



## ONESOURCE JOINT COMMITTEE AGENDA

10.00 am	Friday 19 January 2018	Havering Town Hall
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### 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, Head of Democratic Services**  
**[Andrew.beesley@onesource.co.uk](mailto: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.

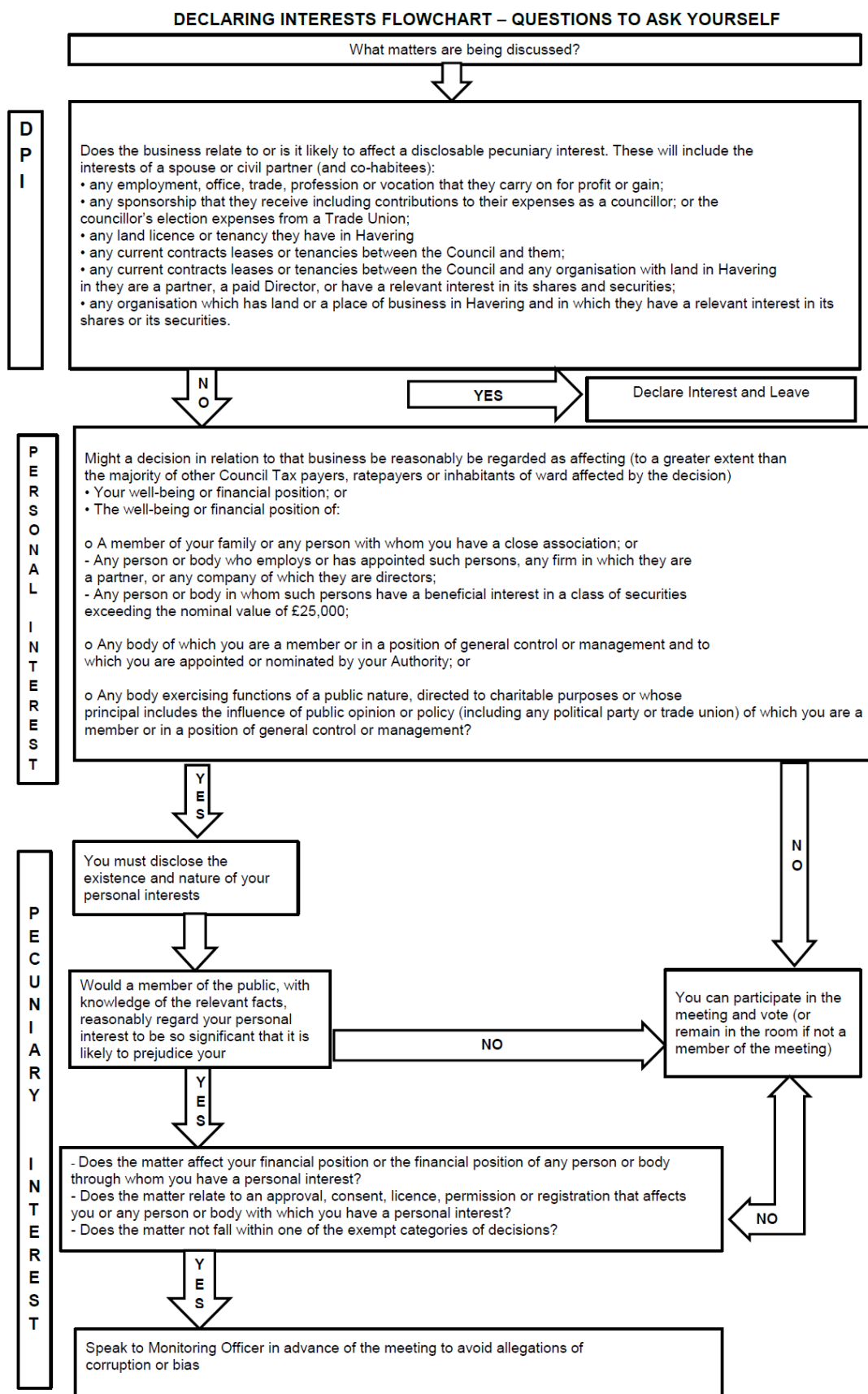
## 3. CONDUCT AT THE MEETING

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 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.

### **2 APOLOGIES FOR ABSENCE**

(if any) - receive

### **3 DISCLOSURES OF INTEREST**

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

### **4 MINUTES** (Pages 1 - 4)

To approve as a correct record the minutes of the meeting of the Joint Committee held on 10 November 2017, and to authorise the Chairman to sign them.

### **5 ESTIMATED ONESOURCE FORECAST FINANCIAL POSITION AS AT DECEMBER 2017** (Pages 5 - 22)

### **6 ONESOURCE RISK REGISTER** (Pages 23 - 28)

### **7 CUSTOMER SATISFACTION REPORT** (Pages 29 - 110)

### **8 ONESOURCE UPDATE FOR JANUARY 2018** (Pages 111 - 114)

**MINUTES OF A MEETING OF THE  
ONESOURCE JOINT COMMITTEE  
Newham Dockside  
10 November 2017 (10.00 - 11.40 am)**

**Present:**

**COUNCILLORS**

Councillors Ron Ower (Chair) +Andrew Blaikie, Lester Hudson, Donald Massey and Melvin Wallace were present.

+substitute member: Councillor Andrew Blaikie (for Forhad Hussain)

Apologies were received for the absence of Councillors Forhad Hussain, Tonii Wilson and Damian White.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

**9 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

**10 MINUTES**

The minutes of the meeting of the Joint Committee held on 28 July 2017 were agreed as a correct record and signed by the Chairman.

**11 ONESOURCE FORECAST FINANCIAL POSITION**

The oneSource shared forecast financial position shows a projected overspend of £0.796m as at September 2017, Period 6. This was an improvement on the Period 3 projected overspend of £2.327m. The improved forecast was largely due to an ICT and Asset Management forecasts. The projected overspend split between the three boroughs was £0.341m to Havering, £0.170m to Bexley and £0.286m to Newham.

As at Period 6, the services managed by oneSource, but not shared were forecasting the following variances; £0.034m overspend for Havering, £4.550m overspend for Newham and nil variance for Bexley. These include an increase in savings of the non-shared areas as follows for the 2017/18 financial year:- Havering (£0.328m), Newham (£0.512m) and Bexley (£0.097m).

The Joint Committee noted the current oneSource forecasted outturn position based on the financial monitoring as at the end of September 2017.

12 **MD ONESOURCE UPDATE FOR NOVEMBER 2017**

The report provided an update on a number of key activities across oneSource.

With the transition to trading, Red Quadrant had been appointed to work with senior management to develop the business case and five year transition strategy, anticipated for conclusion in January 2018.

In respect of Oracle, Newham would not move to Oracle Cloud within the next two years. Alternative arrangements are being finalised with Cap Gemini to continue to provide Oracle Version 12 for Newham and Havering.

In future, quarterly reports would be submitted on projects within the transformation programme. Of note was the rollout of the Starts and Movers project which would improve the customer experience by reducing the numbers of forms and emails required to complete related activities.

In terms of commercial developments, oneSource continues to have successes in being shortlisted for awards. Such areas being the Treasury and Pensions Team, Enforcement Team and HR. Work continues to be generated by Newham small businesses as they move to company status.

The Joint Committee noted the report.

13 **EXCLUSION OF THE PUBLIC**

The Joint Committee **RESOLVED** to exclude the press and public from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the press and public were present during those items there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972.

14 **TRANSITION TO TRADING**

Minute detail covered in exempt minute E1.

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**Chairman**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## ONESOURCE JOINT COMMITTEE 19 January 2018

### Subject heading:

**Estimated oneSource forecast  
financial position as at December  
2017**

### Report author and contact details:

**Paul Thorogood**  
[paul.thorogood@oneSource.co.uk](mailto:paul.thorogood@oneSource.co.uk)  
0203 373 3848

### Financial summary:

The estimated Period 9 oneSource Shared financial forecast is a projected overspend of £0.142m as at December 2017. Non-shared budgets are anticipated to forecast variances of (£0.348m) underspend for Havering, £4.715m overspend for Newham and nil variance for Bexley.

### Is this a Key Decision?

No

### SUMMARY

This report was written between Period 8 and Period 9 budget monitoring windows. Therefore, it presents what is anticipated as being the Period 9 position.

The oneSource shared forecast financial position is estimated to project an overspend of £0.142m as at December 2017. This is in the context of savings of £11.069m having been applied to shared budgets since oneSource's inception in 2014/15 and therefore means that savings of £10.927m are forecasted to have been achieved by the end of 2017/2018. The projected overspend split between the three boroughs is (£0.140m) to Havering, £0.155m to Bexley and £0.127m to Newham.

Early Period 9 indications regarding non-shared areas managed by oneSource but not part of the cost share are as follows; (£0.348m) underspend for Havering, £4.715m overspend for Newham and nil variance for Bexley.

## **RECOMMENDATIONS**

The Joint Committee is asked to note the estimated Period 9 oneSource forecasted outturn position as at December 2017.

## **REPORT DETAIL**

This report provides Members of the Joint Committee with the financial forecast outturn position on the budgets that are shared by Newham, Havering and Bexley (Appendix A) and the budgets that oneSource manages on behalf of Newham, Havering and Bexley (Appendix B, C and D).

### **Shared**

As at Period 9 the oneSource shared forecasted financial position is expected to have improved from the £0.796m overspend which was reported to Joint Committee in November 2017. The Period 9 forecasted overspend of £0.142k is estimated to be shared (£0.140m) to Havering, £0.155k to Bexley and £0.127k to Newham. The £0.654m improvement between Period 6 and Period 9 is largely due to an improvement in the ICT and Exchequer Services forecasts.

In Period 6 the ICT service was forecasting an overspend of £0.300m due to unfunded growth in the demand for ICT services at Newham. Havering and Newham had both committed at that point to funding additional spend relating to ongoing support to the data warehouse and the Customer Relationship Management system and increased ICT security and compliance requirements, however, Newham was questioning at that point the introduction of business partnering posts as well as inability to deliver on previously agreed savings targets which were predicated on the implementation of Oracle Cloud. Following further conversations between the oneSource Director of ICT and Newham's Director of Financial Sustainability the forecasted Period 9 position is a breakeven one which is due to be achieved by a combination of capitalisation of costs and/or delaying Newham related business partnering spend originally planned between now and year end.

The Period 6 Exchequer Services forecast of £0.750m overspend has reduced to an estimated Period 9 position of £0.393m. This reflects the expectation that funding requests submitted back in August 2017 to access reserves are approved in full. The remaining forecasted

pressure within this area relates in the main to enforcement services and is made up of approximately a £200k shortfall of income due to a reduction in the number of Newham council tax cases being passed to the oneSource enforcement team and £120k of write off costs relating to 2014/15 debtors for which there is no provision.

Bexley's estimated share of the oneSource shared forecasted overspend is £0.155m. The majority of this, £0.100m, relates to enforcement services. This is because net income (after costs/expenses) of (£0.030m) is forecasted to be due to Bexley by year end against a net income/savings target of (£0.130m). At present, the enforcement team are now being passed all of the Bromley parking cases but only 20% of the Bexley council tax cases due to Bexley's arrangement with Capita. The Capita contract is due for renewal in 30<sup>th</sup> June 2019 at which point it is hoped that the number of cases the oneSource enforcement team can pursue on behalf of Bexley council tax services will vastly increase meaning there will no longer be a shortfall against income target in future. The remainder of the forecasted overspend estimated to be attributed to Bexley at year end relates to agency costs within financial services, partly as a result of over establishment in Financial Systems but more due to the inability to fill all vacant posts permanently. It is hoped that both the forecasted enforcement income and the projected finance overspend might improve by year end, however, at this stage the improvement has not been built into the forecast.

Newham's estimated share of the oneSource shared forecasted overspend is £0.127m. The majority of this also relates to a mixture of enforcement income shortfall against target and pressures associated with agency costs on hard to fill posts.

Havering's estimated share of the oneSource shared forecasted overspend is (£0.140m). This is made up of a mixture of agency costs on hard to fill posts and prior year enforcement income write off costs which are more than offset by underspends in relation to printing/photocopying.

A further £1.534m of savings will be removed from oneSource budgets in 2018/19, as detailed in table 1 below, taking the total oneSource shared savings to £12.6m. oneSource services are well placed to meet these additional savings in most cases. The exception is the ICT service which has submitted growth bids to both Havering (£0.930m) and Newham (£0.830m) Councils. These bids address both the aforementioned one-off in year funding and the ongoing requirement for 2018/19 onwards as part of the budget setting process and address both the growth in demand and the unachievable savings.

Table 1 - 2018/19 Increase in Savings per Service for 2018/19

<b>Service</b>	<b>Saving (£'m)</b>
Finance	(0.277)
Business Services	(0.106)
Exchequer & Transactional Services	(0.299)
Legal & Governance	(0.104)
ICT Services	(0.497)
Asset Management Services	(0.151)
Strategic & Operational HR	(0.100)
<b>Total</b>	<b>(1.534)</b>

### **Haverling non-shared**

Haverling's non-shared budgets managed by oneSource are estimated to forecast underspends of (£0.348m) as at Period 9, the majority of which falls within the Exchequer and Transactional Services area and relates to income collection. This is an improvement of (£0.382m) from the Period 6 position of £0.034m. The improvement is largely due to the expected approval in full of reserve funding requests submitted by the Exchequer and Transaction Services area.

The underspend of (£0.285m) within Exchequer and Transactional services relates to positive performance around housing benefit overpayment income and court fee income. As ever, it should be noted that housing benefits subsidy is a large and complex area where small changes in activity drivers as a proportion of the overall total, can result in large changes in income and expenditure.

There is also a small underspend (£0.054m) forecasted within the Asset Management service. This is made up of a combination of underspends across premises and staffing budgets (£0.159m), and an overachievement of commercial property income due to a buoyant rental economy and low number of voids (£0.145m), offset by a shortfall of income against target relating to Romford Market £0.250m. The previously forecasted pressure relating to Technical Services due to a change in relation to recharging to capital has now been addressed by one-off funding this year and an on-going growth item for 2018/19 onwards will be considered as part of the budget setting process.

### **Newham non-shared**

Newham's non-shared budgets are currently estimated to forecast an overspend of £4.715m at Period 9 as compared to a forecast at Period 6 of £4.550m. The overspend continues to relate predominantly to Asset Management £5.432m offset by an underspend in Transactional Services relating to a one-off correction of the balance sheet relating to duplicate payment

income (£0.750m). Within Asset Management key issues are shortfalls against income targets relating to commercial property generally £3.395m, but also specifically income targets for Dockside £0.700m, East Ham and Stratford Town Halls £0.390m (these town halls no longer being the responsibility of oneSource although the unachievable income targets did not transfer), undelivered savings relating to the Bridge Road depot review £0.130m (not originally a oneSource project), changes to the government's carbon reduction commitment scheme £0.180m, security costs associated with vacant premises £0.070m and an overspend on business rates for operational buildings £0.600m.

The forecasted overspend takes into account postponed and/or reduced facilities management spend on all but the most pressing costs associated with repairs, maintenance and compliance (which in itself carries the risks of increasing costs in future years) in order to prevent the forecasted overspend from being even higher.

The increase between Period 6 and Period 9 is largely down to slippage of the rental review time table – as such this income will be achieved in 2018/19 instead, combined with a rent-free offer in connection with Mayoral priorities. The previously forecasted pressure relating to the increase in NNDR costs for Dockside has been removed from the forecast following the budget announcement that legislation would be brought in to reverse these costs in 2018/19, however this does required a change in primary legislation.

The Managing Director of oneSource is currently in discussion with Newham's Section 151 Officer around securing additional funding to offset some of the pressures which are out of Asset Management's control as part of the 2018/19 budget setting process. If these discussions are successful this would result in an improved forecast for 2018/19.

### **Bexley non-shared**

Bexley's non-shared budgets are currently estimated to forecast a nil variance. There has been no movement since period 6 which was also forecasting a nil variance. It should be noted that Bexley's non-shared area includes Housing Benefits Subsidy which is subject to the same volatilities mentioned under the Havering non-shared section.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

The financial position of oneSource Shared has a direct bearing on the financial position of Havering, Bexley and Newham Councils; with any savings or overspends being shared as set out in the Joint Committee agreement. Achievement of expected savings is therefore key to each council meeting their Financial Strategy.

The financial positions of non-shared services affect the relevant Council only.

The forecasts are estimates based on information available at the time; they are subject to change should any unforeseen circumstances present themselves.

**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.

<b>BACKGROUND PAPERS</b>
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None

Period 9 estimated 2017/18 forecast

### OneSource Shared Financial Position at Summary Level

	COMBINED REVISED BUDGET	COMBINED YTD ACTUALS	COMBINED Act +Enc	FY PROJECTED COMBINED OUTTURN	FY COMBINED FORECAST VARIANCE	REASON FOR COMBINED FY FORECAST VARIANCE
oneSource Shared	35,331,396	20,372,500	24,405,262	35,788,962	141,804	The estimated Period 9 forecasted overspend of £142k relates to agency staff within the finance service and a shortfall against target relating to enforcement income. It is hoped that by year end the forecast will be nearing a break even position.
oS Finance	9,056,657	7,684,761	8,602,467	9,256,977	200,320	Forecasted pressure relates to the cost agency staff exceeding the established budget for the permanent equivalent.
oS Business Services	1,224,870	684,968	690,070	873,098	(351,772)	Forecasted underspend of £352k at P9 relates in the main to overachievement of savings against notional business case target in other areas/services.
oS Exchequer & Transactional Services	7,920,454	4,565,258	5,118,688	8,313,027	392,573	The Period 9 forecast has improved due to the allocation of funding from reserves for existing contractual spend. However budget pressures remain in enforcement due to historic write off costs and a decline in the number of cases being passed over from Newham council tax services.
oS Legal & Governance	3,306,430	(4,917,760)	(4,864,831)	3,314,520	8,090	Period 9 forecast for Legal and Democratic is on budget. This assumes Newham planning funding and Havering HRA recharges are processed between now and year end. If any are not this will have an adverse impact on the forecast.
oS ICT Services	7,905,450	7,725,747	9,954,877	7,905,450	0	The estimated Period 9 forecast is showing a nil variance. This is based on the ICT growth being funded from reserves at Havering and from a combination of transformation, contingency and capitalisation at Newham.
oS Asset Management Services	3,157,127	2,689,757	2,896,492	3,049,720	(107,407)	The £107k underspend is due to the forecasted over recovery of printing costs in Corporate support services.
oS Strategic & Operational HR	2,876,170	1,939,768	2,007,499	2,876,170		Nil variance forecast estimated at Period 9

kept the same

changed by £116k better

changed by £200k better

#### NOTES

Budgets and forecasts shown above relate to controllable budgets only  
Apportionment is based on 2016/17 permanent controllable budget % and may be recalculated to reflect subsequent adjustments

Havering - 140,035  
Bexley 155,236  
Newham 126,603

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Period 9 estimated 2017/18 forecast

**OneSource Newham non-shared Financial Position at Summary Level**

		FY REVISED BUDGET	YTD ACTUALS	Total act + enc	FY PROJECTED OUTTURN	FY FORECAST VARIANCE	FORECAST VARIANCE GROUP REASON FOR FY FORECAST VARIANCE
G5000B	oneSource - Non Shared	524,850	10,093,336	29,123,606	5,483,912	4,715,172	The estimated Period 9 forecasted overspend for oneSource non-shared relates in the main to Asset Management's overspend of £5.4m offset in part by a one-off adjustment of the balance sheet relating to duplicate payment income.
G5010C	Finance	568,200	317,636	547,444	569,024	824	Nil variance forecast estimated at Period 9
G5020C	Human Resources	664,400	413,648	852,714	696,512	32,112	Minor variance
G5030C	Legal & Democratic		551,404	586,371			Nil variance forecast estimated at Period 9
G5040C	Asset Management	(1,083,500)	7,204,661	25,193,056	4,349,059	5,432,559	The Period 9 forecasted overspend for oneSource non-shared Asset Management is £5.4m. This is a worsening of £500k from Period 8. This worsening is an estimated net figure which is made up of an improvement relating to the back-dating of rent reviews into previous years offset by pressures relating to mayoral priorities. The forecast assumes the additional NNDR costs incurred in 17/18 relating to the staircase ruling will either be funded or their reversal in 18/19 accrued.
G5050C	LBN Transactional Services	(411,300)	430,749	743,217	(1,161,573)	(750,273)	Forecast at P9 is £750k underspend due to one-off correction of balance sheet relating to duplicate payment income.
G5060C	ICT Services	787,050	1,175,238	1,200,804	787,000	(50)	Nil variance forecast estimated at Period 9
G5200C	Business Services			0			Nil variance forecast estimated at Period 9

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Period 9 estimated 2017/18 forecast

## OneSource Havering non-shared Financial Position at Summary Level

		FY REVISED BUDGET	YTD ACTUALS	Total act + enc	FY PROJECTED OUTTURN	FY FORECAST VARIANCE	FORECAST VARIANCE GROUP
							REASON FOR FY FORECAST VARIANCE
	oneSource Non-Shared LBH	1,888,437	107,509	824,207	1,848,849	(347,588)	The forecasted underspend relates in the main to income collection with the exchequer services area.
	Exchequer Services	(1,092,950)	(3,971,691)	(3,802,265)	(1,378,024)	(285,074)	Period 9 estimated forecast variance £285K underspend due to court fee and overpayment income exceeding income target.
	Business Services	550		0	550		Nil variance forecast estimated at Period 9
	Asset Management	635,173	1,470,912	1,562,382	581,234	(53,939)	Romford Market is showing a shortfall against income target of aprox £250k which is currently being offset by an over-recovery of income against target relating to commercial property and underspends on premises/utilities budgets.
	Strategic HR & OD	446,004	317,653	443,531	437,799	(8,205)	Nil variance forecast estimated at Period 9
	Legal & Democratic Svs	1,554,060	1,408,126	1,411,579	1,553,690	(370)	Nil variance forecast estimated at Period 9
	ICT Services	653,600	882,510	1,208,979	653,600		Nil variance forecast estimated at Period 9

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Period 9 estimated 2017/18 forecast

**OneSource Bexley non-shared Financial Position at Summary Level**

	BEXLEY REVISED BUDGET	BEXLEY ACTUALS	Total Bexley act + enc	FY PROJECTED OUTTURN	FY FORECAST VARIANCE	REASON FOR FORECAST VARIANCE
LBB oneSouce Non Shared	3,700,000	57,141,946	57,141,946	3,700,000		Nil variance forecast estimated at Period 9
General Income And Expenses Misc Ad	589,000	243,194	243,194	589,000		Nil variance forecast estimated at Period 9
Section 151	87,000	47,153	47,153	87,000		Nil variance forecast estimated at Period 9
Finance Dept Edu And Comm Serves	170,000	118,451	118,451	170,000		Nil variance forecast estimated at Period 9
Exchange Services - Subsidy	2,854,000	56,733,149	56,733,149	2,854,000		Nil variance forecast estimated at Period 9

**NOTES**

The non-shared position has been included for information. The budgets and spend are not part of the cost sharing arrangement, however, they are managed by The budget figures above include controllable budgets only.

