Manage the participating councils' loan debt (including borrowing, investing or lending money on the behalf of the Authority), investments, and temporary investments, and pension fund, insurance fund, act as registrar of loan instruments, manage all banking arrangements including numbers and types of accounts at all times subject to compliance to the financial procedures, Treasury Management Policy Statement and borrowing limits and Prudential Code.	Level A	Level B
B11.	Approving all loans in accordance with the participating council's financial regulations and procedures	Level A	Level B
B12.	Prepare, propose and implement a treasury management policy statement, annual strategies pursuant to the participating councils' financial regulations and procedures.	Level A	Level B
	General Financial Powers [All Directorates]		
B13.	To undertake all other financial matters for the participating Council in accordance with the financial procedures of the participating council and professional accounting standards and	Level A, B & C	

		Delegated Power	First Level	Second level
		the authority to incur expenditure approved by the participating Council or the Cabinet [or as provided by this Scheme of Delegation] as appropriate pursuant to limits stipulated in the financial procedures or otherwise and excluding statutory functions retained by the s.151 officer.	[all services]	
B14.		To incur expenditure within the revenue and capital budgets for the relevant service in oneSource as approved by the participating Council, subject to any ICT variation permitted by the participating council's contract and financial procedure rules.	Level A, B & C [all services]	
B15.		After consultation with the relevant Cabinet Member to apply for, accept and manage grants and other external funding up to a financial limit of up to £500k.	Level A	
B16.		To authorise the making of ex gratia payments [or grant of any other benefit] under s.92 of the Local Government Act 2000 [on recommendation by local government ombudsman]	Level A	
Procurement				
B17.		To approve commencement of a tendering process for all contracts up to £500k.	Managing Director up to £500,000	Level A – in compliance with the Contract Procedure Rules of each participating authority
B18.		Power to obtain quotes, to provide tender documents and specifications, invite tenders, evaluate tenders (PQQ) and make recommendations to award tender or select contractors using available frameworks in compliance with the participating council's procedure rules	Level A	Level B
B19.		Power to approve contractual documents up to the values stated in the financial procedures including contractual extensions and renewals, amendments or variations to contracts	Level A to C	
B20.		Power to refer contracts to arbitration, to terminate contracts, withhold payments and enforce contract terms pursuant to financial procedures.	Level A	Level B
B21.		To award contracts on behalf of participating councils	Over £500,000 retained by Committee Up to £500,000 –	

	Delegated Power	First Level	Second level
		Managing Director Level A - in compliance with the Contract Procedure Rules of each participating authority	
B22.	To sign contracts on behalf of the participating council's which do not require sealing	Level A & B	
B23.	Authorising or approving purchase orders and payments pursuant to the limits set out in the financial procedure rules of each participating authority.	Level A & B	
B24.	To make or enter into leasing arrangements for vehicles, plant and equipment.	Level A, B & C	
	Audit & Insurance		
B25.	To manage insurance claims against the participating Council including the power to: To instruct insurers [and their solicitors] to defend claims and, upon their advice, to negotiate and settle insurance claims up to limits provided for in the financial procedures	Level A	Level B (& manager responsible for insurance)
B26.	To make provision for insurance in respect of the participating Councils functions, premises, property, employees, Members and third parties including self-insurance and the selecting of and accepting of tenders for insurance cover and related services which are considered to be best value.	Level A	Level B
B27.	To approve indemnities to officers/members including insurance cover within any existing policy of the participating council [including the agreement of the s.151 and / or monitoring officer where required by the participating council]	Level A	Level B
B28.	To authorise activities under the Regulation of Investigatory Powers Act 2000 in relation to oneSource services [subject to training]	Level A	Level B
B29.	Acting as participating council's reporting officer to the National Criminal Intelligence Service under the Proceeds of Crime Act.	Level A	Level B

		Delegated Power	First Level	Second level
		Fees & Charges		
	B30.	To implement and collect approved fees, charges, rents etc.	Level A	Level B
	B31.	To set and collect statutory fees and charges for services where the fee/charge is levied under a statutory obligation to do so.	Level A	Level B
		Pensions		
	B32.	The administration of the pension fund of the participating council including the outsourcing of services and borrowing, investing or lending money on the behalf of the Authority.	Level A	Level B & C
	B33.	To exercise discretionary and appeal powers delegated to the Pensions Panel	Level A [finance, legal and operational/transactional human resources]	Level B & C [as substitute members]
	B34.	To exercise of all pension powers delegated to officers other than those delegated to the Pensions Panel	Level A	Level B & C
	B35.	To make direct investments in local infrastructure assets as part of the Pension Fund local infrastructure portfolio after consultation (and in accordance with the direction of the Pensions Committee) with the Chair of the relevant committee.	Level A & B	
	B36.	To agree early retirements granted by any school governing body with delegated powers to do so and to make discretionary severance payments in accordance with regulations and guidelines for making such payments to non- school based staff	Level A	Level B
		LEGAL & GOVERNANCE		
		Legal Proceedings: General [Legal Officers only unless specified]		
	C1.	To take any action to commence and / or conduct any civil or criminal proceedings on behalf of a participating council, including but not limited to the instruction of counsel or expert witnesses, any action in respect of any appeal stage or any alternative dispute resolution,	Level A	Level B & C

	Delegated Power	First Level	Second level
	mediation or other form of negotiation.		
C2.	To institute proceedings under s.222 of the Local Government Act 1972 on behalf of a participating council and to take any action to represent the authority in those proceedings	Level A	Level B & C
C3.	To settle claims in proceedings commenced or about to be commenced against a participating Council in a court or tribunal up to a limit of £250,000 settlement value if **in accordance with client officer instructions** and in consultation with the s.151 officer.	Level A Managing Director	Level B Level C up to £100,000 Senior Lawyer up to £50,000
C4.	To agree the settlement of claims where the value of the settlement exceeds £250,000 <u>**with the approval of the relevant individual Cabinet Member**</u> unless the decision is required to be made immediately before, at, or during a hearing in which case the decision maker must report to the relevant Cabinet member for information.	Level A Managing Director	Level B up to £500,000
C5.	To take any step to sign, serve, publish, advertise and receive notices and documents on behalf of the participating council in accordance with any statutory or other legal requirement.	Level A, B & C	Senior Lawyer, Lawyer, Legal Officer.
C6.	To serve requisitions for information and other documents to enable the participating council to receive information in the pursuance of legal proceedings.	Level A, B & C	Senior Lawyer
C7.	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the participating council, to sign such document unless any enactment otherwise requires or unless the participating council has given the necessary authority to some other person for the purposes of such proceedings.	Level A, B & C	Senior Lawyer
C8.	To authorise participating council staff to represent the participating council in proceedings in the County Court of the County Courts Act 1984 and the Magistrates Court under Section 223 Local Government Act 1972.	Level A & B	
C9.	To amend the financial procedures in Financial and Contract Procedures specifically relating to EU contracts and occurring either due to exchange rate changes or EU directed amendments.	Level A & B	

	Delegated Power	First Level	Second level
C10.	To give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO's	Level A, B & C	Senior Lawyer, Lawyer [with planning or property experience]
C11.	Signing Statements of Truth, providing witness statements and statutory declarations in respect of matters within their own knowledge and giving evidence in person on behalf of the Authority	Level A, B and C	Senior Lawyer, Lawyer & Legal Officer * *on own casework only
C12.	Administering cautions in any criminal proceedings.	Level A, B and C	Senior Lawyer
C13.	Applying for Confiscation Orders, restraint, Charging Orders, deduction of wages, injunctions, possession and any other appropriate orders in connection with all criminal legal proceedings initiated by the participating council	Level A, B and C	Senior Lawyer, Lawyer, Legal Officer
C14.	Institute and conduct proceedings, agree to any form of ADR in respect of collection of NNDR, Council Tax or other debt and other related enforcement action in respect of such options including attending creditor meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the participating council.	Level A [finance – in addition to Legal delegations]	Representation in court subject to C8 authorisation
C15.	Representing the participating council at Appeals Service Tribunals	Level A [finance – in addition to Legal delegations]	
C16.	Exercising the councils' functions and powers to administer cautions and administrative penalties with regard to benefit offences under the Social Security Fraud Act 2001.	Level A [finance – in addition to Legal delegations]	
C17.	Applying for communications data in accordance with the powers conferred by the Social Security Fraud Act 2001	Level A [finance – in addition to Legal	