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Service	Basis if not activity budget	2016/17			2017/18 %			Change from 16/17 %			% Narrative
		LBH	LBN	LBB	lbh %	lbn %	lbb %	lbh %	lbn %	lbb %	
<b>Finance</b>											
Corporate/Strategic/Operational Finance		30%	45%	25%	38%	41%	21%	9%	-4%	-5%	Rejig of finance budgets plus movement in of recs team
Audit, Risk, Insurance & Fraud		22%	49%	28%	29%	30%	41%	6%	-19%	13%	Rejig of finance budgets plus movement in of recs team
Procurement		19%	81%	0%	21%	79%	0%	1%	-1%	0%	NA
<b>Exchequer &amp; Transactional</b>											
Finance - Rec/pay/income/client unit		35%	47%	17%	37%	45%	17%	2%	-2%	0%	NA
HR - Trans HR/Hier		56%	44%	0%	60%	40%	0%	4%	-4%	0%	NA
NNDR		35%	65%	0%	35%	65%	0%	0%	0%	0%	NA
Council Tax and Benefits	Each borough takes 100% of its own variance	0%	0%	0%	0%	0%	0%	0%	0%	0%	NA
Debt Management / Recovery	Actuals (not variance) split on caseload	0%	0%	0%	0%	0%	0%	0%	0%	0%	NA
Payroll		24%	76%	0%	24%	76%	0%	0%	0%	0%	NA
DETs Management	Whole service budget (less bailiff & P Room)	57%	34%	8%	57%	34%	9%	0%	-1%	1%	NA
								0%	0%	0%	Based on caseloads
<b>ICT / Business Systems</b>	<b>Newham takes 100% of pressure if due to lack of funding</b>	<b>47%</b>	<b>53%</b>	<b>0%</b>	48%	52%	0%	0%	0%	0%	NA
<b>Legal Services</b>											
Legal		37%	63%	0%	36%	64%	0%	0%	0%	0%	NA
Electoral Services*		58%	42%	0%	54%	46%	0%	-4%	4%	0%	NA
<b>Asset Management</b>											
Facilities management		11%	89%	0%	15%	85%	0%	0%	0%	0%	
Management of Schools		0%	0%	0%				4%	-4%	0%	NA
Capital		0%	0%	0%				0%	0%	0%	NA
Health & Safety		43%	57%	0%	46%	54%	0%	3%	-3%	0%	NA
Property	Based on expenditure budgets only	44%	56%	0%	43%	57%	0%	-1%	1%	0%	NA
Technical Services		0%	0%	0%				0%	0%	0%	NA
Post Room (Corp Supp Svs)		52%	48%	0%	54%	46%	0%	2%	-2%	0%	NA
Asset Management Support	Whole service budget (P Room)	41%	59%	0%	60%	40%	0%	18%	-18%	0%	Removal of budget re Zoe Power's team
<b>Human Resources and OD</b>		<b>31%</b>	<b>69%</b>	<b>0%</b>	31%	69%	0%	0%	0%	0%	NA
<b>Business Services &amp; MD</b>	Bottom Lines	<b>44%</b>	<b>49%</b>	<b>7%</b>	46%	47%	7%	2%	-2%	0%	NA
<b>Total</b>											

\* Excludes Democratic Services/Committees and Scrutiny Team

Accrual/CP Entry'	Existing variance	CP	split
			Required variance
Havering		632,299	#####
Newham		- 300,556	#####
Bexley		125,823	#####
		457,566	- #####

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OneSource Shared

Basis if not activity budget	Service	17/18 Budgets as per P8			CHECK	Estimated P9 variance					
		lbh %	lbn %	lbb %			lbh %	lbn %	lbb %		
Each council takes own variance	Activity	Finance									
	Activity	Corporate/Strategic/Operati	38%	41%	21%	100%	162,711	62,571	66,135	34,005	162,711
	Activity	onal Finance									0
	Activity	Audit, Risk, Insurance & Fraud	29%	30%	41%	100%	11,580	3,334	3,482	4,764	11,580
	Activity	Procurement	21%	79%	0%	100%	26,029	5,355	20,674	0	26,029
			0%	0%	0%	0%		0	0	0	0
		Exchequer & Transactional	0%	0%	0%	0%		0	0	0	0
	A40710+A42135+A42140+A23835	Finance - Rec/pay/income/client unit	37%	45%	17%	100%	252,441	94,558	113,922	43,961	252,441
	A40725+A42100	HR - Trans HR/Hier	60%	40%	0%	100%	- 116,469	(69,643)	(46,826)	0	(116,469)
	Activity	NNDR	35%	65%	0%	100%	70,925	24,986	45,939	0	70,925
Actuals (not variance) on caseload		Council Tax and Benefits	0%	0%	0%	0%		0	0	0	0
		Debt Management / Recovery	**	0%	0%	0%	295,726	127,703	67,854	100,169	295,726
Whole service budget (less bailiff & P Room)		Payroll	24%	76%	0%	100%	- 76,162	(17,917)	(58,245)	0	(76,162)
		DETs Management	57%	34%	9%	100%	- 33,888	(19,237)	(11,481)	(3,170)	(33,888)
			0%	0%	0%	0%		0	0	0	0
		ICT / Business Systems	New	48%	52%	0%	100%	0	0	0	0
				0%	0%	0%	0%	0	0	0	0
		Legal Services		0%	0%	0%	0%	0	0	0	0
		Legal		36%	64%	0%	100%	-	0	0	0
		Electoral Services*		54%	46%	0%	100%	8,090	4,375	3,715	8,090
				0%	0%	0%	0%	0	0	0	0
		Asset Management		0%	0%	0%	0%	0	0	0	0
Base on last year % for now	A46404	Facilities management	15%	85%	0%	100%	354,435	52,955	301,480	0	354,435
		Management of Schools Capital	0%	0%	0%	0%		0	0	0	0
		Health & Safety	46%	54%	0%	100%	- 29,146	(13,489)	(15,657)	0	(29,146)
		Property	43%	57%	0%	100%	16,680	7,157	9,523	0	16,680
		Technical Services	0%	0%	0%	0%	-	0	0	0	0
Whole service budget (P Room)	A46412	Post Room (Corp Supp Svs)	54%	46%	0%	100%	- 491,124	(264,238)	(226,886)	0	(491,124)
		Asset Management Support	60%	40%	0%	100%	41,748	24,986	16,762	0	41,748
			0%	0%	0%	0%		0	0	0	0
		Human Resources and OD	31%	69%	0%	100%	-	0	0	0	0
			0%	0%	0%	0%		0	0	0	0
Bottom Lines		Business Services & MD	46%	47%	7%	100%	- 351,772	(163,490)	(163,789)	(24,493)	(351,772)
						0%		0	0		0
Total							141,804	(140,035)	126,603	155,236	141,804

\* Excludes Democratic Services/Committees and Scrutiny Team

457,566

NB  
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variances into  
CP for Ann  
Mahony

Accrual/CP Entry'	CP	split	Into CP after close			
	Existing variance	Required variance	Diff/Accrual	2017/18	2018/19	
Havering	632,299	- 200,000	-	832,299	debtor accrual	Raise invoice
Newham	- 300,556	400,000	700,556	Creditor accrual	Pay invoice	
Bexley	125,823	257,000	131,177	Creditor accrual	Pay invoice	
	457,566	- 457,000	-	566		

Budget	Forecast	Variance	Forecast post	variance post split
H -	130,550	107,305.00	237,855.00	- 8,527.45 122,022.55

N -	64,600	- 139,569.00	- 74,969.00	3,254.09 67,854.09
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B -	-130000	-	130,000.00	- 26,990.64 103,009.36
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-	325,150	- 32,264	292,886	- - - 32,264 292,886
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Forecast	- 32,264			
Less Pre-LBB activity	107,305			
	- 139,569			
Pre LBB	107,305			

h -	130,550	- 8,527.45	122,022.55
n -	64,600	3,254.09	67,854.09
b -	-130000	- 26,990.64	103,009.36

Forecast	- 32,264
Budget	- 325,150
Variance	292,886

Post LBB	Pre LBB	Total
LBH -	49,303.35	40,775.90 - 8,527.45
LBN -	63,275.01	66,529.10 3,254.09
LBB -	26,990.64	- 26,990.64
Total -	139,569.00	107,305.00 - 32,264.00

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## **ONESOURCE JOINT COMMITTEE 19th January 2018**

**Subject heading:**

**oneSource Risk Register**

**Report author and contact details:**

**Jeremy Welburn**  
[jeremy.welburn@oneSource.co.uk](mailto:jeremy.welburn@oneSource.co.uk)  
01708 433307

**Financial summary:**

There are no financial implications  
arising from this report

**Is this a Key Decision?**

No

### **SUMMARY**

This report provides Members of the Joint Committee with an opportunity to review the latest version of the oneSource corporate risk register.

### **RECOMMENDATIONS**

The Joint Committee are invited to note the contents of the risk register.

### **REPORT DETAIL**

This report is an annual report providing Members of the Joint Committee with an opportunity to consider the oneSource corporate risk register. Risks are managed by individual officers and represent the highest risk to the objectives of oneSource.

The oneSource Management Team reviews the corporate risk register on a periodic basis. As part of the review process the Management Team recently undertook a risk review workshop to refresh the corporate risk register.

The results from that review have been incorporated into the risk register and an updated version is appended at Appendix A.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

There are no financial implications arising from this report which is for information only. Failure to effectively manage risk could lead to significant financial implications for oneSource. Preparation and regular review of a corporate risk register is a key part of oneSource's approach to risk management.

### **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.

## **BACKGROUND PAPERS**

None

# **ONESOURCE RISK REGISTER - January 2018**

RISK ASSESSMENT COMPLETED BY:

oneSource Management Team

			OneSource Corporate							
Risk No.	Details of Risk	Negative Consequences	Uncontrolled Assessment of Risk			Owner	Mitigating Actions / Controls over Next 12 Months	Controlled Assessment of Risk		
			Assume No New Controls Put in Place					Assume Controls Put Place		
			Impact	Likelihood	Risk Rating			Impact	Likelihood	Risk Rating
1	Performance dips during a period of change	Traded service reviews and concerns regarding the longer term direction of oneSource leads to disruption within teams, reduction in staff morale and a subsequent drop in performance.  The cultural shift required is not achieved	3	3	9	Caroline Nugent	Service review schedule and ToR/scope of process to be published  Focus on engaging with staff about the oneSource journey - regular communication update; senior managers attendance at team meetings; ONCE group etc	3	2	6
2	Financial failure	One or more of the oneSource businesses fail, leading to an overspend.	4	3	12	Paul Thorogood	Processes, such as activity based costing, implemented to ensure new businesses are fit to trade and full cost recovery is in place.  Effective budget monitoring processes established and reported on.  Cost pressures are identified early enough to allow for successful mitigation and in year cost reduction.  Long term pressures identified with the Councils to ensure they are funded.  Commissioning priorities for the Councils are agreed with customers to ensure business as usual activities that are clear and in the base funding and those items which attract additional funding.	3	2	6
3	Corporate non-compliance with new oneSource processes and models	Customers do not engage with new processes, eg. self service. As a result, the service delivered by oneSource is perceived by customers to not be adequate.	3	3	9	Jane West	SLAs are reviewed, consulted on and restated to match resources available.  Culture change programme put in place to assist managers to take on the required degree of responsibility and accountability.  Services and systems improved and training in place for self-service.  Increased focus on customer requirements and support, including staff development in this area.  Service delivery models agreed with customer who need to champion the models of the services they have commissioned.	2	3	6

Risk No.	Details of Risk	Negative Consequences	Uncontrolled Assessment of Risk			Owner	Mitigating Actions / Controls over Next 12 Months	Controlled Assessment of Risk		
			Assume No New Controls Put in Place					Assume Controls Put Place		
			Impact	Likelihood	Risk Rating			Impact	Likelihood	Risk Rating
4	Operational Service failure	Major operational failure - eg. ICT failure; power outage - leads to disruption to the service provided by oneSource	3	3	9	Priya Javeri	Departmental risk management processes reinforced and risks to continuation of service escalated if necessary  Lessons learnt and publicised from previous events  Services held to account for failures - consequences to poor performance.	2	2	4
5	Failure to win over existing customers impacting on future growth potential.	Customers are not advocates for oneSource and championing the oneSource model within and outside of the customer base. As a result, oneSource fails to grow and attract new customers.  Market isn't available or is saturated. oneSource doesn't recognise and fails to participate in the growth and devolution agendas. Opportunities to take on new business are missed.	3	4	12	Sandy Hamburger	Increased focus on customer requirements and support, including staff development in this area and increased communications.  SLA review per above.  Undertake new projects in conjunction with customers to build trust.  Monitor customer satisfaction closely and act on findings.  Be visible and build a reputation as a 'thought leader' in public services.  Seek out potential opportunities to grow the business et. When senior people exit from other organisations	3	3	9
6	Skills gaps limit performance improvements.	Managers are not commercial enough to drive productivity and maximise returns. Difficulties recruiting and retaining suitably skilled staff.	4	4	16	Caroline Nugent	Improve recruitment processes.  Demonstrate our wish to be an employer of choice.  oneSource people strategy and development plan in place.  Grow our own via apprenticeships, trainee schemes, staff development programmes etc  Improve all staffs' customer focus.  Commercial development programme.	4	3	12
7	There is a disconnect between client expectations and the level of service purchased.	Customers not clear about their own plans and therefore customer priorities are not planned or are inadequately thought through causing unnecessary/inappropriate activity from oneSource. Customers commission what they think they need rather than what is best for them.	4	3	12	Jane West	Assist customers in improving their clienting skills.  Be pro-active in recommending better ways for customers to engage with oneSource. Encourage customers to consider innovative improvement projects.  Improve all staffs' customer focus.  Commercial development programme	3	3	9
8	Reduced customer satisfaction leads to loss of engagement and, potentially, loss of a partner member	Local authority small businesses eg through CSSB in Newham or new businesses in Havering choose to go elsewhere. Poor customer satisfaction at Bexley leads to their withdrawal from the partnership.	4	3	12	Jane West	Improve service performance and customer focus as described above.  Look for growth opportunities both with existing customers and new customers. Look to diversify services and customers.  Define an offer for schools and put in better client relationship management, including with NPW in Newham.  Review the small business offer and put in a client relationship model that meets their requirements.  Direct engagement with Bexley senior management to understand perception issues	3	3	9

Risk No.	Details of Risk	Negative Consequences	Uncontrolled Assessment of Risk			Owner	Mitigating Actions / Controls over Next 12 Months	Controlled Assessment of Risk		
			Assume No New Controls Put in Place					Assume Controls Put Place		
			Impact	Likelihood	Risk Rating			Impact	Likelihood	Risk Rating
9	Ability of oneSource to deliver cultural and behavioural change. (Risk identified as part of Transition to Trading review)	There is an inconsistency across oneSource and only a percentage of trading readiness, which may make an overall commercial offer unviable. The transition to trading process should not bring the pace of change down to the slowest area, instead allowing pockets of trading readiness to progress at pace.	4	3	12	Jane West	Workforce development strategy developed  Managers Engagement Group established - Need to achieve more penetration with staff engagement. Risk that the Engagement Group tends to comprise those individuals who are already more positively aligned. Challenge is how to positively engage and align those who are not.  Desired culture articulated - T&Cs issues may impair sense of a single culture and identity. Will the company have a demonstrably different culture to oneSource shared service - need to avoid this.  Develop/review - trading vision, values, behaviours and competencies	4	2	8
10	Commercial readiness of services (risk identified as part of Transition to Trading review)	oneSource service lines are at varying levels of trading readiness. The transition to trading process should not bring the pace of change down to the slowest area, instead allowing pockets of trading readiness to progress at pace.	3	3	9	Paul Thorogood	Service review schedule and ToR/scope of process to be published  New systems and processes being put in place to capture timesheet records and activity levels to feed into activity based costing  Service reviews to look at all options for the service to allow 'best fit' to be identified  Service reviews to identify service improvements to make the service more commercial and competitive	3	3	9
11	Political change may affect support for oneSource	Member/leader changes may lead to positive/negative support for oneSource model	4	2	8	Jane West	Member induction - service plans; summary of key achievements to be produced and presented  Savings opportunities summarised in high level document, to be presented to incoming leadership -eg. Parking opportunities; vacant properties etc.  Define an offer for schools and put in better client relationship management, including with NPW in Newham.  Define an offer for small businesses and put in a client relationship model that meets their requirements.	3	2	6
12	Change of leadership at oneSource	Changes with the oneSource Management Team leads to change in direction of oneSource services	3	2	6	Jane West	Service plans to be agreed and presented to new oneSource Management Team colleagues upon starting	2	2	4

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## JOINT COMMITTEE 19th January 2018

**Subject heading:**

**Customer Satisfaction Report**

**Report author and contact details:**

**Cynthujaa Satchi**  
[cynthujaa.satchithanathan@onesource.co.uk](mailto:cynthujaa.satchithanathan@onesource.co.uk)  
**01708434960**

**Financial summary:**

There is 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 (budget monitoring)
- 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.

oneSource was set a challenging 80% target for customer satisfaction for the services to exceed. In October, satisfaction exceeded this target for the first time with 82%

overall customer satisfaction. This rose from 75% in March 2017 and has seen continued upward trend since October 2016 where satisfaction was 72%. in October 2016.

Individually, customer satisfaction with the service received is 89% from Havering Council, 81% from Newham Council, 55% from Bexley Council and 78% from oneSource. Customer satisfaction has increased for Havering and Newham, with satisfaction in both councils exceeding the target. Satisfaction within oneSource dropped slightly to 78%. There was a significant decrease in satisfaction within Bexley, with overall satisfaction at 55%.

Satisfaction within Havering, Newham and oneSource were within a similar range, bordering near the target; however, within Bexley, satisfaction reduced due to lower than expected results. Therefore further investigation and actions are required to address this.

## RECOMMENDATIONS

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

## REPORT DETAIL

## Introduction

oneSource conducts a biannual customer satisfaction to assess the service it provides to its customers, through an online survey sent to all senior managers within oneSource, Bexley Council (LBB), Havering Council (LBH) and Newham Council (LBN).

The purpose of this report is to present the findings of the most recent Customer Satisfaction survey conducted in September 2017.

98 senior managers took part (27 from LBN, 39 from LBH, 15 from LBB and 17 from oneSource) answering a potential 36 questions (excluding breakdown questions). This compares to a previous response of 138 senior managers in March 2017. The overall response rate across the organisations is 32.4%

The principle focus of the survey was to understand customers<sup>1</sup>:

- Overall satisfaction with the service they received;
- Satisfaction with the amount of resources / level of support received;
- Satisfaction with the quality of support provided; and
- Satisfaction with the speed at which the support was provided.

The exact satisfaction level was determined using a six point Likert scale.<sup>1</sup>

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<sup>1</sup> Figures have been rounded up to two significant figures – exact percentages can be found in the appendix.

Only Newham and oneSource provided feedback regarding the Programme Management Office (PMO) and, Projects and Programme, whilst only Havering and oneSource provided feedback on Technical Services. Bexley Council provided feedback only on Strategic and Operational Finance, Internal Audit and Transactional Finance as these are the only services that they utilise from oneSource.

Passenger Transport service has not been included; as satisfaction is assessed in March.

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<sup>2</sup> 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.

# SATISFACTION SUMMARY

82%

Overall satisfaction



83%

Satisfaction with quality



75%

Satisfaction with speed



76%

Satisfaction with resources



SERVICE	DoT
HR Transactional	↑
HROD	↑
Finance Transactional	↑
Strategic & Operational Finance	↑
Procurement	↑
Internal Audit	↓
Facilities Management	↑
Property Services	↑
Projects and Programmes	NEW
Technical Services	↑
Health & Safety	↑
Legal and Governance	↑
ICT	↑
Printing Services	↓
Business Improvement	↑
Programme Management Office	↑



55%

Overall satisfaction  
(Bexley)


89%

Overall satisfaction  
(Havering)


81%

Overall satisfaction  
(Newham)

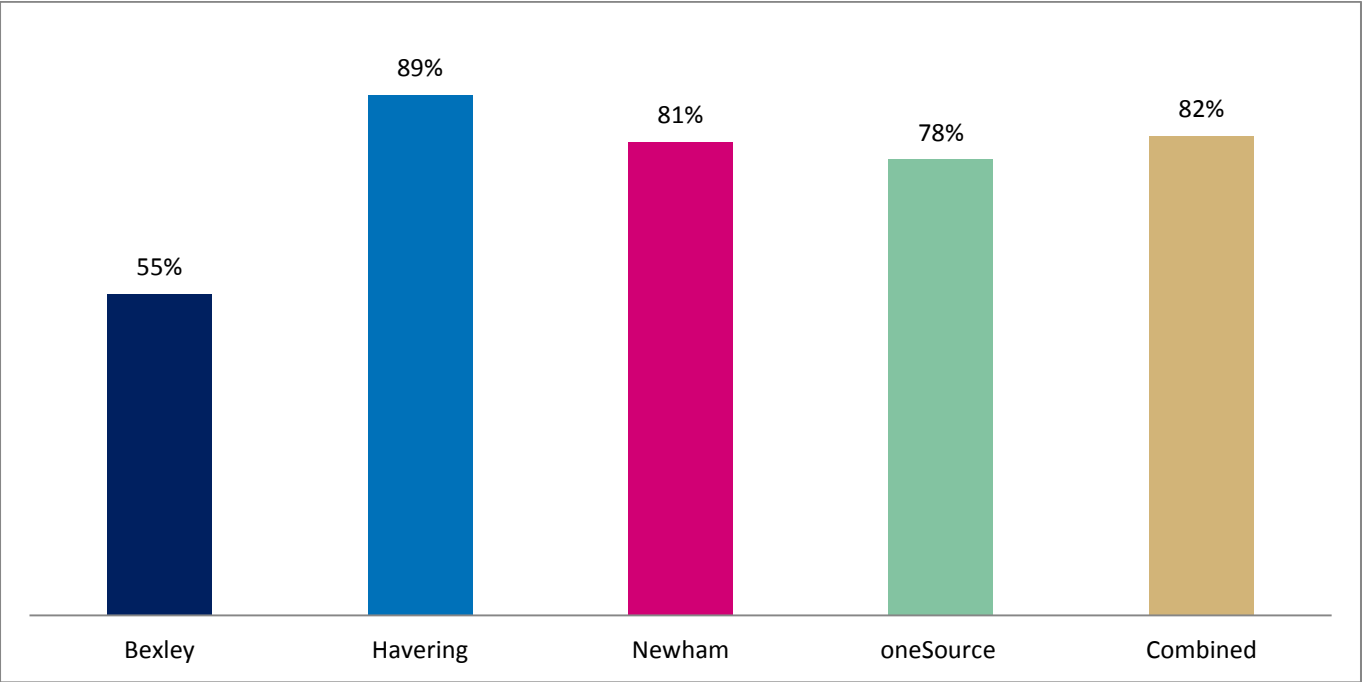

78%

Overall satisfaction in  
oneSource

# Overall Satisfaction

The overall satisfaction for oneSource services (combining the four organisations) is 82%, increasing from that found in the March 2017 survey, where 75% of customers were satisfied with the service they received. This is the first time that oneSource has exceeded the 80% target set by the Joint Committee, since the organisation’s inception. It is a significant achievement given the savings achieved, implementation of self-service processes and restructures that have taken place since April 2014.

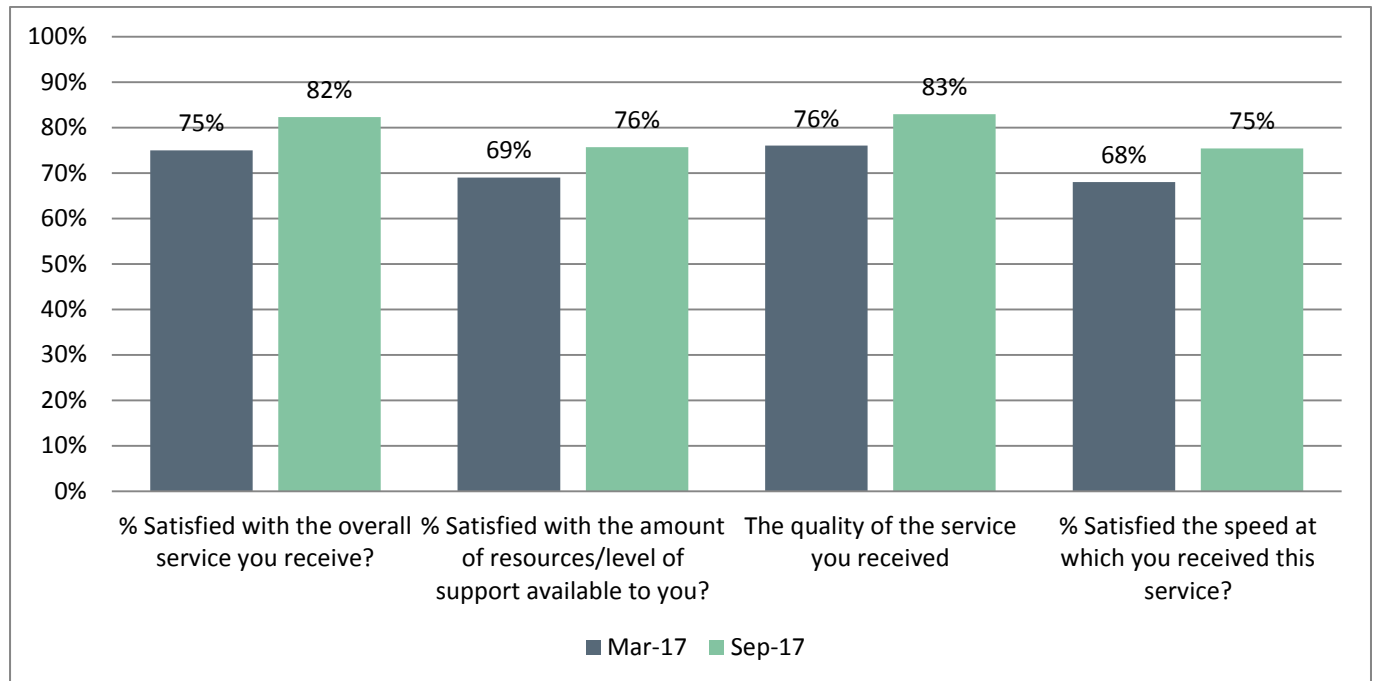
Individually, customer satisfaction with the service received is 89% from Havering Council, 81% from Newham Council, 55% from Bexley Council and 78% from oneSource. Customer satisfaction has increased for Havering and Newham, with satisfaction in both councils exceeding the target. Satisfaction within oneSource dropped slightly to 78%. There was a significant decrease in satisfaction within Bexley, with overall satisfaction at 55%.



Graph 1: Overall Satisfaction in Bexley, Havering, Newham, oneSource and combined total

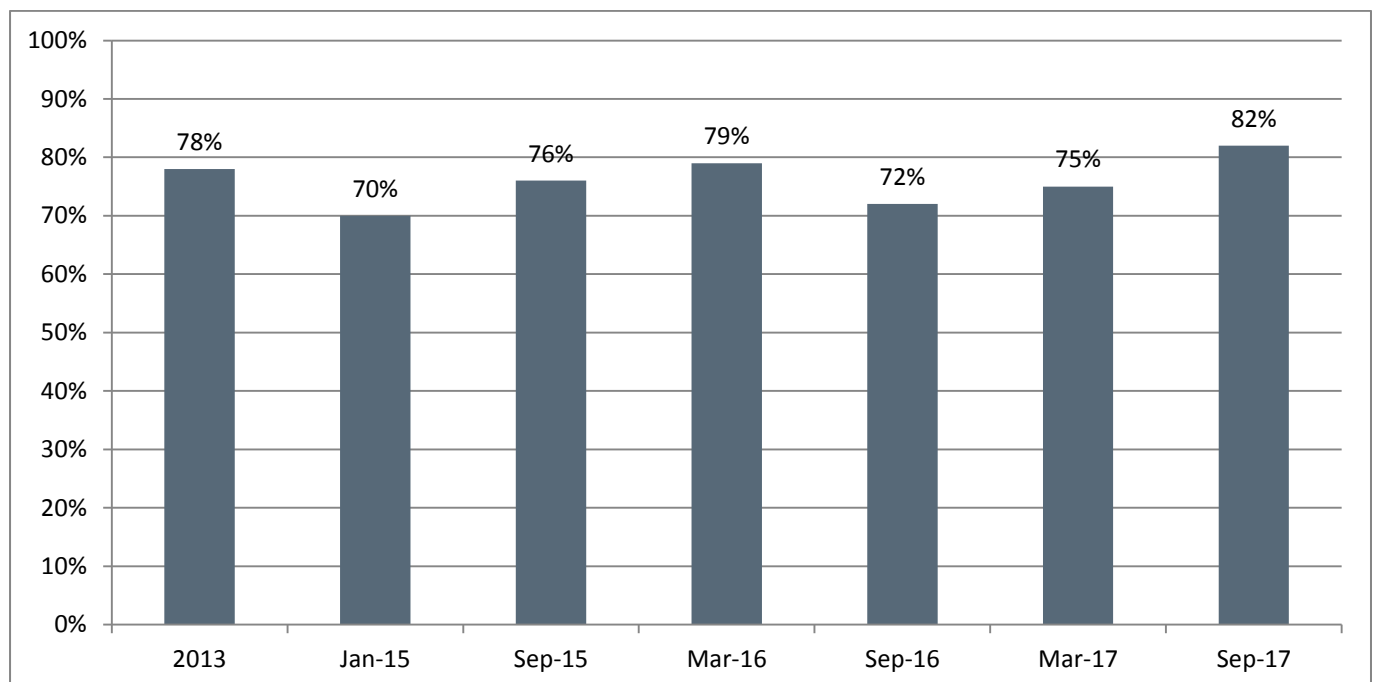
Satisfaction within Havering, Newham and oneSource were within a similar range, bordering near the target; however, within Bexley, satisfaction reduced due to lower than expected results. Therefore further investigation and actions are required to address this.

Customer satisfaction has increased across all four indicators since March 2017, with an approximate 7% increase across the board.



**Graph 2: Satisfaction across all three indicators (March 2017 vs. September 2017)**

Customer satisfaction has varied over the past four years with the recent survey showing the highest customer satisfaction and January 2015 having the lowest.



**Graph 3: Customer Satisfaction by survey**

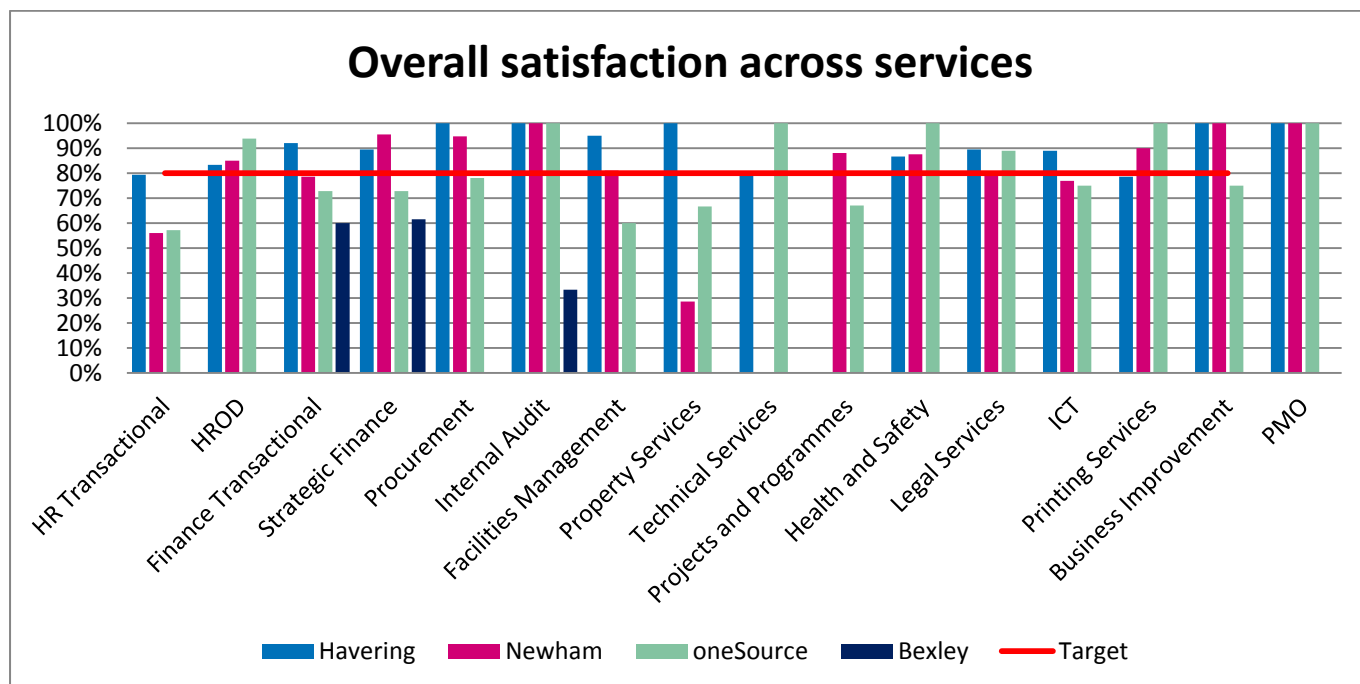
Of the sixteen services surveyed, the number of services meeting or exceeding the 80% target increased from six to fourteen. The fourteen best performing services were HROD (87%). Facilities Management (82%), Projects and Programmes (82%), Technical Services (83%), Legal and Governance (85%), ICT (82%), Strategic Finance (83%), Health and Safety (89%), Printing Services (87%), Procurement (93%), Internal Audit and Counter Fraud (86%), Transactional Finance (80%), Business Improvement (90%) and Project Management Office (100%).

In oneSource, the top performing services were HROD (94%), Technical Services (100%), Health and Safety (100%), Legal Services (89%), Printing Services (100%), Programme Management Office (100%) and Internal Audit (86%).

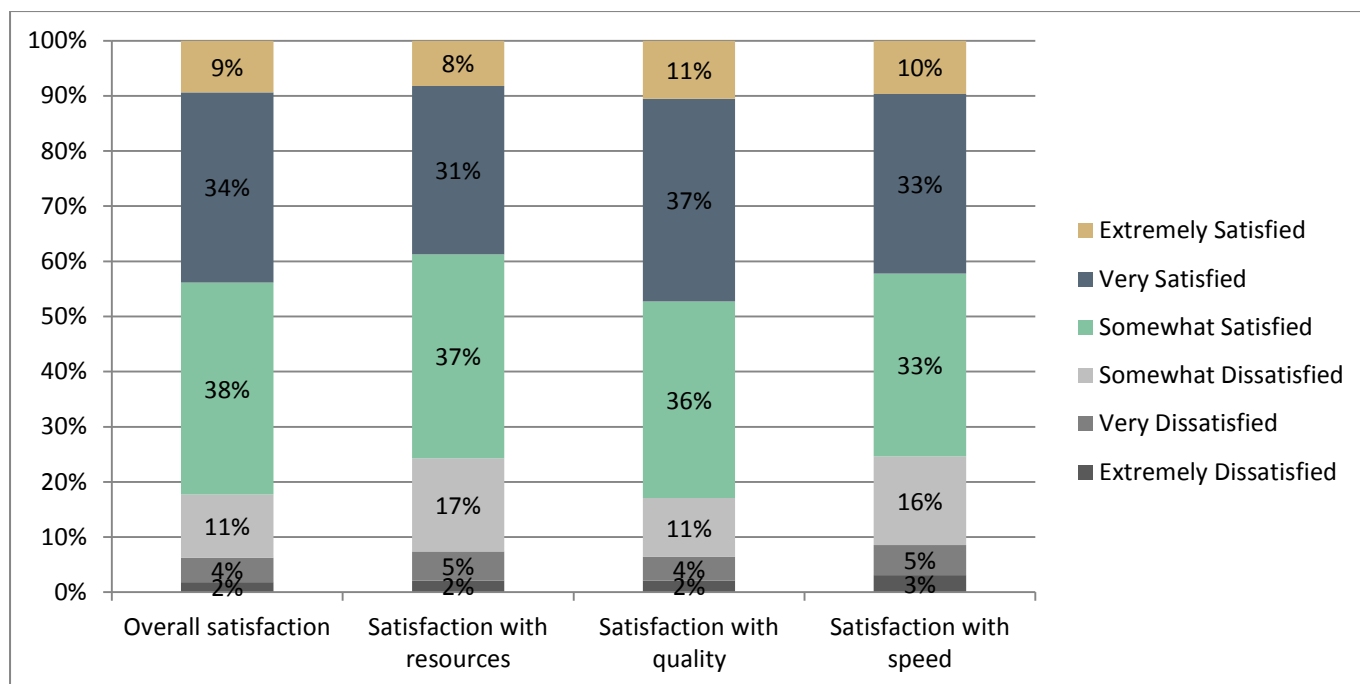
For Newham, the top performing services were HROD (85%), Strategic Finance (95%), Internal Audit and Counter Fraud (100%), Procurement (95%), Projects and Programmes (88%), Health and Safety (88%), Legal and Governance (80%), Printing Services (90%), Business Improvement (100%) and PMO (100%). The number of top performing services has increased since March, with nine services meeting or exceeding the target.

In Havering, there were thirteen top performing services and all exceeded the target. The top performing services were HROD (83%), Property Services (100%), Technical Services (80%), Legal and Governance (89%), ICT (89%), Business Improvement (100%), Programme Management Office (100%), Finance Transactional (92%), Procurement (100%), Strategic Finance (89%), Internal Audit (100%), Facilities Management (95%), Health and Safety (87%).

Within Bexley, none of the three services (Finance Transactional, Strategic Finance and Internal Audit) exceeded the 80% target.



Graph 4: Overall Satisfaction across oneSource Services



Graph 5: Customer satisfaction breakdown

Across the oneSource services surveyed:

- Satisfaction with Technical Services significantly increased from March 2017 by 33% becoming one of top performing services within oneSource and having the most significant increase in customer satisfaction.
- Printing Services had the most significant decrease with a 10% reduction in customer satisfaction.
- The top performing service is PMO which had a 100% customer satisfaction level across the four indicators.
- Procurement has seen a continued improved in customer satisfaction and remaining one of the top performing services.
- The lowest combined satisfaction score in all four indicators (overall satisfaction, satisfaction with resources, satisfaction with quality, satisfaction with speed) was Property Services. However, there were only a handful of responses for this service.
- Customer satisfaction decreased considerably in all three services for Bexley Council, with a 67% drop in satisfaction with Internal Audit.
- Overall, the best performing services were HROD, Facilities Management, Projects and Programmes, Technical Services, Legal and Governance, ICT, Strategic Finance, Health and Safety, Printing Services, Procurement, Internal Audit and Counter Fraud, Transactional Finance, Business Improvement and Project Management Office.
- In oneSource, the top performing services were HROD, Technical Services, Health and Safety, Legal Services, Printing Services, Programme Management Office and Internal Audit.
- For Newham, the top performing services were HROD, Strategic Finance, Internal Audit and Counter Fraud, Procurement, Projects and Programmes, Health and Safety, Legal and Governance, Printing Services, Business Improvement and PMO.
- In Havering, the top performing services were HROD, Property Services, Technical Services, Legal and Governance, ICT, Business Improvement, Programme

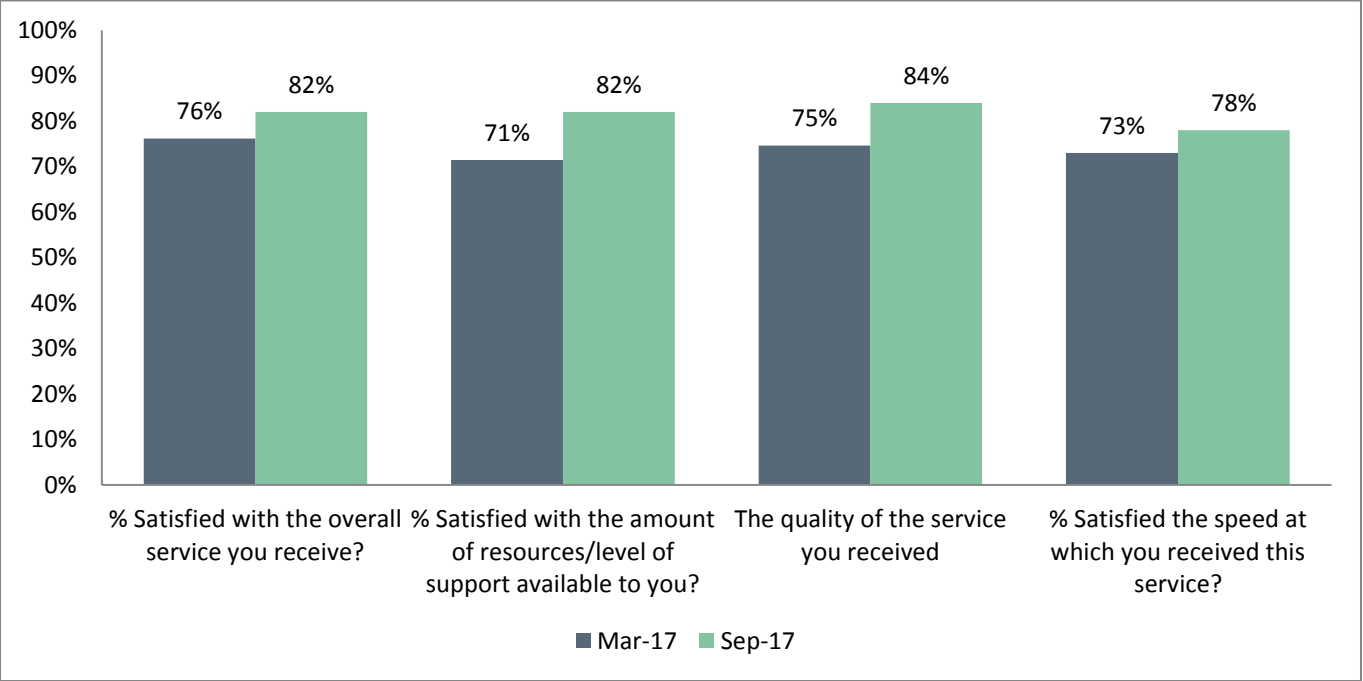


Management Office, Finance Transactional, Procurement, Strategic Finance, Internal Audit, Facilities Management, Health and Safety.

## Asset Management

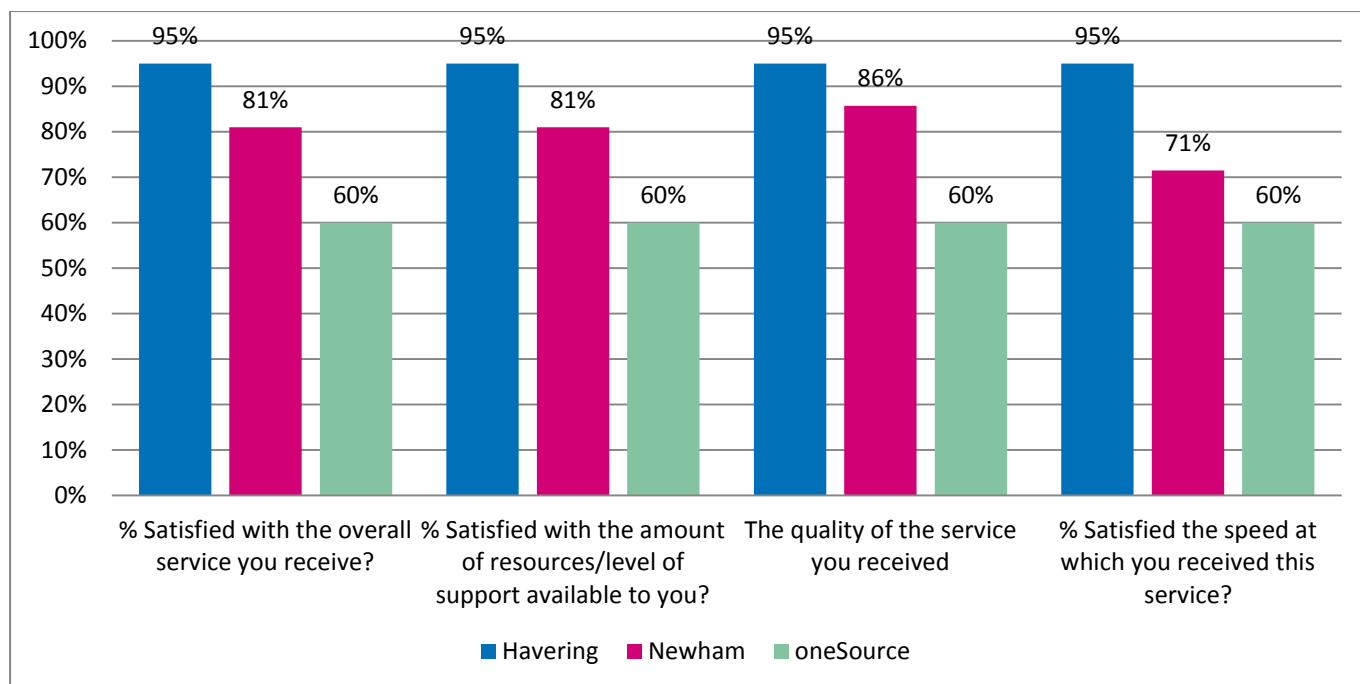
### Facilities Management

Facilities Management received 50 responses with 19 from LBH, 21 from LBN and 10 from oneSource. It is one of the top performing services within oneSource, with customer satisfaction increasing in all four indicators. Three indicators (overall satisfaction, satisfaction with resources and satisfaction with quality) exceeded the 80% target.



Graph 6: Facilities Management (March 2017 vs. September 2017)

In Newham, satisfaction has significantly increased, with the Facilities Management becoming one of the top performing services and three indicators (overall, satisfaction with resources and satisfaction with quality) exceeding the target. Overall satisfaction within Havering continued to surpass the 80% target; with a 14% rise since March 2017 to 95% in all four indicators. For oneSource customers, customer satisfaction has dropped to 60% in all four indicators.



**Graph 7: Facilities Management – Satisfaction by Individual Organisation**

Facilities Management received a number of positive comments from Havering and Newham, in particular. The service was praised for officers being “responsive” and “excellent” and praising particular members of staff. There were a few issues, particularly by oneSource staff, including:

- Availability of meeting rooms / booking system
- High charges for requesting or moving equipment and furniture
- Condition of buildings, particularly East Ham Town Hall
- Narrow windows for obtaining staff passes
- Lack or slow response times
- Emptying of pods without acknowledgements

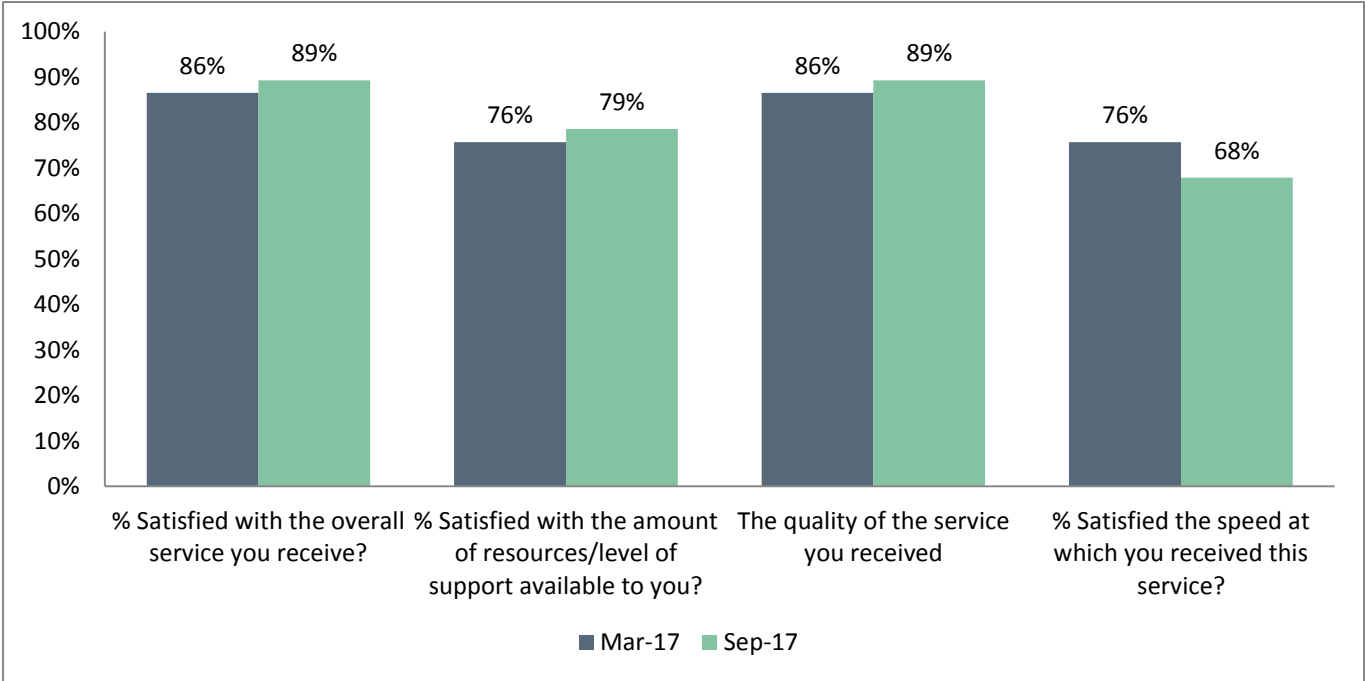
Facilities Management will be implementing their restructure in early 2018 which will address issues raised in customer feedback, and improve service delivery. The FM Helpdesk function is due to be supported across Havering and Newham by the Technology Forge database. The Helpdesk module went live in December 2017 for Havering and is due to be implemented in April 2018 for Newham. Additional refinement following initial implementation will enable customers to track service requests via a portal and provide feedback following completion of each works order.