	Delegated Power	First Level	Second level
		delegations]	
C18.	Authorising a prosecution for fraud by an employee or third party in accordance with the Fraud Prosecution Policy.	Level A [finance – in addition to Legal delegations]	Level B [Audit only]
	Authentication of Documents & Notices etc.		
C19.	Authorising/affixing the Authority's seal to deeds and other documents and sign any documents not requiring the authorities' seal.	Level A, B & C	Senior Lawyer
C20.	To prepare, approve and issue or serve all legal documentation.	Level A, B & C	Senior Lawyer
C21.	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.	Level A, B & C	Senior Lawyer
C22.	To authorise, serve or issue all statutory notices, approvals and licences under any enactment	Level A, B & C	Senior Lawyer
C23.	Making any application to apply a caution, withdrawing any caution, objecting to any caution, registering, or objecting to notice or interest or restriction, applying to upgrade any title.	Level A, B & C	Senior Lawyer
C24.	To register a notice and apply for a certificate under the Rights of Light Act 1959 Section 2.	Level A, B & C	Senior Lawyer
C25.	To publish notice of any intention to dispose of open space under the Local Government Act 1972 and The Town and Country Planning Act 1990. [see also Asset Management]	Level A, B & C	Senior Lawyer
C26.	To serve any notices and exercise any powers and duties including payment of compensation arising out of the participating council's ownership of land.	Level A, B & C	Senior Lawyer
C27.	All powers in relation to the registration of a participating council's land	Level A, B & C	Senior Lawyer
C28.	All legal powers in relation to right to buy applications and disposals.	Level A, B & C	Senior Lawyer
C29.	Serving notice on registered keeper of vehicle requiring information about the identity of driver person in charge of the vehicle in relation to any offence concerning the vehicle and to bring proceedings for failure to provide information.	Level A, B & C	Senior Lawyer
C30.	To authorise the taking of photocopies of material open for public inspection under a	Level A, B & C	Senior Lawyer

	Delegated Power	First Level	Second level
	statutory requirement as permitted by copyright Designs & Patents Act 1984.		
C31.	Serving notices on occupiers of any land or premises requiring them to furnish information regarding details of all those with an interest in the land.	Level A, B & C	Senior Lawyer
	Administration & Governance		
C32.	All powers and duties in relation to the administration of independent appeals on behalf of a participating council.	Level A & B	Level C [Democratic Services officers only]
C33.	To appoint a Member of the participating council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year following nomination by the Group of which the previous appointee is a Member	Level A	
C34.	To grant use of the participating council's coat of arms.	Level A Managing Director	
D	**ICT & BUSINESS SYSTEMS**		
D1.	To develop the participating council's e-government and t-government strategies	Level A	Level B
D2.	To develop the participating council's information systems, and information technology and e-government strategies	Level A	Level B
D3.	To develop the participating council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to staff and members.	Level A	Level B
D4.	To supply connections and services to public sector partners and other organisations, provided that the integrity of the participating council's information systems is maintained.	Level A	Level B
D5.	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the participating council under Section 38 of the Local Government (Miscellaneous Provisions) Act 1976	Level A Managing Director	Level B
D6.	Approving sales of computer software developed and owned by the participating council	Level A	Level B

	Delegated Power	First Level	Second level
		Managing Director	
D7.	Agreeing policies procedures and standards relating to the security, integrity and accessibility for ICT infrastructure and systems	Level A	Level B
D8.	To develop and implement the participating council's information governance policies and protocols.	Level A	Level B
	HUMAN RESOURCES		
E1.	To develop and implement the participating Council's strategies for human resources, organisational development, remuneration and occupational health.	Level A	Level B & C
E2.	Implementing all human resources policies and procedures delegated to the Joint Committee	Level A, B & C	
E3.	To implement any binding decisions of recognised national negotiating bodies in respect of pay and terms and conditions of employment.	Level A	Level B
E4.	Subject to employment decisions reserved to members of the participating council, all powers to implement senior management restructures delegated to the Joint Committee.	Level A & B [All services] Managing Director	Level C
E5.	To amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.	Level A	
E6.	All powers and duties in relation to equality impact assessments for staff under s.149 of the Equality Act 2010.		
E7.	All powers and functions of the Authority as an employer under the Trade Union and Labour Relations (Consolidation) Act 1992	Level A & B	Level C
E8.	All powers in relation to redundancy and redundancy payments [excluding pension rights]	Level A, B & C	
E9.	All powers in relation to statutory sick pay and leave, incapacity and industrial injury, parental leave and reserve forces leave	Level A, B & C	
E10.	All participating council powers in relation to school teachers' pay and terms and conditions of employment.	Level A, B & C	
E11.	All powers in relation to attachment of earnings orders.	Level A, B & C	