Facilities Management achieved £500k in annual savings by revising the frequency of the cleaning to non-public areas within Dockside and other measures. The Head of Facilities Management will raise issues with the cleaning contractor and the service will continue to monitor to ensure standards remain within range.

A significant investment was made into East Ham Town Hall to improve facilities and complete property repairs, including a renovation of the fabric of the building, stonework repair etc. Further funding is available to prioritise works and improvement repairs will continue for the upcoming months.

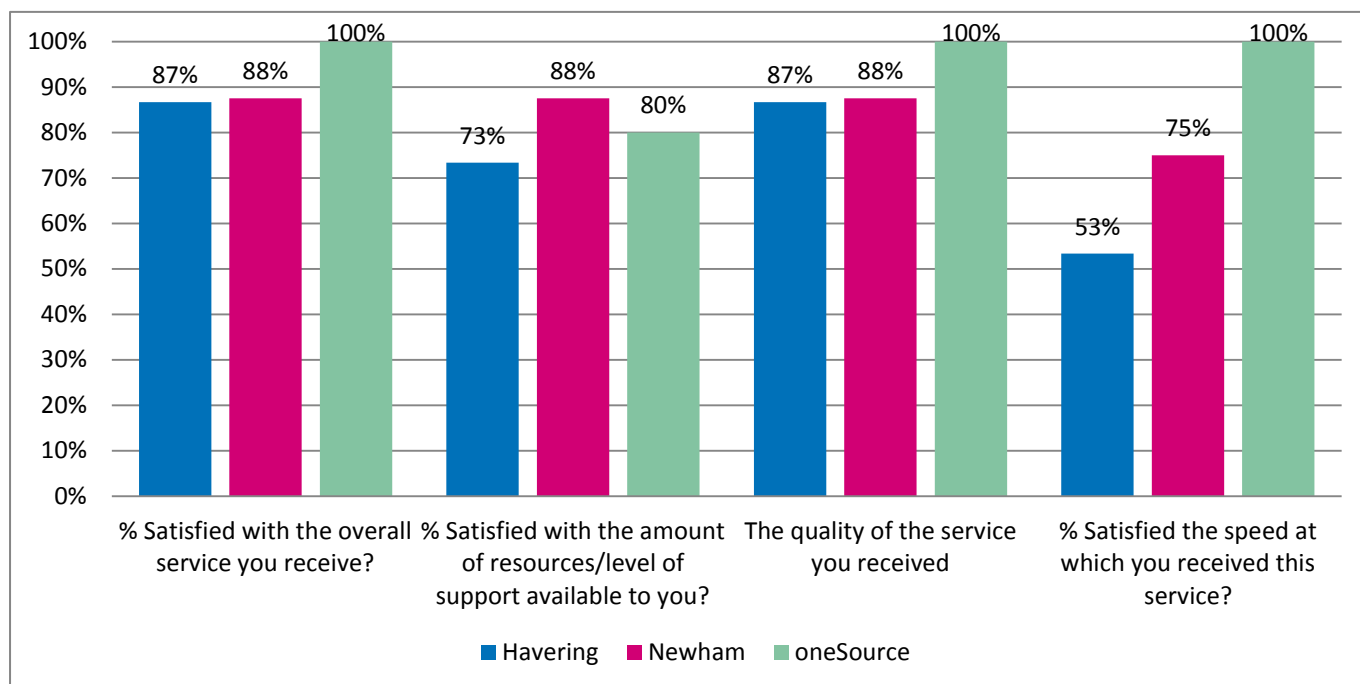
## Health and Safety

Health and Safety remains a top performing service with a 3% increase in overall customer satisfaction. It exceeded the 80% target in two of four indicators, with satisfaction with resources marginally below the target. Health and Safety received 27 responses in total (15 LBH, 8 LBN and 4 oneSource).



Graph 8: Health and Safety (March 2017 vs. September 2017)

Health and Safety achieved 88% overall satisfaction with LBN, 87% with LBH and 100% with oneSource customers. It was one of the top performing services in all three organisations. For oneSource, Health and Safety also rated highly across all four indicators with satisfaction in quality and speed also achieving 100%. Within Newham, satisfaction increased in all four indicators with a significant 28% increase in satisfaction with resources, and three indicators meeting the target. Though overall satisfaction in Havering remained high, there was a 20% decrease in satisfaction with speed. This suggests that whilst the service provides a good quality service, there are issues regarding response times.



**Graph 9: Health and Safety – Satisfaction by Individual Organisation**

Health and Safety received a number of positive comments, including:

- Audits being a useful exercise and a learning opportunity
- Helpfulness and professionalism of staff
- Quality of support – knowledge and use of workplace experiences to illustrate explanations
- Responsiveness of service

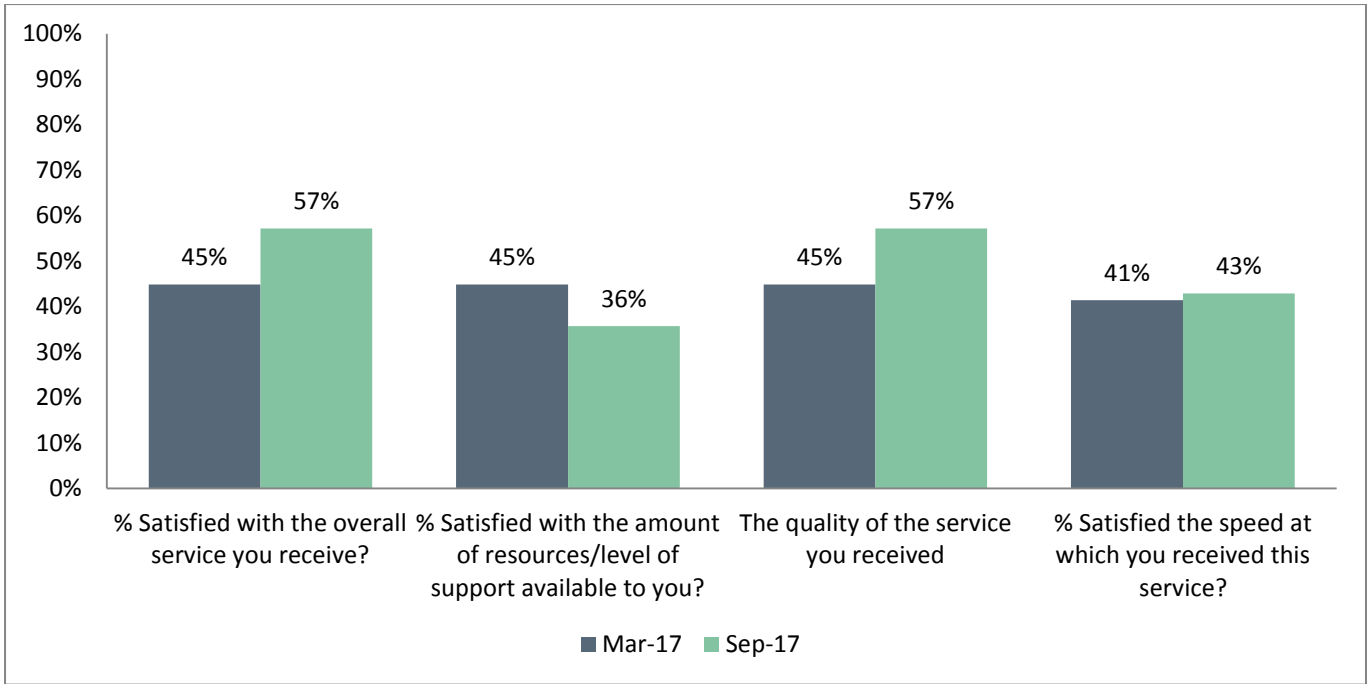
However, there appears to be issues regarding having to chase service requests, incorrect information on reports, poor information exchange regarding Health and Safety issues and having information more readily available.

Health and Safety launched a programme of audits, but there have been lapses in the timeframe due to resourcing issues and challenges in recruiting staff. The service is currently undergoing a recruitment campaign, including recruiting for a new Health and Safety advisor.

The service will be reviewing templates for audits to improve and streamline processes.

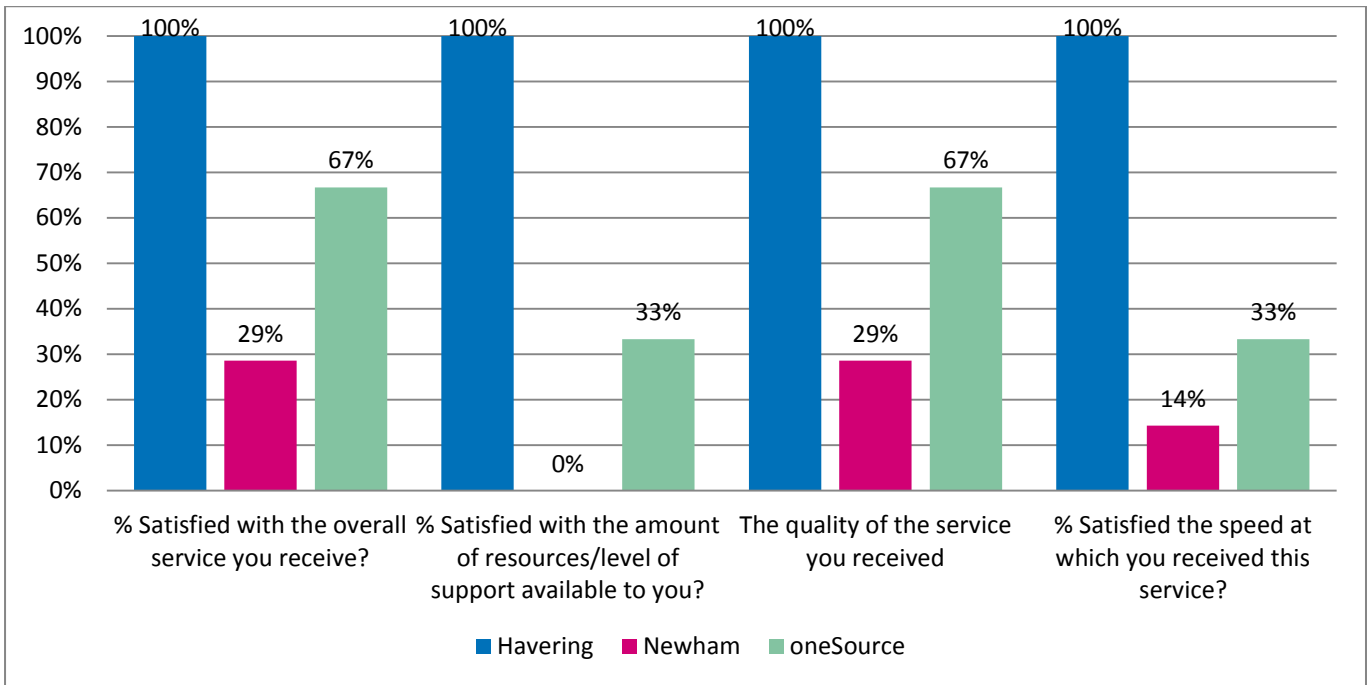
## Property Services

Property Services increased in overall customer satisfaction by 12%, though still remains below the target. Property Services was the lowest rated service across the 16 services, with results significantly affected by lower satisfaction with Newham customers. The number of respondents was 14 overall with 4 in Havering, 7 in Newham and 3 in oneSource.



Graph 10: Property Services (March 2017 vs. September 2017)

For Havering customers, Property Services was one of the top performing services with 100% satisfaction in all four indicators. Within oneSource, satisfaction decreased to 67% in two indicators and to 33% in the remaining two. The most significant fall is in satisfaction with resources which dropped by 50%. Satisfaction within Newham saw a marginal increase by 2% to 28%, but it is noticeably lower than the target and is rated the worst performing service.



Graph 11: Property Services – Satisfaction by Individual Organisation

Within Havering and Newham, staff were praised for their support but noted that quality of support is officer dependent. There is recognition of the improvement in the service but respondents noted that resourcing issues have impacted on response times. One

respondent recommended implementing framework arrangements for commissioning and providing specialist advice within timeframes. Other points of dissatisfaction included capacity and the service failing to inform managers of important information needed or project delays

The service acknowledges that satisfaction has increased for Property Services but work still needs to be done. Resources were allocated to the service area, which will hopefully see continued improvements. The Director of Asset Management and senior managers are working closely with managers in partner councils to improve engagement and set realistic expectations. Regular meeting (including investment boards, client meetings, and project management boards) are held and the service has received positive feedback from Members.

Property Service has increased its remit and are developing new areas of revenue generation, including managing the limo site and handling major projects (e.g. Stratford, Rick Roberts Way) which were previously managed by Regeneration.

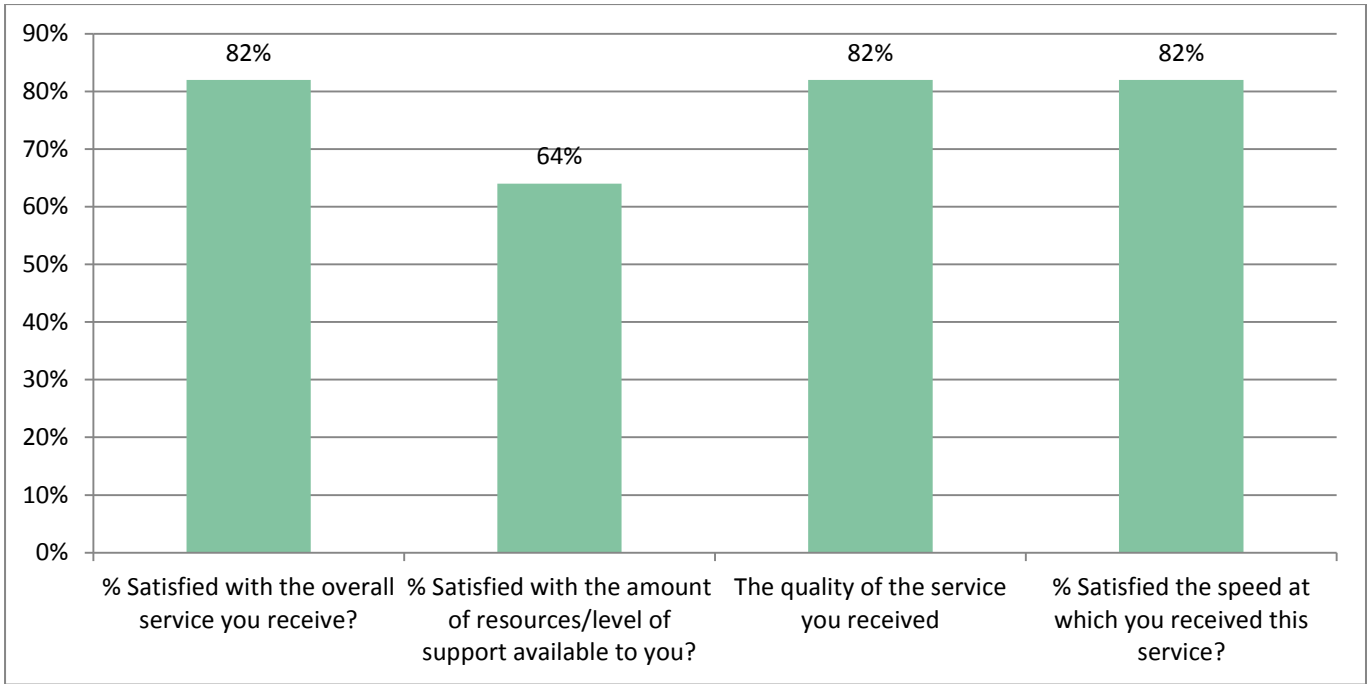
In agreement with Newham councillors, the service is moving towards a client-commissioning function and has begun a tender process to externalise some of its transactional work.

Property Services completed a comprehensive data validation exercise spanning the entire commercial property portfolio, and is currently being verified in K2, to address historic data quality issues inherited from earlier years.

## Projects and Programmes

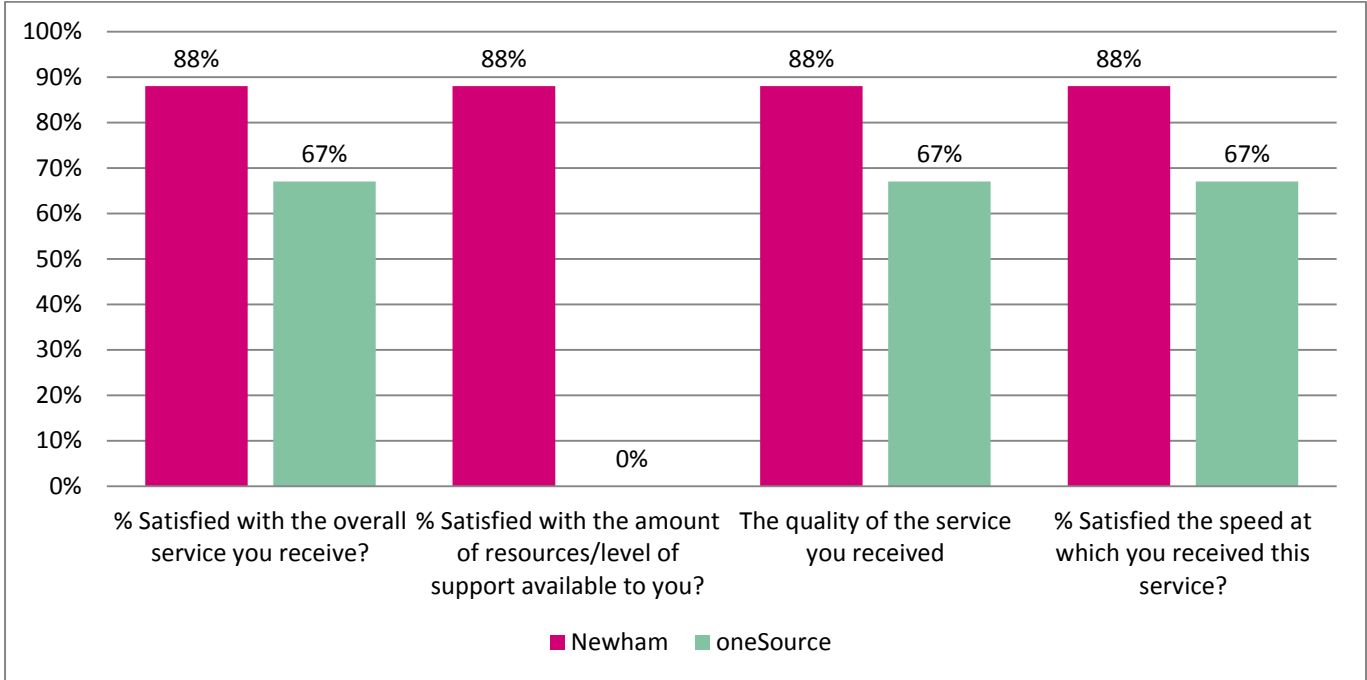
Projects and Programmes has been included for the first time and only pertains to Newham and oneSource. The equivalent service in Havering is Technical Services. Projects and Programmes received a handful of responses - 11 in total (8 LBN and 3 oneSource), therefore it should be noted the results are unlikely to be representative of the service provided.

Overall satisfaction with Projects and Programmes is 82%, with the service becoming one of the top performing services within oneSource. Satisfaction with quality and speed was also 82%.



Graph 11: Projects and Programmes – September 2017

In Newham, the Projects and Programmes is one of the top performing services with 88% satisfaction across all four indicators. In oneSource, the service rated lower with 67% satisfaction across all three indicators, but score 0% in satisfaction with the resources available.



Graph 11: Projects and Programmes – March 2017 vs. September 2017

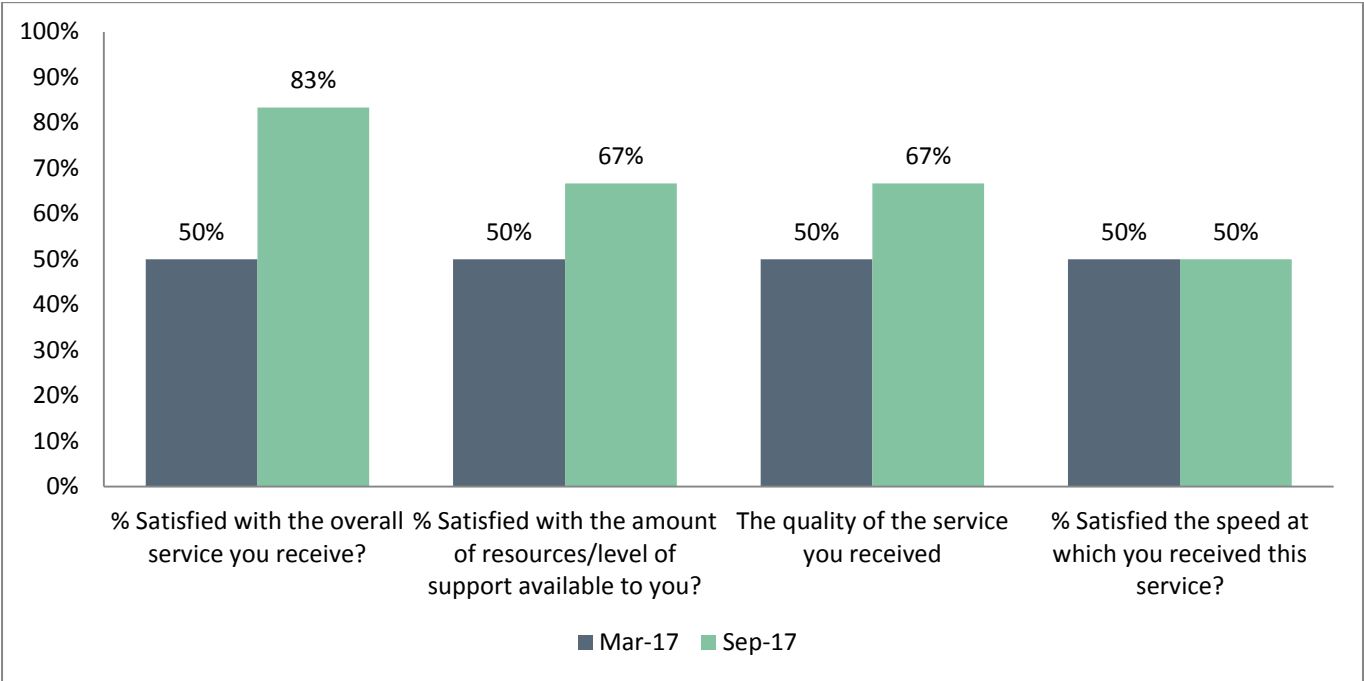
There was only one comment received regarding Projects and Programmes, it noted that the service is responsive and easy to deal with. There were no comments regarding why satisfaction is lower in oneSource.

Projects and Programmes continue to have good relationships with clients and has recently delivered a number of high profile projects (e.g. Courthouse, Stratford Town Hall, East Ham Council). The service has recently implemented a restructure to address resourcing issues.

Technical Services

Responses for Technical Services were from Havering and oneSource only. The equivalent service in Newham is Projects and Programmes. There were 6 responses (5 LBH and 1 oneSource), therefore it should be noted the results are unlikely to be representative of the service provided.

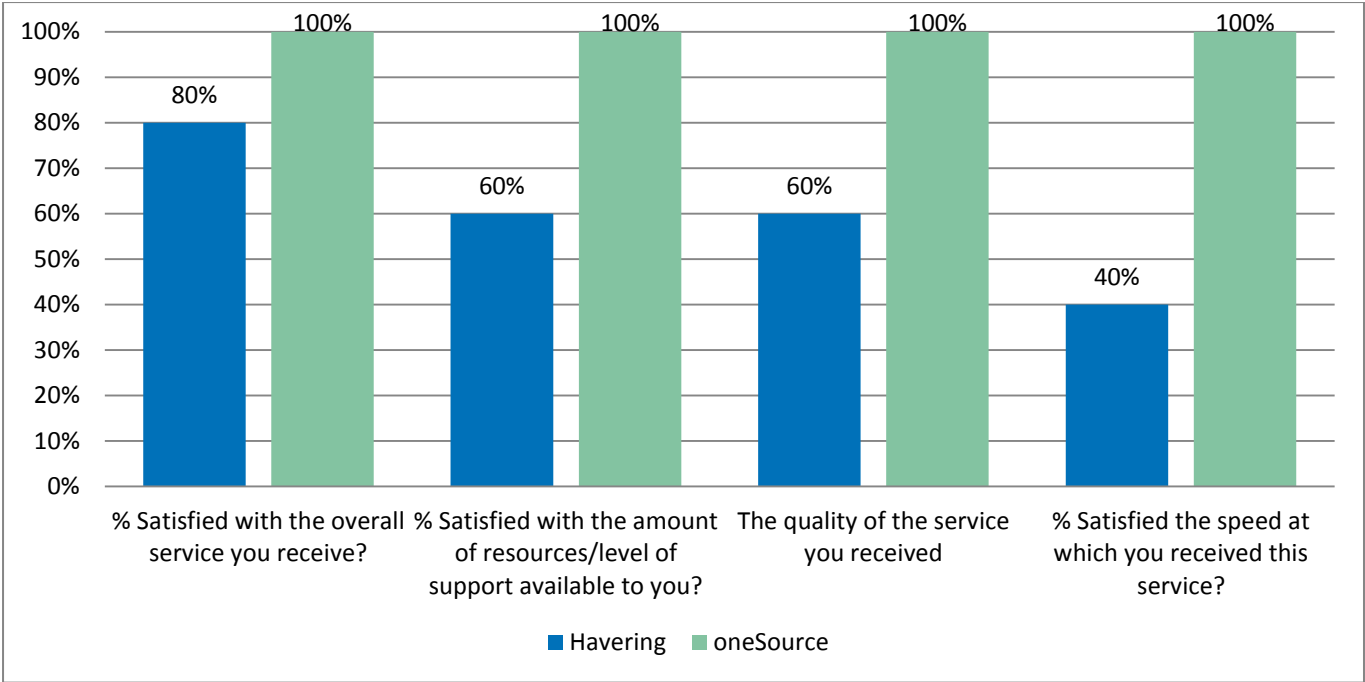
Overall satisfaction increased from March 2017 by a significant 33% from 50%, exceeding the 80% target. Satisfaction in the other three indicators remained lower though has increased by 17% in satisfaction with resources and quality. However, it is important to note that this figure no longer includes Newham scores.



Graph 12: Technical Services (March 2017 vs. September 2017)

Individually, Technical Services is one of the top performing services with 80% overall satisfaction in Havering. This represents a 30% increase since March 2017. Satisfaction was lower in the other three indicators, with satisfaction with speed at 40%. The service achieved 100% satisfaction in all four indicators for oneSource, showing a significant increase since March 2017 where it was rated the worst performing service with 0% satisfaction in all four indicators.





Graph 13: Technical Services – Satisfaction by Individual Organisation

The only comment indicating the reason for low satisfaction scores stated that despite the “great colleagues”, the service is overstretched leading to project delays.

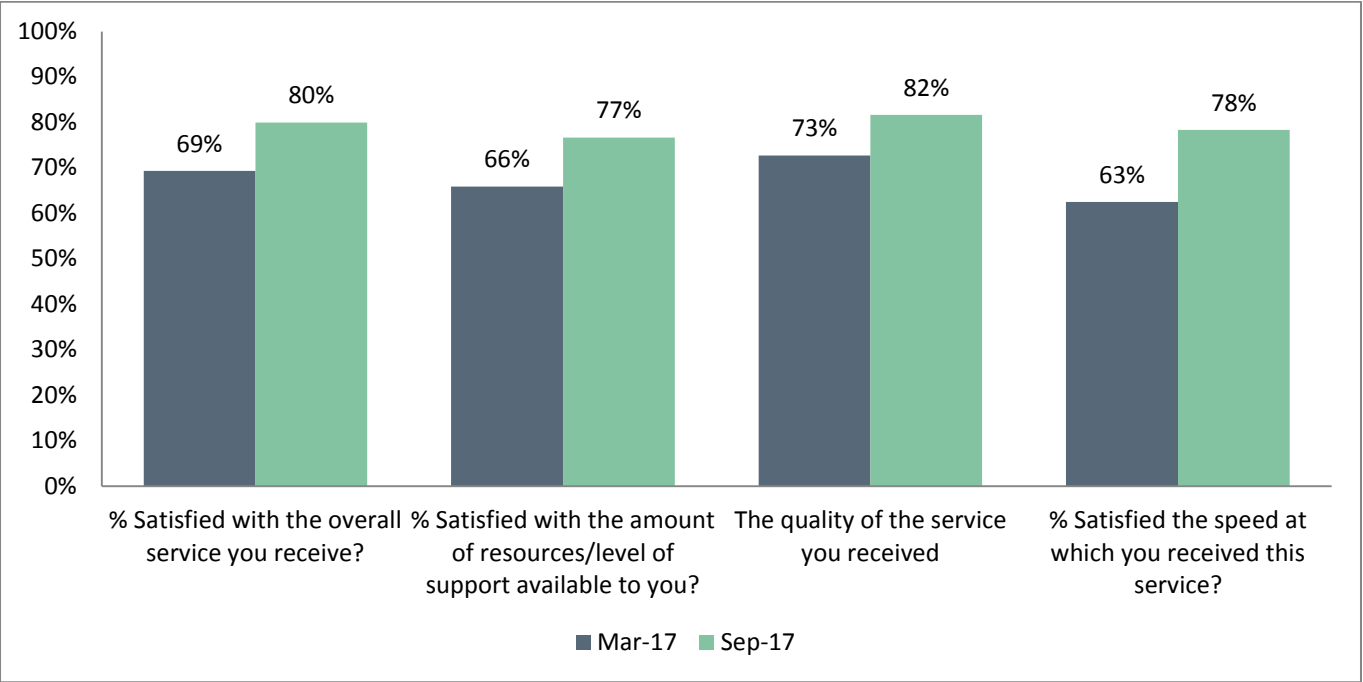
Technical Services have been implementing their restructure during 2017, resulting in some staff vacancies and difficulties in recruiting technical resources. The technical top-up contract with Jacobs has been used to mitigate any resourcing issues and the service area is currently finalising a recruitment campaign to fill vacant posts as a more permanent solution.

The service is working with clients and other services within oneSource to manage delivery issues involving procurement and legal services.

# Exchequer and Transactional

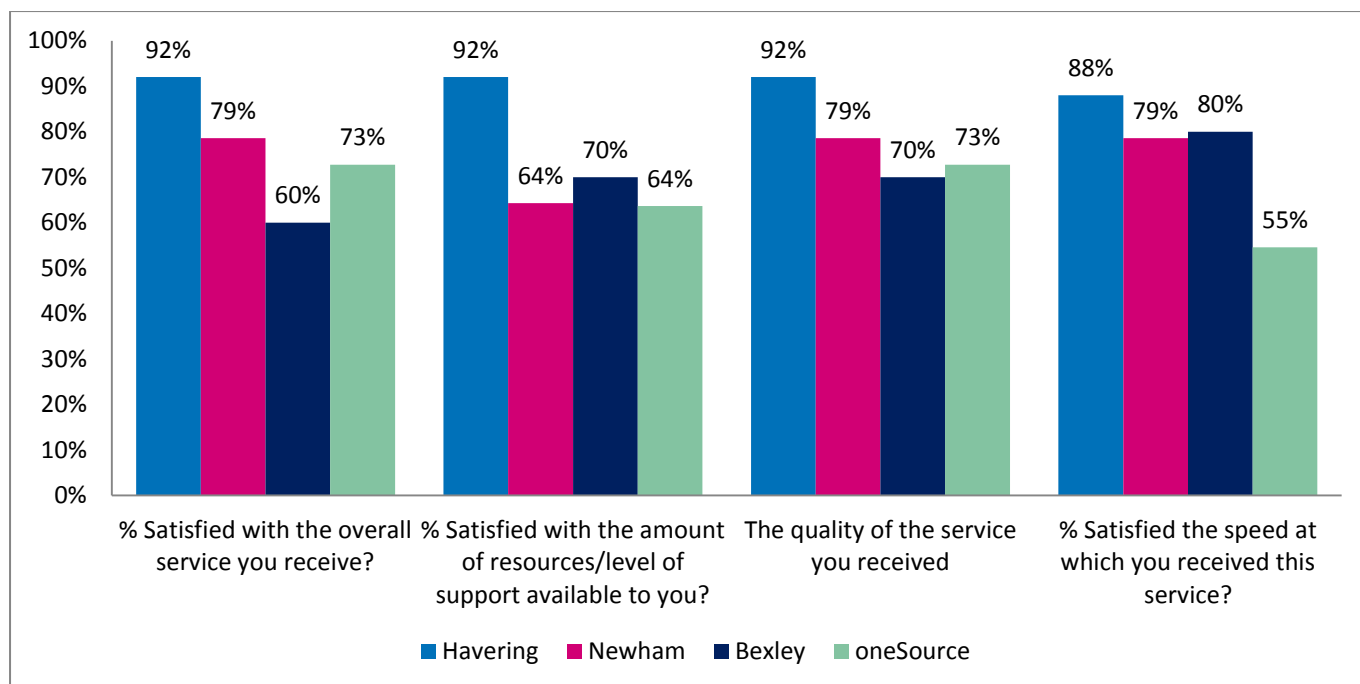
## Finance Transactional

Finance Transactional includes results from all three partner councils, with 60 responses received in total (10 LBB, 25 LBH, 14 LBN and 11 oneSource). The combined overall satisfaction increased by 11%, making the service one of the top performing services with an 80% overall customer satisfaction. The service also exceeded the target in satisfaction with quality and was marginally below in the other two indicators.



Graph 14: Finance Transactional (March 2017 vs. September 2017)

There was an approximate 30% increase in all four indicators for satisfaction in Newham, and in Havering, satisfaction increased in all four indicators as well. However, satisfaction decreased in all four indicators in both Bexley and oneSource. There is a marginal 1% decrease in oneSource; however, satisfaction in Bexley significantly dropped by 23%. There is a deviation in satisfaction across the partner councils with a clear disparity in how Finance Transactional is viewed across the organisations.



**Graph 15: Finance Transactional – Satisfaction by Individual Organisation**

Staff were recognised for their willingness to help but that staff appeared overstretched. There were issues raised regarding:

- Flexibility of systems
- Delays in response
- Problems in Oracle and hierarchies
- Lost invoices, causing duplicate payments
- Delays in payments
- Poor complaints / escalation process
- Poor communication

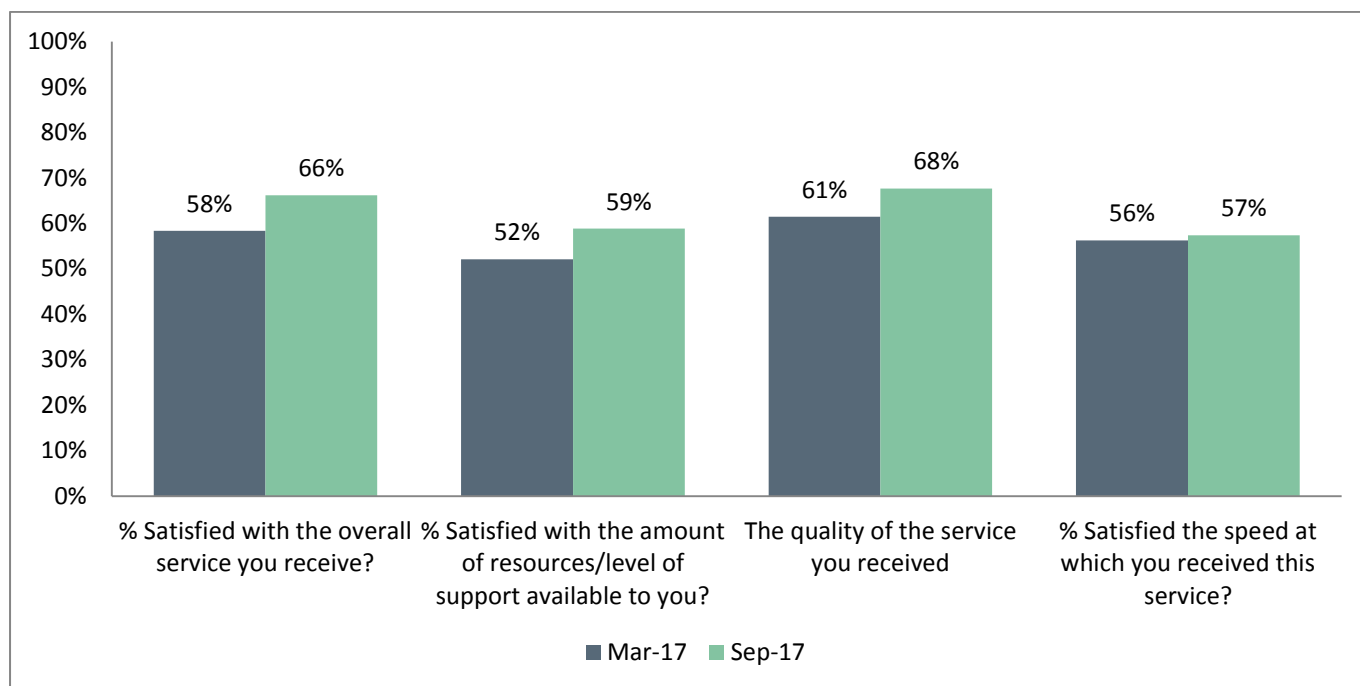
The Director of Exchequer and Transactional Services continues to foster and encourage a team spirit to improve culture, engagement and communication within the service areas and all stakeholders. This has involved staff briefings, team meetings and focus groups to discuss culture, change customer service and care, improvements in staff engagement and joint working which will therefore have a positive impact on service delivery. Ongoing engagement and communications with customers via Stakeholder Management Groups, surveys, management teams etc. ensures the service continues to learn and grow.

Further to the Customer feedback from the Survey, Exchequer and Transactional Services are continuing to work closely with customers to determine needs, which will be reflected in the KPIs and SLAs, to ensure that the service operates efficiently and effectively, and align resources to priorities. The service works directly with managers to enable them to gain confidence and assurance in the use of online processes e.g. P2P, No PO, No pay, debt management.

Ongoing training is provided to managers on an individual / team basis, with customers supported on “live work” (e.g. procurement). This has seen improved training and learning with managers to then utilise self-service.

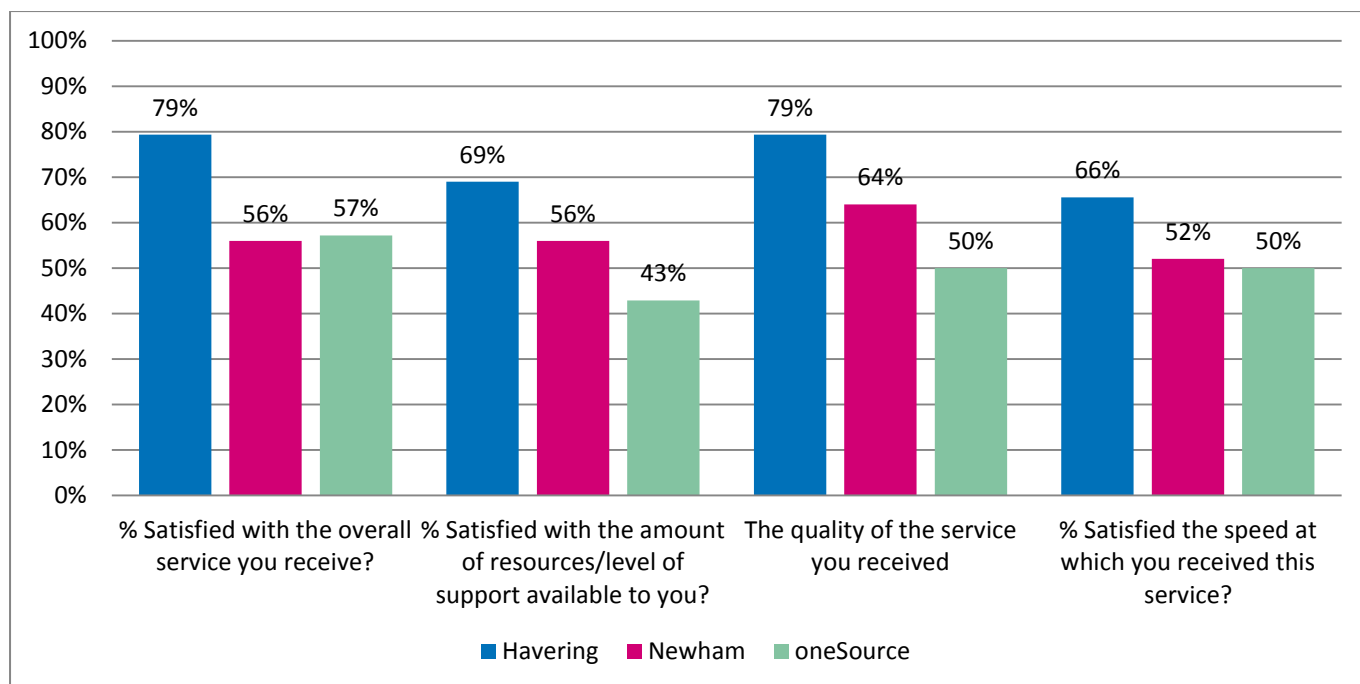
## HR Transactional

HR Transactional received 68 responses across Havering (29), Newham (25) and oneSource (14). Satisfaction increased in all four indicators, with an 8% rise in combined overall customer satisfaction.



Graph 16: HR Transactional (March 2017 vs. September 2017)

HR Transactional was marginally below the target (79%) within Havering, decreasing by 2%. Satisfaction also decreased in the other three reported indicators. Satisfaction in Newham increased significantly across all four indicators with an 18% increase in overall satisfaction. Though the service continues to have lower customer satisfaction in Newham, there has been an upward trajectory since October 2016. Satisfaction within oneSource, decreased in all four indicators by approximately 18%.



**Graph 17: HR Transactional – Satisfaction by Individual Organisation**

A number of individuals were praised for the service provided, with some comments regarding timeliness and helpfulness of service.

Reasons for lower satisfaction scores within HR Transactional included:

- Delays in information and processing
- Lack of resources
- Poor or no responses to queries
- Limited support in using systems or dealing with queries
- Poor Talentlink / recruitment process
- Disjointed service between Havering and Newham employees e.g. staff not able to handle queries relating to partner council, or issues appearing to be dealt with faster in Newham

Recommendations for the service comprised training on Talentlink, updates on recruitment process and cross-skilling staff to handle wider range of queries.

The Director of Exchequer and Transactional Services continues to foster and encourage a team spirit to improve culture, engagement and communication within the service areas and all stakeholders. This has involved staff briefings, team meetings and focus groups to discuss culture, change customer service and care, improvements in staff engagement and joint working which will therefore have a positive impact on service delivery. Ongoing engagement and communications with customers via Stakeholder Management Groups, surveys, management teams etc. ensures the service continues to learn and grow.

To address the comments received as part of the customer feedback, a project to review Recruitment is planned which will improve processes end to end, including the customer experience and use of the system. It will also consider the feedback and suggestions for changes to ways of working. However, it is important for managers to note that the system

(i.e. Talentlink) will remain the same until a decision is made regarding 1Oracle. This project will implement a number of beneficial changes to ensure the following to customers:

- More timely approval to recruit
- Improved and continued processes for compliance checks, DBS, reference etc.
- Ownership of individual or campaign recruitment across teams
- Improvement around perceived response times
- Improved customer care and service development with staff and teams.

In the short term changes have been made to the recruitment process following customer feedback, and we are piloting these changes, reviewing the rolling them out to managers in 2018. This should enable a more efficient process.

Payroll is undergoing a review as part of the oneSource pilot scheme to look at future trading models. The service acknowledges there has been a challenge with the recruitment of skilled and experienced staff which has impacted resource levels. Payroll is currently undergoing a review to determine an improved way of working.

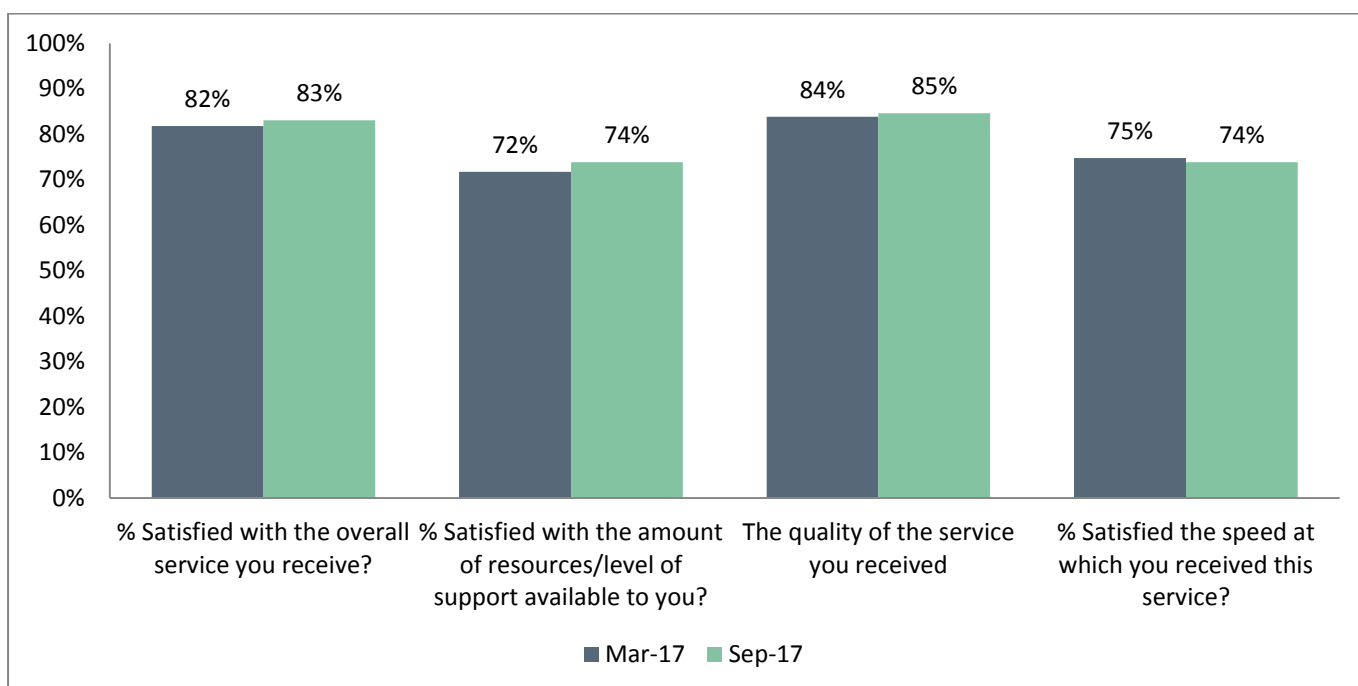
Further to the Customer feedback from the Survey, Exchequer and Transactional Services are continuing to work closely with customers to determine needs, which will be reflected in the KPIs and SLAs, to ensure that the service operates efficiently and effectively, and align resources to priorities. The service works directly with managers to enable them to gain confidence and assurance in the use of online processes e.g. P2P, No PO, No pay, debt management.