	Delegated Power	First Level	Second level
E12.	All duties as an employer under TUPE Regulations 2006	Level A, B & C Managing Director	
E13.	Approving applications for specific staff monitoring where warranted under the participating council's policy and in accordance with the Information Commissioners Code.	Level A & B	
E14.	Payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties	Level A & B	
E15.	To approve applications for leave for trade union conferences and training courses	Level A & B	
E16.	To approve payment of claims by employees for loss or damage to property and clothes	Level A & B	
E17.	To grant permission for employees to undertake outside work or duties.	Level A & B	
E18.	To approve honoraria payments	Level A & B	
	ASSET MANAGEMENT [Asset Management Officers only unless where stated]		
F1.	All powers and duties in relation to the strategic and operational management of a participating council's property portfolio.	Level A Managing Director	Level B & C
F2.	Prepare, propose and implement a Corporate Asset Management Plan and Corporate Properly Strategy for the participating council's property assets.	Level A	Level B & C
F3.	To conduct preliminary negotiations, negotiate, agree and conclude all property matters including property valuations for all purposes.	Level A	Level B & C
F4.	To undertake marketing of any participating council property.	Level A	Level B
F5.	To instruct external property advisors, surveyors, auctioneers and consultants where necessary on property transactions.	Level A	Level B
F6.	To agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property, such expenses to be offset against the capital receipts arising.	Level A	Level B
F7.	The disposal of any freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.	Level A	Level B
F8.	The disposal of any land or property subject to a statutory requirement to do so.	Level A	Level B

	Delegated Power	First Level	Second level
F9.	The acquisition of freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.	Level A	Level B
F10.	The disposal of assets other than land provided the best possible price is obtained.	Level A	Level B
F11.	The disposal of assets other than land with no value (NB this does not extend to disposals at nil value/peppercorn where the asset has a value).	Level A	Level B
F12.	Management, insurance and maintenance of all corporate property.	Level A	Level B
F13.	Applying for planning permission in respect of participating council owned land.	Level A	Level B
F14.	Entering into planning and highway agreements in respect of participating council owned land.	Level A	Level B
F15.	Serving notices to quit, notices seeking possession and tenants' notices; exercising any duty to compensate in respect of land matters or re-housing matters; enforcing covenants; serving notices relating to land and attendant procedures, and disposal of property left on land. Granting wayleaves and easements to and enter similar agreements with statutory undertakers and other bodies, extinguish rights of statutory undertakers and pay compensation.	Level A & B	Level B
F16.	Licensing of access works and demolition on participating council owned land and property.	Level A	Level B
F17.	To agree or request guarantee agreements, rent deposits, overriding leases, releases from covenants, to seek mortgagor's consent where required.	Level A	Level B
F18.	To publish notices of intention to dispose of open space.	Level A	Level B
F19.	To make applications to the court or tribunal and all attendant procedures upon matters relating to participating council land.	Level A	Level B
F20.	To carry out and conclude rent reviews or lease renewals.	Level A	Level B
F21.	To negotiate all relevant terms including payment of professional fees in respect of the letting and management of commercial premises and implement all agreements.	Level A	Level B
F22.	To exercise all powers and duties under the Landlord and Tenant Acts, this may be exercised by the participating council as landlord or tenant.	Level A	Level B
F23.	To propose alterations to the valuation list or raise objections to an proposed alterations or appeal against valuation decisions and to agree the settlement of all such matters.	Level A	Level B

	Delegated Power	First Level	Second level
F24.	To exercise all powers and duties of the participating council as landowner in relation to Compulsory Purchase matters.	Level A	Level B
F25.	To maintain the participating council's list of Assets of Community Value and to determine applications for inclusion on that list and in respect of appeals and all attendant procedures.	Level A	Level B
F26.	To maintain the participating council's register of land held by public bodies.	Level A	Level B
F27.	Management, maintenance, provision and hire of public halls and buildings owned/occupied by the participating council, including provision of security services.	Level A	Level B
F28.	To serve demands, place and enforce charges, appoint receivers or debt collection agencies, issue legal proceedings or any other enforcement or other action in relation to debts and interest thereon owed to the participating council.	Level A	Level B
F29.	To exercise all powers relating to Romford Market including granting and revoking licences and enforcing relevant byelaws (Havering only)	Level A	Level B
F30.	To exercise all powers and duties in relation to concessionary fares and similar schemes, including the taxicard scheme and to issue minibus and other permits to appropriate organisations (Havering only).	Level A	Level B
F31.	Following notification to relevant ward members, to vary but not extend existing agreements for mobile phone masts at school sites in circumstances where installations are to be upgraded and lower emissions will result and to grant Landlord's consent (Havering only).	Level A	Level B

MODEL DIRECTORATE SCHEME OF DELEGATION

Post	Category	Delegations	Scheme of Delegation Reference	Delegating Officer

SAMPLE INDIVIDUAL DELEGATION

Delegating Officer title

Delegate Officer title

Date

The following powers under the oneSource Scheme of Delegation are delegated to the above posts

Delegations	Scheme of Delegation Reference

If the delegation is time limited or otherwise restricted – please state

Delegated authority must be exercised in accordance with the oneSource Scheme of Delegation and any rules or requirements of a participating council.

SIGNED AND DATED

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