Ongoing training is provided to managers on an individual / team basis, with customers supported on “live work” (e.g. recruitment). This has seen improved training and learning with managers to then utilise self-service.

## Finance

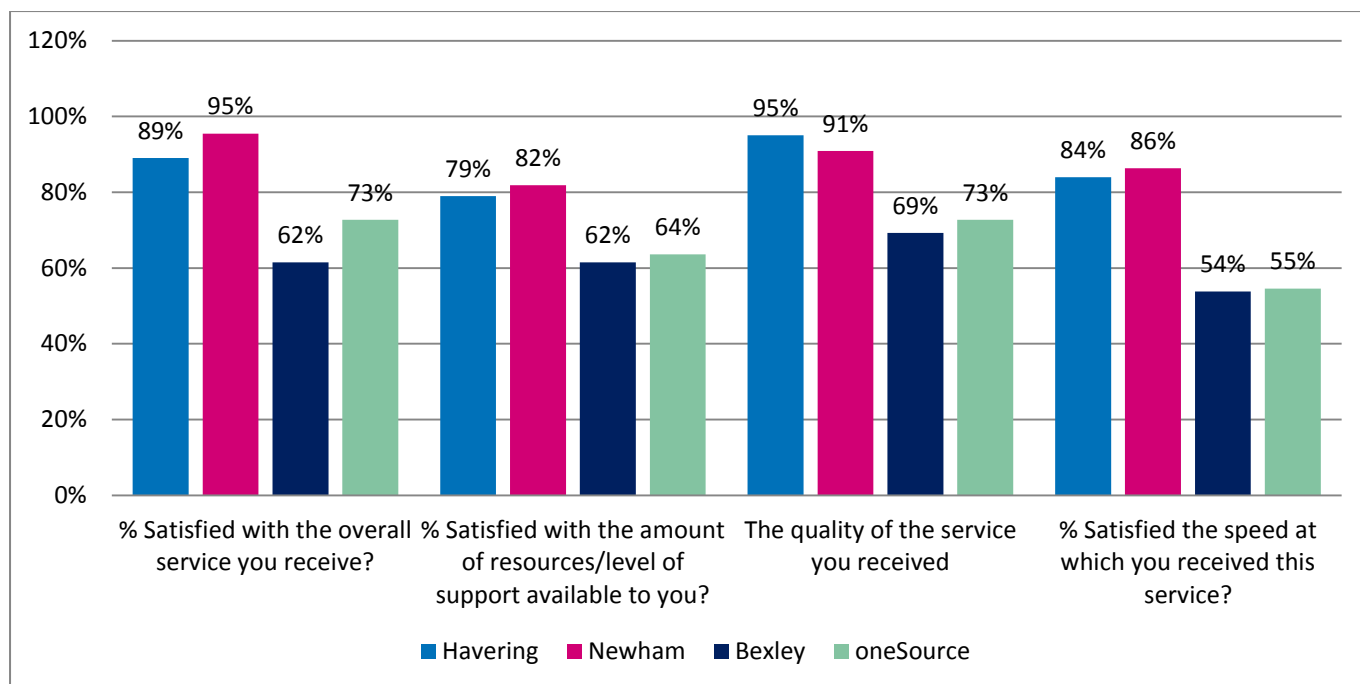
### Strategic and Operational Finance

Strategic and Operational Finance includes results from Bexley Council since the council joined the partnership in April 2016. There were 65 responses from across the four organisations with 19 from LBH, 22 from LBN, 13 from LBB and 11 from oneSource. Strategic and Operational Finance has seen a continued increase in satisfaction since September 2016. The combined overall satisfaction increased by 1% ensuring the service remains one of the top performing services within oneSource.



Graph 18: Strategic Finance (March 2017 vs. September 2017)

Within Havering and Newham, satisfaction increased across all four indicators making the service one of the top performing services for both partner councils. In Newham, overall satisfaction is 95% and the other three indicators above the target. However, satisfaction dropped in both oneSource and Bexley in all four indicators, with the service no longer being one of the top performers in the respective organisations. In oneSource, Strategic Finance dropped by 27% from 100% overall customer satisfaction and 45% decrease in satisfaction with speed. In Bexley, Strategic and Operational Finance decreased by 23% to 62% in overall satisfaction. There is a clear disparity in how Strategic Finance is viewed across the organisations.



**Graph 19: Strategic Finance – Satisfaction by Individual Organisation**

There were several complimentary comments regarding officers being pro-active, helpful, supportive and knowledgeable, with a number of individuals particularly recognised for their support.

A number of comments regarding the service noted that the service is too stretched and as a result are not able to meet expectations. There were other comments regarding:

- Lack of support for budget forecasting
- Slow response times
- Problems with the collaborative planning system
- Poor handover meaning issues raised several times
- Flexibility of systems
- Finance staff not having access to systems or training
- Quality of financial implications in report
- Poor integration with strategy and commercial
- Amendments of cost-centres without discussion

There were recommendations suggested including focused user training, monthly meetings, improved projects / process management and liaison with external audit, challenging and consistent approach in Business Partnering, and working closely with departments when managers conduct budget forecasting.

Further investigation of poorer satisfaction within Bexley was conducted, with a target survey for managers to understand and address issues to be carried out in January 2018..

Finance is implementing a new strategic business partnering arrangement, which should allay resourcing issues within the service. The Strategic Business Partners will focus on one council each, as opposed to supporting all three councils, to co-ordinate and provide better, value added, continuous support. The service are working with Directors and the



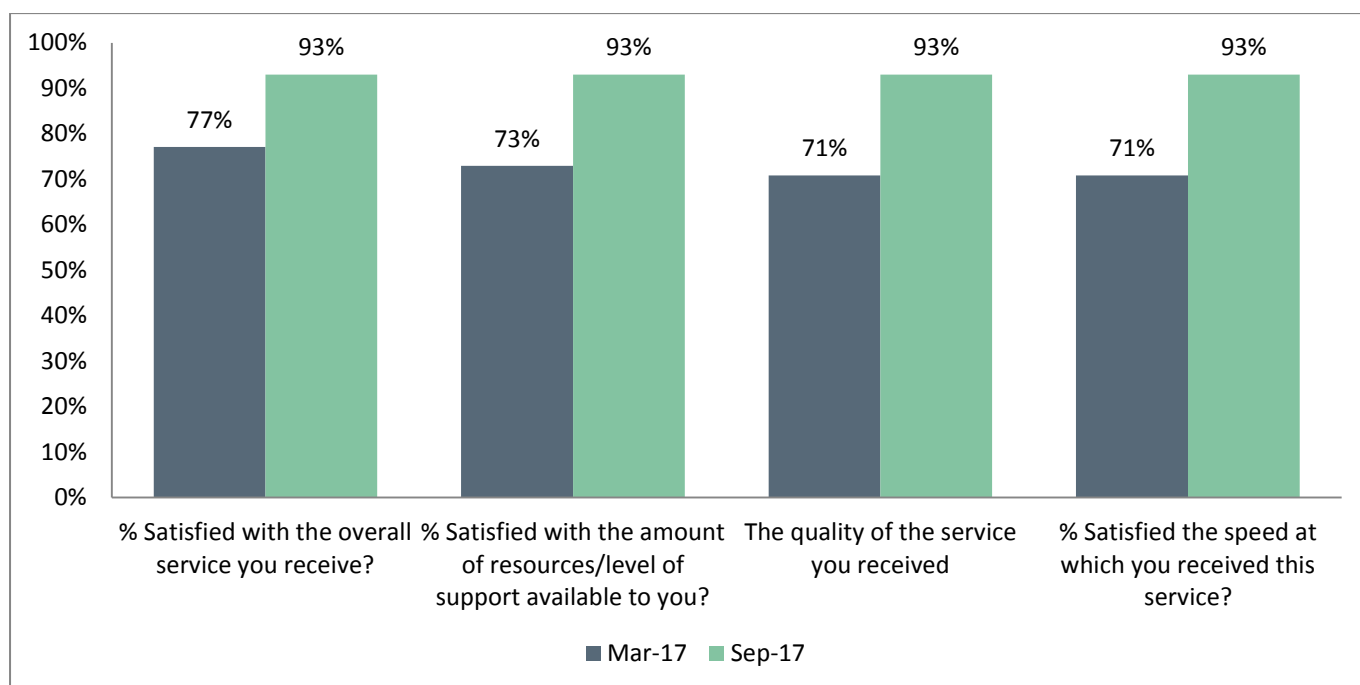
Section 151 Officers to identify the projects, programmes and priorities for the upcoming year that need financial support in the medium to long term in order that resources can be aligned to service demands and to flag any issues early. Projects and priorities identified will be included within the SLAs and service updates for the upcoming year which will be published in late February.

There continues to be some issues with Oracle and Collaborative Planner, predominantly in Newham and Havering. The two systems are independent of each other and a financial system pathway is being finalised with the Section 151 Officers and this will be progressed in 2018.

The survey responses have identified some areas where there is insufficient support in supporting managers to manage their budgets. The forecasting of income and expenditure is the responsibility of budget managers. The service is implementing a monthly training schedule for all three councils on how to forecast and manage budgets. The Senior Financial Accountants will be supporting this training which will be ran at each council initially before implementing a rolling location. The service will investigate wider training regarding the use of Collaborative Planner and Oracle.

## Procurement

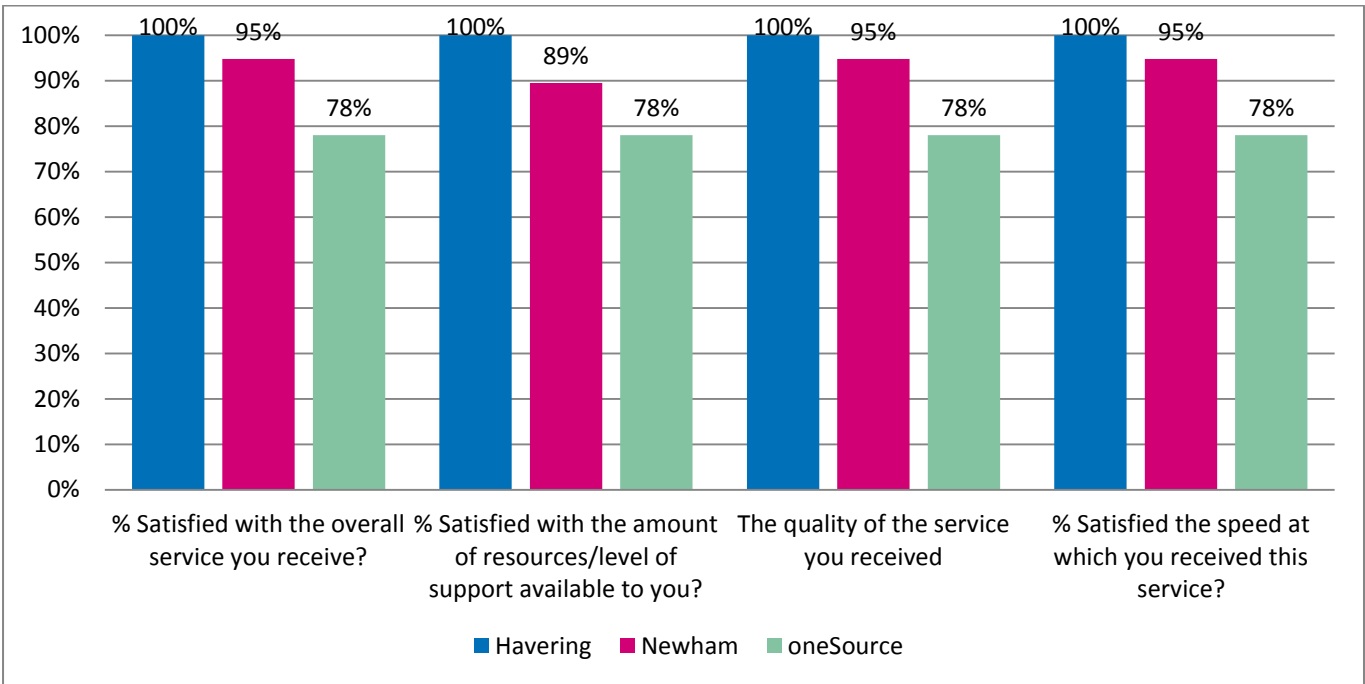
Satisfaction with Procurement has increased since October 2016 and has continued to show significant satisfaction improvements. The service is one of the top performing services with 93% satisfaction in all four indicators, increasing from 77%. The service received 41 responses overall with 13 from Havering, 19 from Newham and 9 from oneSource.



Graph 20: Procurement (March 2017 vs. September 2017)

Procurement achieved 100% satisfaction in all four indicators within Havering; and scored highly in Newham with 95% in three indicators, including overall satisfaction. Within

oneSource, satisfaction increased and was marginally below the target with 78% across all four indicators.



Graph 21: Procurement – Satisfaction by Individual Organisation

Procurement received a number of positive comments, with managers valuing named officers to support and guide through the procurement process. However, there were issues raised concerning quality of support being officer dependent, no prioritisation for time critical deadlines, conflicting or incorrect information provided, poor communication about changes to the procurement process and no training on procurement rules. One respondent suggests the service provided a more proactive and integrated approach within the programme and project management framework.

The Procurement team have put significant effort in over the past year and the service continues to see improvement in customer satisfaction.

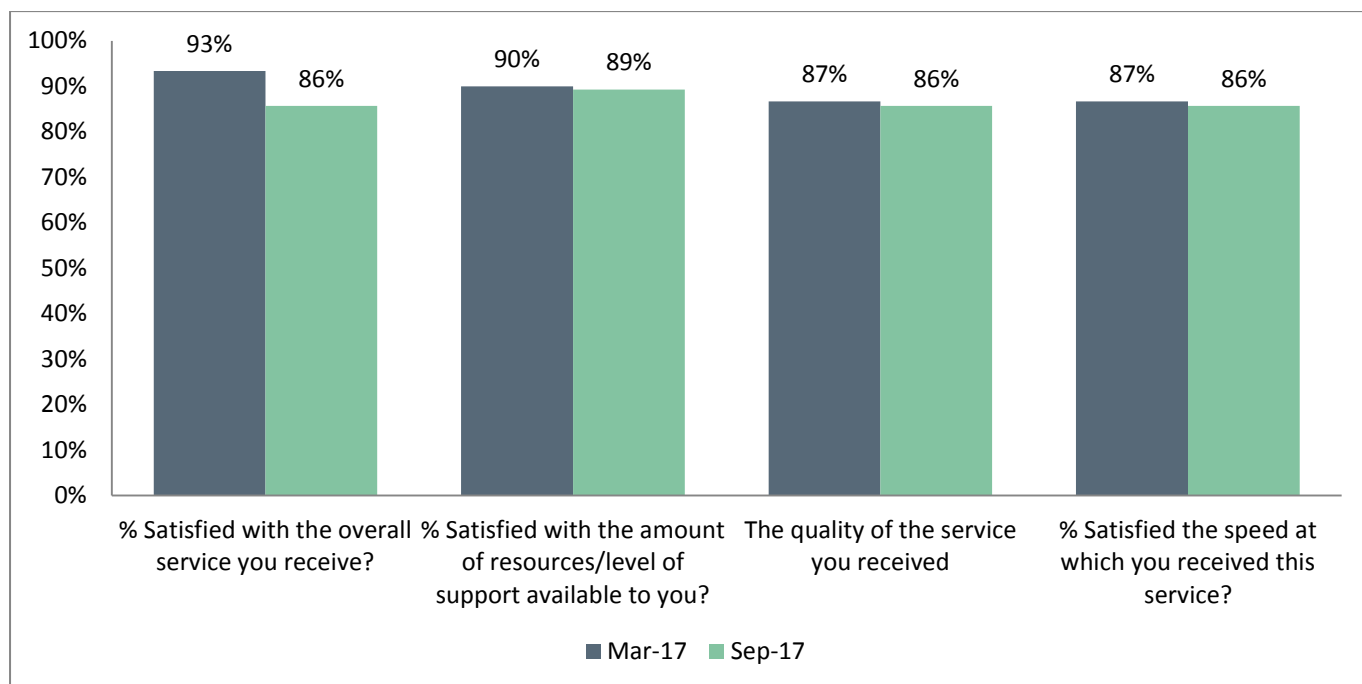
A review of the Terms and Conditions will be taking place, in conjunction with Legal Services. There is recognition that there is an issue regarding Accounts Payable hold invoice and potentially a workflow issue. The service, along with Exchequer and Transactional services, will be reviewing the processes in place.

The Procurement service, along with the wider division are putting in place a training programme for managers, this will be for both new managers and those requiring a refresher training on Procurement rules. A review of priorities and time critical projects will be conducted for the Forward Plan.

Internal Audit, Risk, Insurance and Counter Fraud

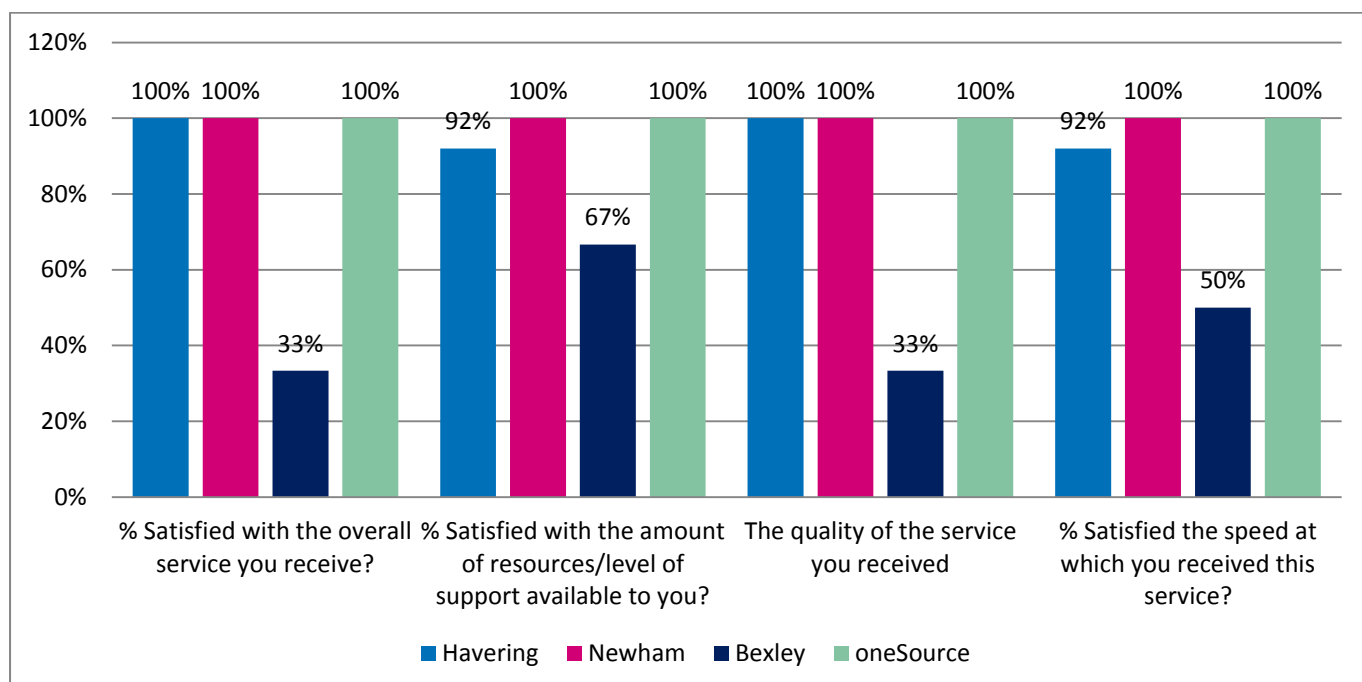
The overall customer satisfaction for Internal Audit, Risk, Insurance and Counter Fraud has decreased by 8% in customer satisfaction; this was mainly due to poorer than expected

satisfaction results from Bexley Council. The service remains one of the top performing services despite the decrease. The service received 28 responses overall with 12 from Havering, 6 from Newham, 6 from Bexley and 4 from oneSource.



**Graph 22: Internal Audit, Risk, Insurance and Counter Fraud (March 2017 vs. September 2017)**

Individually, Internal Audit achieved 100% overall satisfaction in Havering, Newham and oneSource. In both Newham and oneSource, the service achieved 100% satisfaction across all four indicators. However, in Bexley there was a significant decrease satisfaction with the service decreasing from 100% to 33%. This implies there are issues with quality and level of support received by Bexley customers.



**Graph 23: Internal Audit, Insurance, Risk and Counter Fraud – Satisfaction by Individual Organisation**

Given the poor satisfaction score within Bexley, comments indicate that this is due to officers having a poor understanding of Bexley and its modus operandi causing managers having to continually explain processes. Other comments suggested poor response times, service needing to be more proactive and handling red/high risk recommendations quickly, lack of resources, and more activity is needed for fraud. However this is concerning as there has been little turnover of staff within the Assurance team at Bexley and the capacity contract with a third party provider for Internal Audit services hasn't been used.

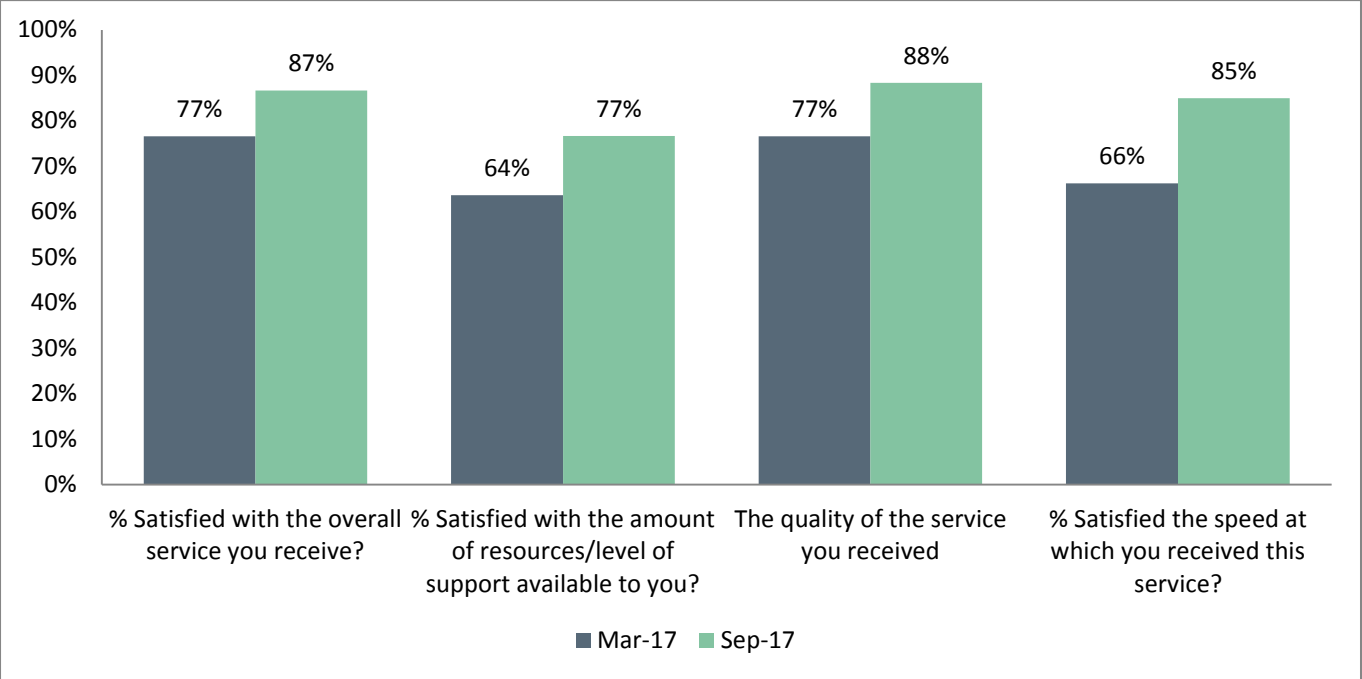
A new Fraud structure will be implemented by the end of the financial year, which will facilitate a more proactive approach to fraud and investigations. The service already conducts its own analysis of satisfaction to track and monitor internal audit satisfaction where the limited responses received have been positive.

The service operates a resilience contract, where additional support can be brought in if needed. As per the above, this contract hasn't been used in Bexley to date, however the Head of Assurance will ensure when it does the company receive a brief of the modus operandi of Bexley.

# Human Resources

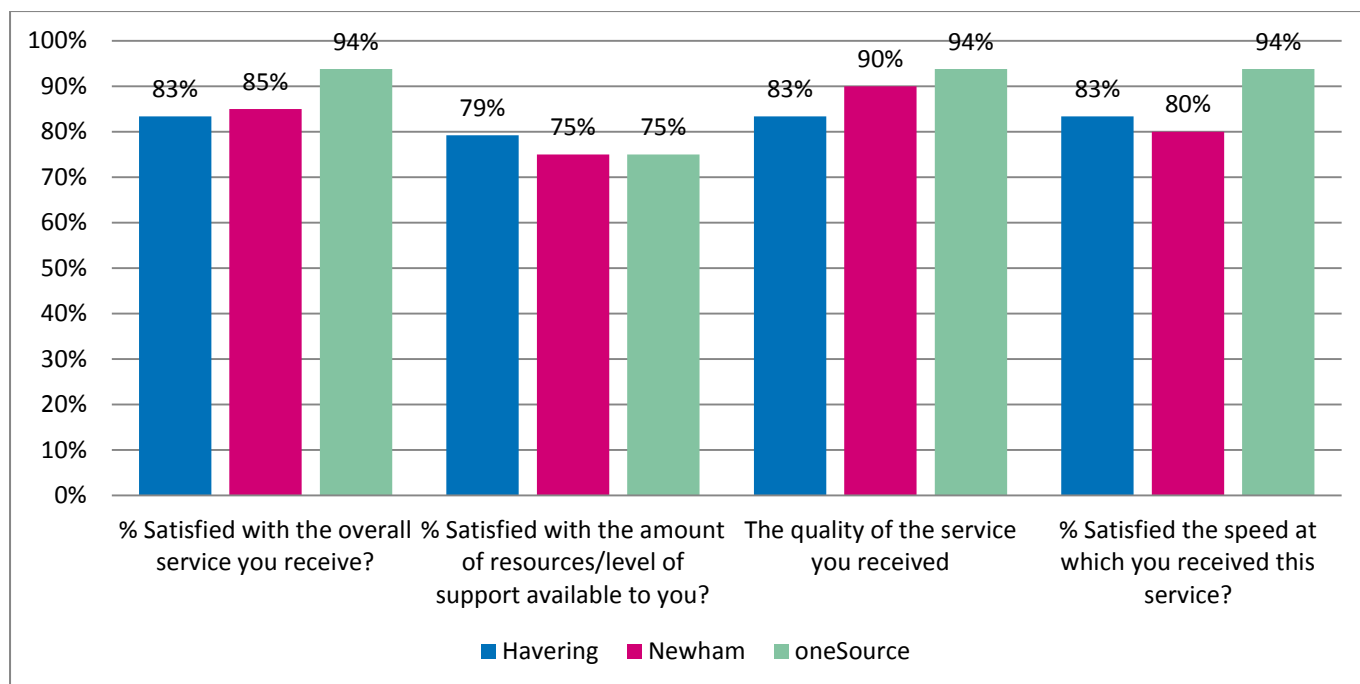
## HROD

HROD improved in overall customer satisfaction by 10%, exceeding the target and making HROD one of the top performing services. There was an across the board increase in satisfaction. There were 60 responses for the service, 24 from Havering, 20 from Newham and 16 from oneSource.



Graph 24: HROD (March 2017 vs. September 2017)

Individually, HROD was one of the top performing services in Havering, Newham and oneSource. The service exceeded the 80% target in three indicators (overall satisfaction, satisfaction with quality and satisfaction with speed) in all three, however each organisation scored satisfaction with resources lower. This implies that the quality of service is good, but resourcing issues have impacted satisfaction. In Newham overall satisfaction increased by 17%, with approximately 23% rise in the remaining three indicators.



**Graph 25: HROD – Satisfaction by Individual Organisation**

The service is praised for the quality of support, with a number of positive comments including “HR within Havering in my experience has been excellent”, “timely, sound and useful advice provided by HR”, and “helpful and practical advice”. A number of individuals were recognised for their support. Partner councils noted that there are issues with the availability of resources and the following issues were raised:

- Difficulties in knowing who to contact
- Conflicting advice depending on the officer handling the query
- Complex and iterative process for IR35
- Poor communication and discussion of wider service impacts
- Poor handling of restructures

HROD is pleased with the staff recognition and that satisfaction has increased and, particularly in Newham where overall satisfaction increased by almost 20%, despite the huge workload. HROD conducted a post restructure review to ascertain areas of success, areas of concern and improvements that can be made. The findings recognised that resources continue to be stretched and highlighted areas for HROD to focus upon to improve the customer journey despite this. Focus groups have been arranged within HROD and will be tackling and improving the following issues:

- Policies
- Processes (including the link to Transactional services for an end-to-end view)
- Recording (which will be encapsulated within the new Case Management system)
- Training
- Customer Access

Additionally, the service will be slightly redesigned to account for strategic resourcing priorities. Funding for a new case management system has been approved and will be implemented in 2018/19 to track, record and monitor all cases. Initial stages of the end-to-end Recruitment process review has been completed with further work to be conducted in the next few months.

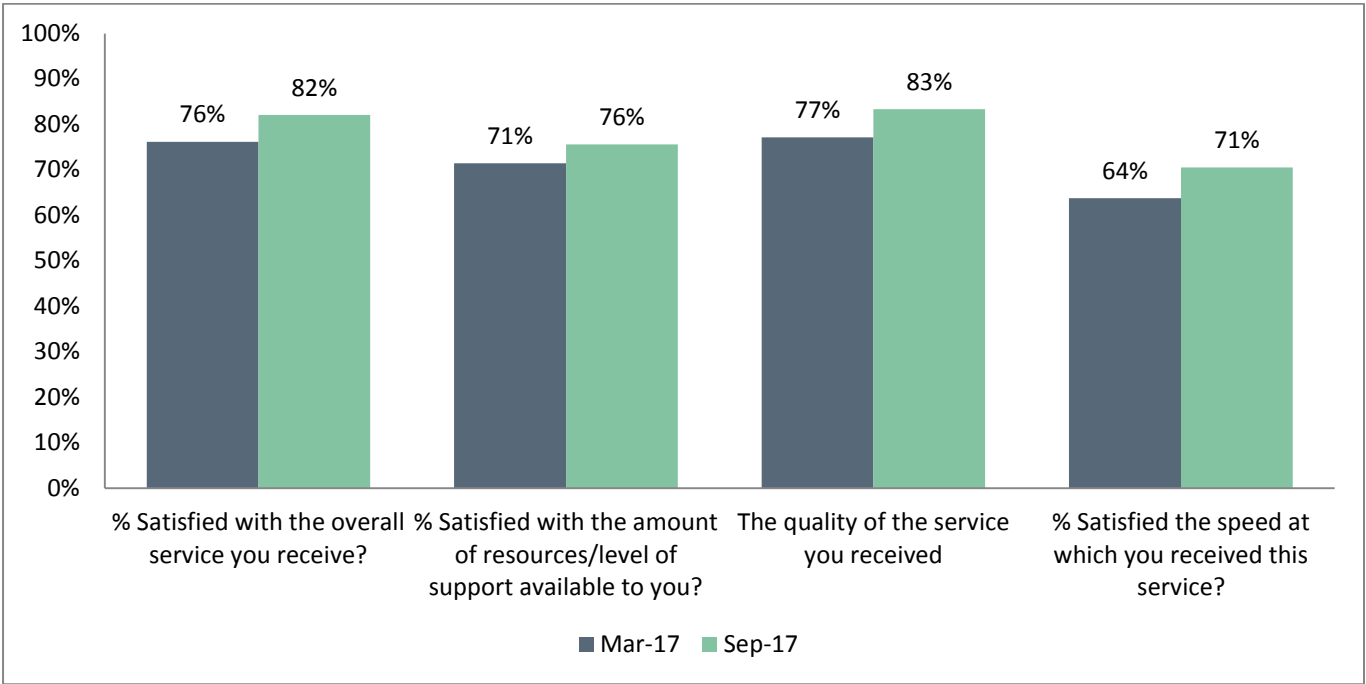
The initial implementation of IR35 legislation by HMRC meant uncertainty, as a result a robust system and process was implemented in response to HMRC's IR35 legislation and to ensure that the councils remain compliant. This will process has a continued requirement from the council's respective section 151s, but with their approval, the process may be reviewed to see if it can be streamlined.

SLAs for the service will be refreshed in the upcoming months to include the review of the core offer and remove the duplication that has arisen due to bespoke processes. The SLAs will align to the new Customer Charter, which outlines the values and behaviours of the service.

# Technology and Innovation

## ICT

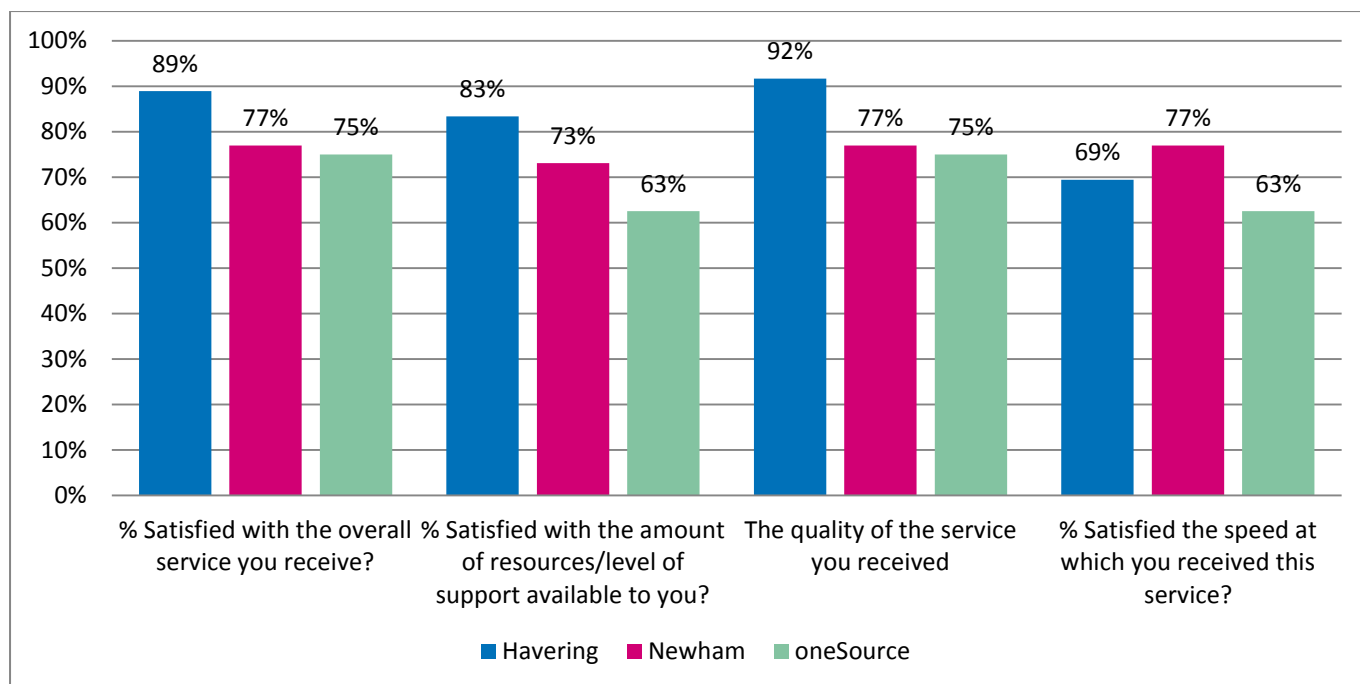
ICT has increased in satisfaction in all four reported indicators, making the service one of oneSource’s top performing. 78 people responded to the survey, with 36 from Havering, 26 from Newham and 16 from oneSource. Overall satisfaction has increased by 6%; with 5% increase in satisfaction with resources, 6% increased in satisfaction with quality of service and 7% in satisfaction with speed.



Graph 26: ICT (March 2017 vs. September 2017)

Within Havering, overall satisfaction increased by 8% to 89% and the service remains one of the top performers. In Newham, satisfaction increased in overall, resources and speed, but showed a small 3% decrease in satisfaction with quality. In oneSource, overall satisfaction marginally decreased (1%) to 75%. Satisfaction with speed is an issue for all three organisations.





Graph 27: ICT – Satisfaction by Individual Organisation

The service is recognised for its improvements and staff for their helpfulness. Upon review of the comments made by customers, there were a number of issues identified within ICT including, with opportunities for improvement.

- Quality of support depending on officer
- Slow or poor response times
- Slow systems
- Continued issues with equipment
- Backlog within scanning services
- Poor understanding of criticalities or customer needs
- Issues not being resolved

ICT acknowledges that satisfaction with resources and speed are lower, particularly within oneSource, as the service has resourcing issues as identified within an internal and an independent review by SOCITM. ICT are pleased to see satisfaction has increased despite this.

ICT infrastructure improvement program is currently working at addressing a number of key areas of concern within ICT which are related to infrastructure and systems performance, availability, resilience. The first phase of this programme was to refresh the current hardware which is now completed and has seen a positive impact on performance. The next phase is to address networks and other parts of the infrastructure to ensure we are on supported platforms and latest versions of software. The focus has been on improving security within our infrastructure allowing both the councils to be compliant to PSN and PCI DSS standards. ICT will continue to focus on improving current systems while ensuring customer service focus is maintained to address various systems.

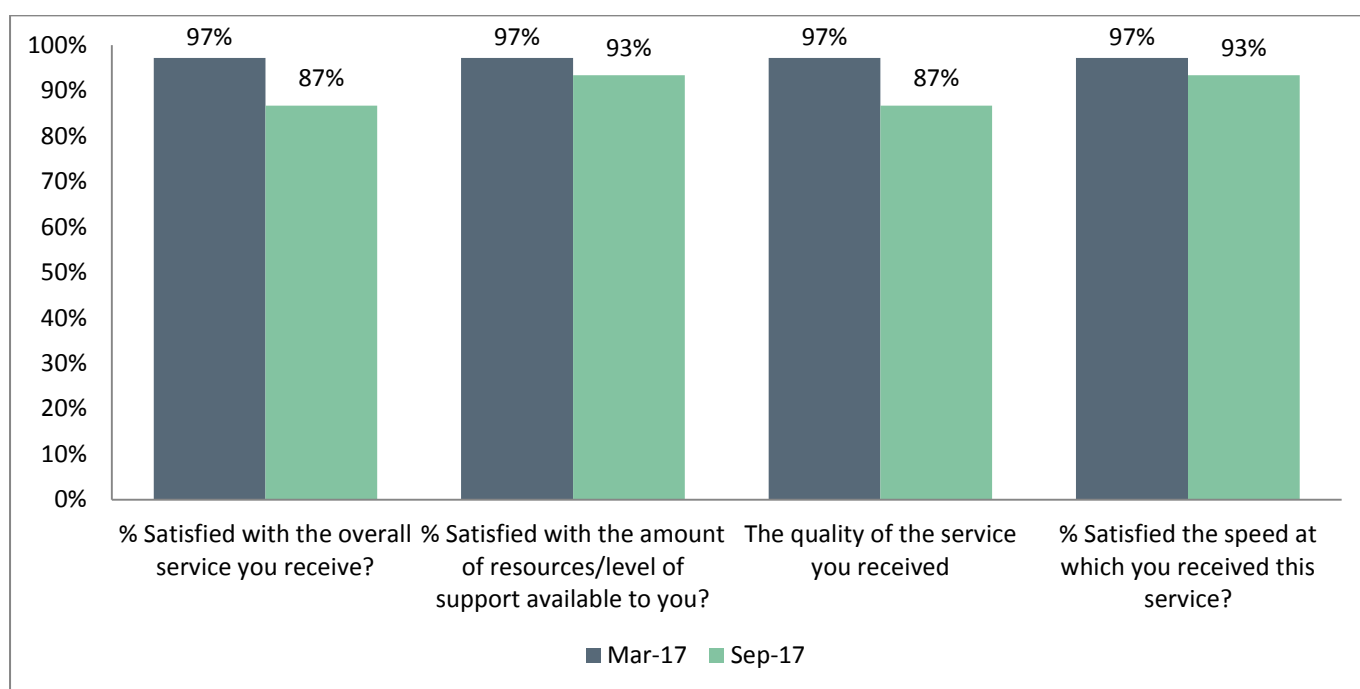
There are various projects and programmes which are currently focused on implementation of systems and infrastructure. These are prioritised in discussion with the senior members

of SLT at both the councils. The IT strategy which is currently in draft will be discussed with members and SLT officers before being finalised. This will allow the councils to build ICT service that can deliver its modernising agendas.

ICT service will continue to monitor the customer satisfaction and focus on improving services that affects and improves the customer experience but more importantly allows them to deliver service objectives.

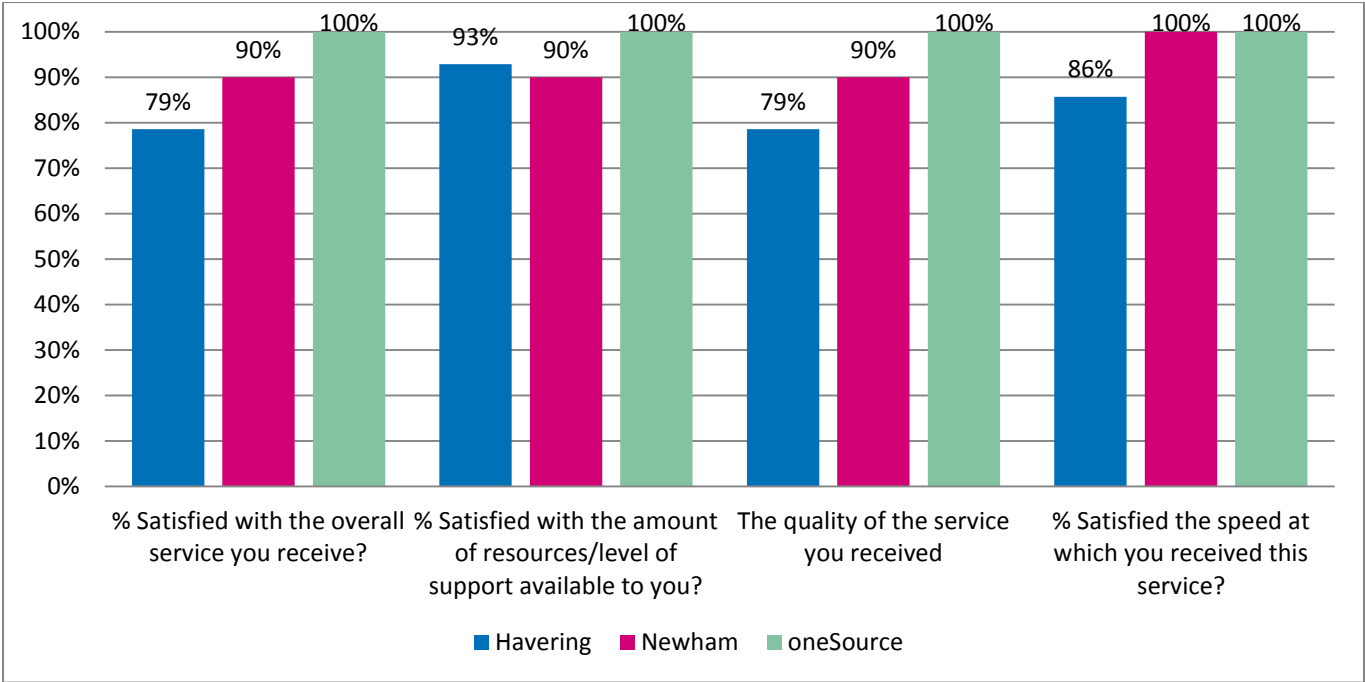
## Printing Services

Printing Services remains one of the top performing services, but showed a 10% decrease in overall satisfaction and decrease in the remaining three indicators due to lower scores from Havering. The service received 30 responses overall with 14 from Havering, 10 from Newham and 6 from oneSource.



Graph 28: Printing Services (March 2017 vs. September 2017)

Individually, Printing Services scored highly and achieved 100% in all four indicators in oneSource for another reporting period. In Newham, satisfaction with speed increased by 6%, though satisfaction fell by 4% in overall, resources and quality. In Havering, overall satisfaction and satisfaction with quality dropped from 100% to 79% (marginally below the target). Satisfaction with speed remained high in resources and speed.



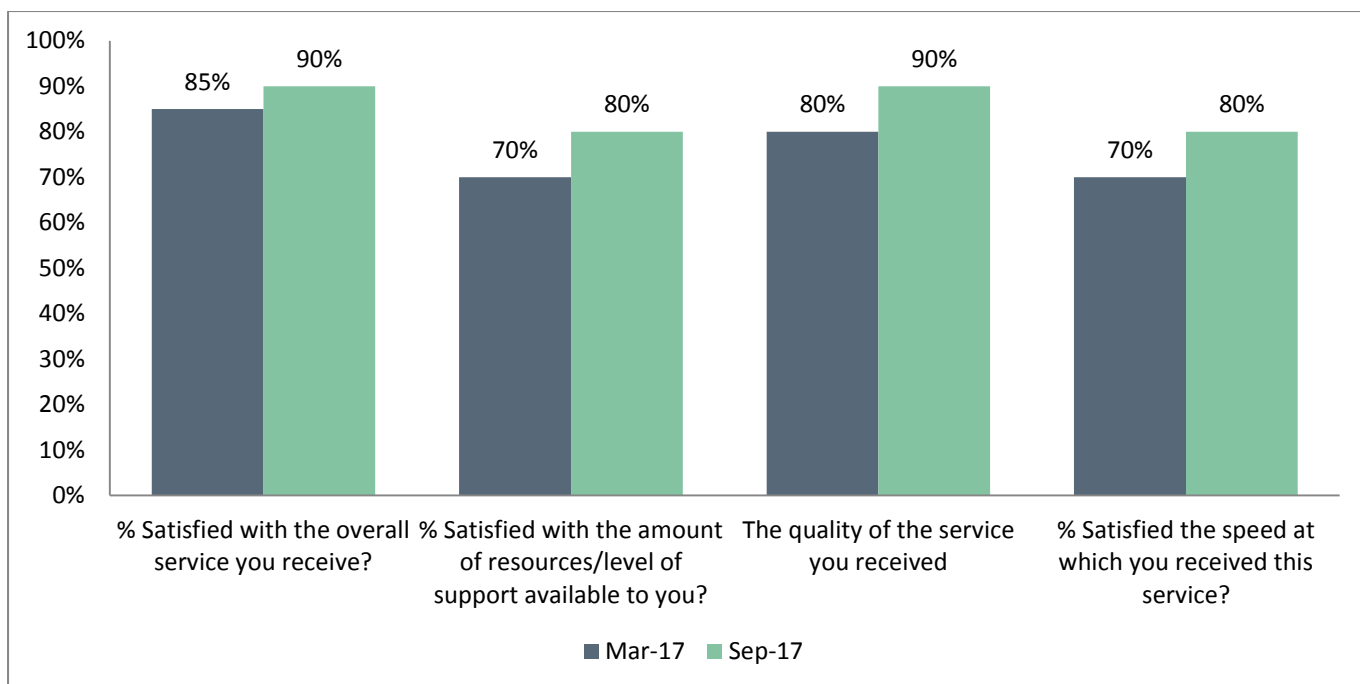
Graph 29: Printing Services – Satisfaction by Individual Organisation

Only a handful of comments were provided for Printing Services but the service was praised for being “very good” and “quick turnarounds”. There was only one comment indicating that new software has affected print settings.

For Printing Services, the service area is addressing resourcing issues that may have impacted on satisfaction. In addition, the service will be implementing specific targets for performance.

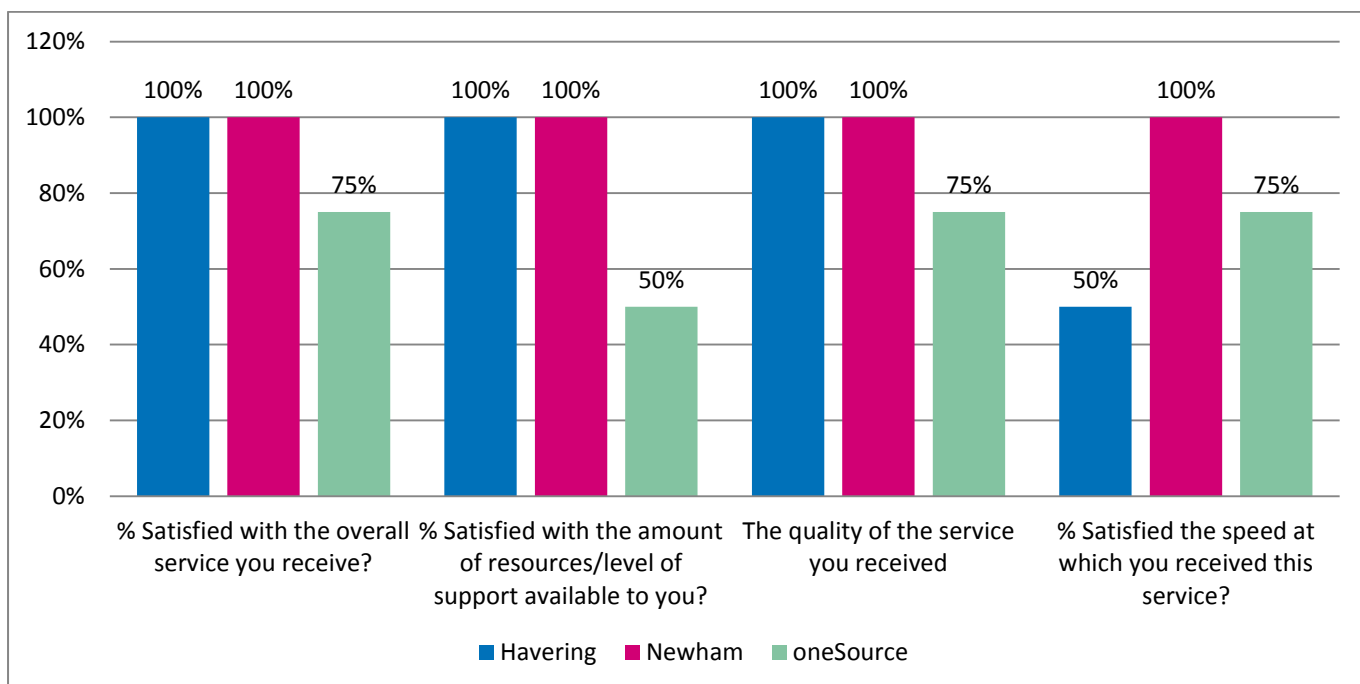
Business Improvement

Business Improvement remains one of the top performing services within oneSource, with the service increasing satisfaction 5% to 90%. All four indicators met or exceeded the target. There were 9 responses in total, 2 in Havering, 4 in Newham and 1 in oneSource.



Graph 30: Business Improvement (March 2017 vs. September 2017)

Individually, Business Improvement rated highly within Havering and Newham with 100% overall satisfaction. Within oneSource, satisfaction was 75% in overall, satisfaction with quality and satisfaction with speed. Satisfaction with resources was 50% in oneSource and 50% in speed for Havering.



Graph 31: Business Improvement – Satisfaction by Individual Organisation

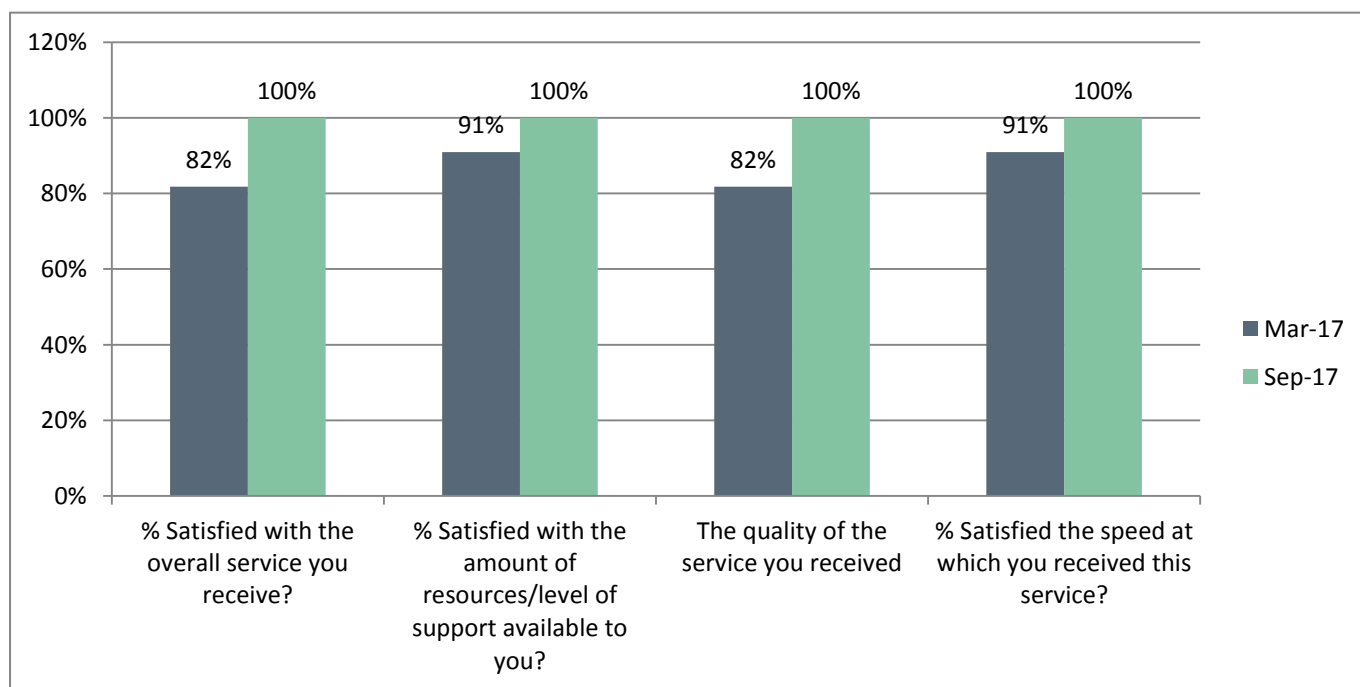
There were only two comments raised for Business Improvement – one noted that there are not enough sufficiently qualified people within the service to handle queries when opportunities are available. The second comment indicated that the guidance for starters

and leavers process was “overly wordy” and the team did not inform the manager when he/she was no longer the sponsor.

The team has limited resources due to limited budget; opportunities are prioritised according to need and resources available. There has been miscommunication regarding the named sponsors and process owners. For future projects, the team will ensure clarity is provided with guidance being looked at as part of the Continuous improvement of the process. The original specification for the project did not include building all the guidance in the workflow as there was no budget available for this.

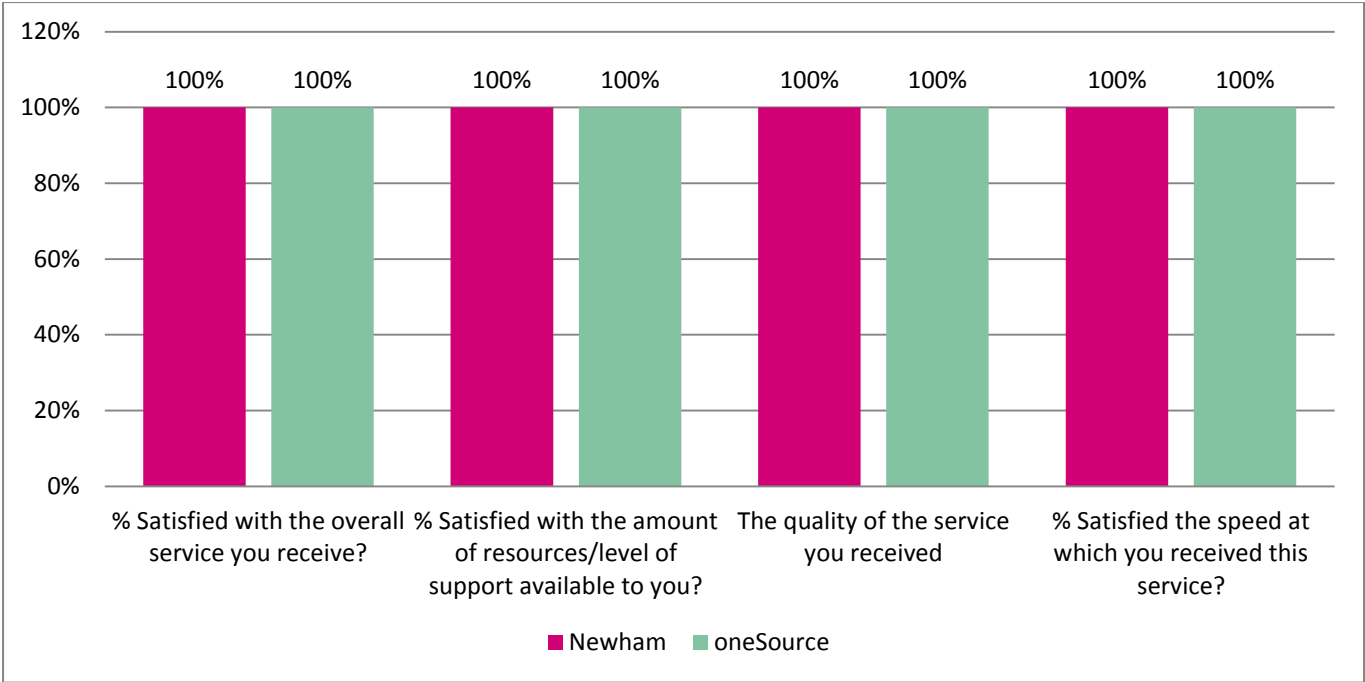
## Programme Management Office (PMO)

The Programme Management Office exceeded the 80% target figure in all four indicators, with 100% satisfaction across the board.



Graph 32: PMO (March 2017 vs. September 2017)

Individually, PMO rated highly within both Newham and oneSource with 100% satisfaction in all four indicators. Customer satisfaction within oneSource significantly increased by 50%.. Overall there were 21 responses for PMO with 17 from Newham and 4 from oneSource.



Graph 33: PMO – Satisfaction by Individual Organisation

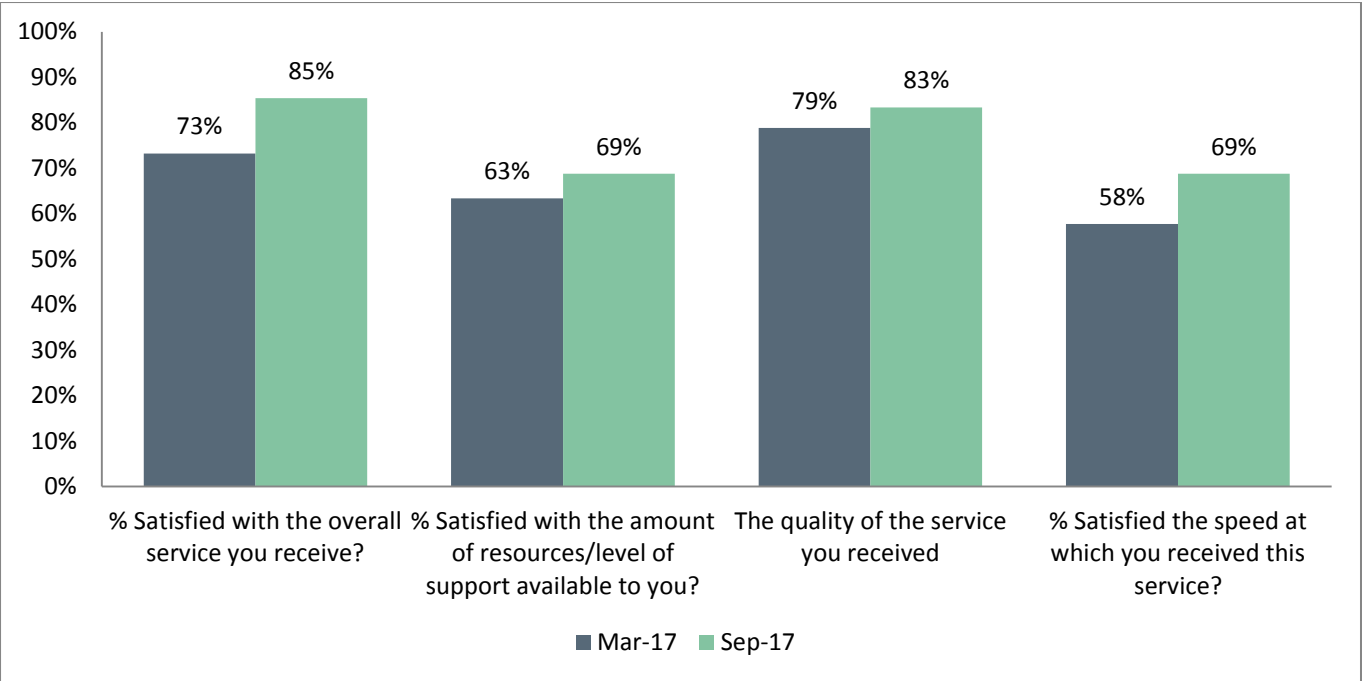
There was particular praise given to officers within the team for being “helpful”, “knowledgeable”, “proactive and solution-focused” and “probably the best team in oneSource”. No comments were raised regarding any issues or problems that managers may have.

The Project Management team are pleased that the quality of work provided are recognised by managers.

# Legal and Governance

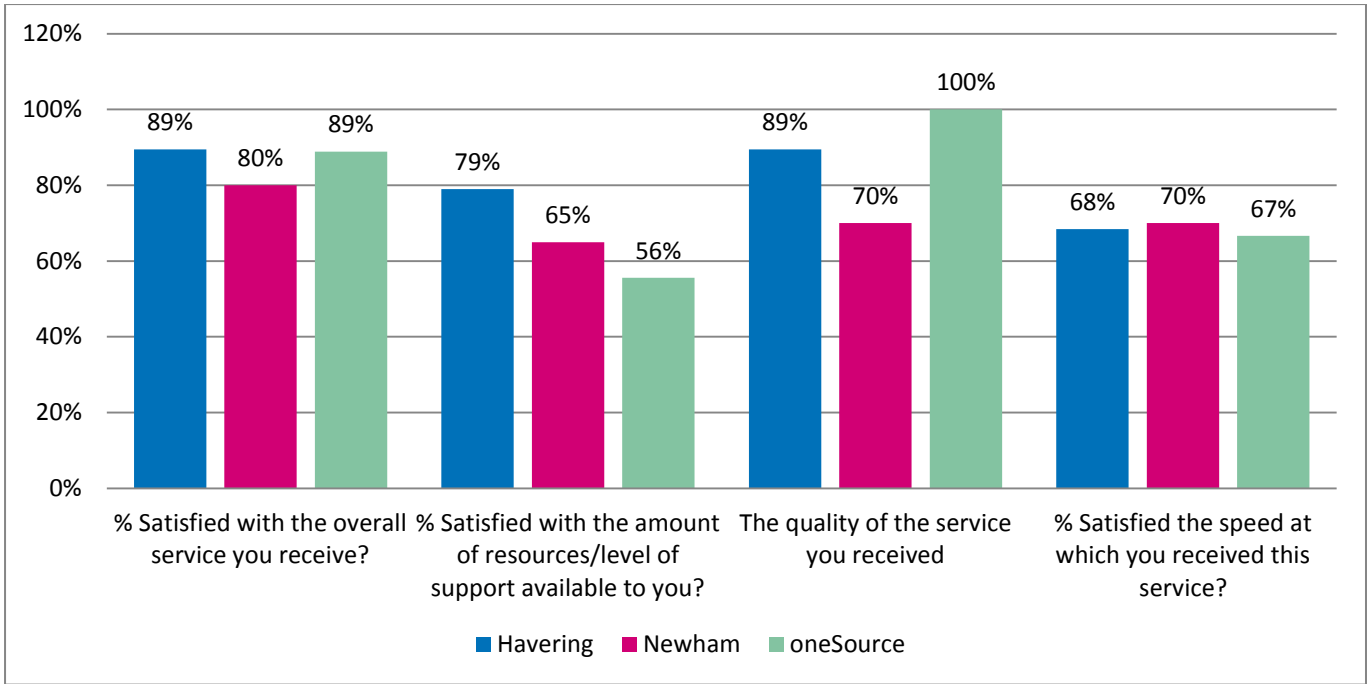
## Legal Services

Legal Services has increased in overall customer satisfaction by 12%, with satisfaction also increasing in the other three indicators. Customer satisfaction with quality of work was 83%, above the target. Legal Services has 56 responses, with 22 from Havering, 37 from Newham and 12 from oneSource.



Graph 34: Legal Services (March 2017 vs. September 2017)

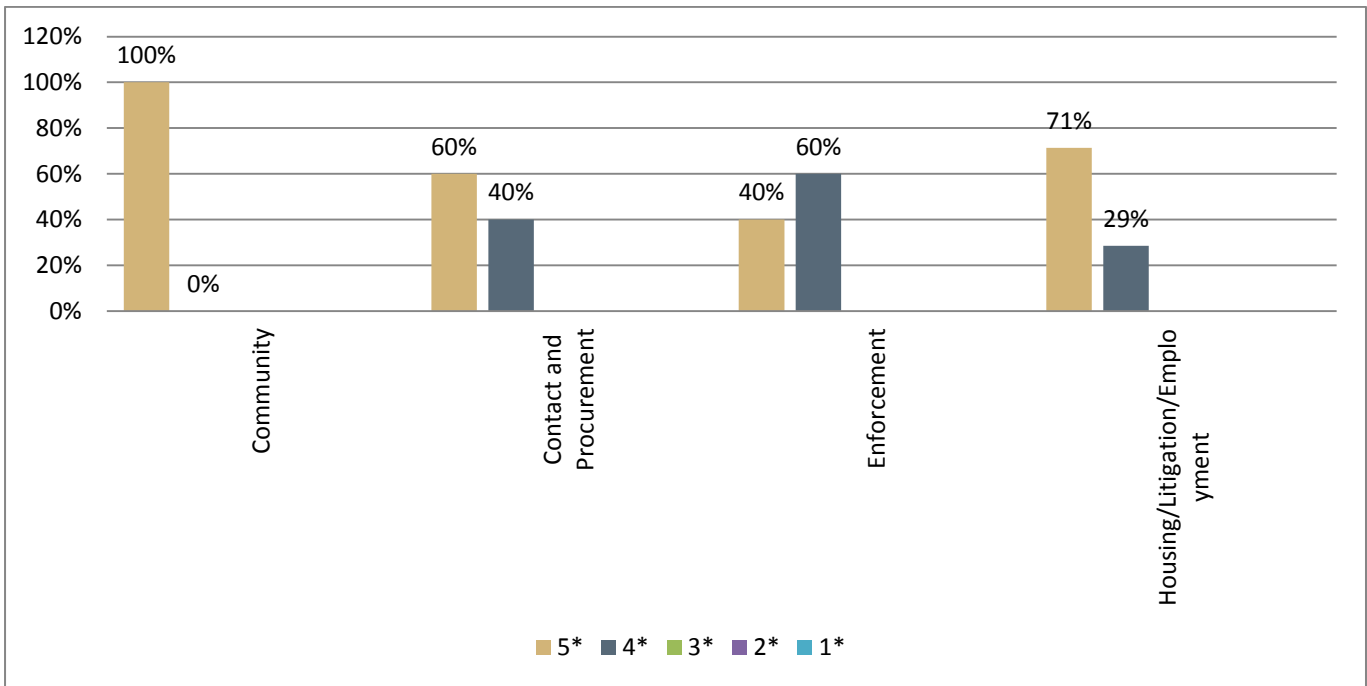
Within oneSource, satisfaction exceeded the target in two of the indicators with 89% in overall satisfaction and 100% in satisfaction with quality. Overall satisfaction within Havering increased by 4%; satisfaction with resources increased by a significant 23% since October 2016. Newham also scored Legal service highly with 80% overall satisfaction. Satisfaction with speed and satisfaction with quality remains an issue for all three organisations. The disparity in customer satisfaction across the three organisations appears to be narrowing.



Graph 35: Legal Services – Satisfaction by Individual Organisation

The service conducts its own customer satisfaction survey, since August, providing more qualitative feedback. Their most recent survey showed correlation with the biannual satisfaction survey, with 61% of those surveyed rating the service as 5\* and remaining 39% rating the service as 4\*. This equates to 100% satisfaction with the service provided.

Further breakdown by team, shows 100% satisfaction across the areas, with the Community team rated 5\* only, and the remaining services rated as either 5\* or 4\* only. The Planning and Property teams are not included within the graph as no satisfaction score is available.



Graph 36: Legal Services – by team



There were a number of comments recognising the improvements and quality of the service, and praising individuals within the service, including “I am not receiving a very high quality service”, “excellent advice” and “great enthusiastic team”.

The issues that were identified included:

- Needs more effective programme and projects management to ensure efficient and effective deployment of resources
- Inconsistency in service due to staff changes
- Lack of support available
- Poor response times
- Complicated legal advice – no layman’s explanation
- Conflicting advice

Due to high volumes of work in some areas we have employed additional temporary staff with additional funding agreed on a temporary basis by client departments. The legal market is very competitive for good lawyers, especially in commercial areas and with the introduction of the tighter enforcement of IR35 and external competition from the City. Unfortunately, this sometimes results in a less stable workforce with a higher turnover of staff. Every effort is taken by Legal Services to ensure that clients are informed of changes in legal advisors and that the newly appointed lawyer considers any previous advice given. Some legal issues are complicated therefore there may sometimes be a slight difference in the approach where advisors change. When we get more stability in our funding for these posts, we will look to recruit permanently.

The high level of use of Legal Services has caused some resource issues for the Legal Department and this can impact on response times. We are taking a number of steps to improve this. First, we have agreed additional resources with clients to meet additional demand. Second, we have introduced additional senior legal resources in planning, contracts and enforcement, to manage and coordinate teams of specialist lawyers and to liaise with senior clients. Third we are working with clients to plan resources going forward and identify times and areas to avoid bottlenecks and use management information from our IKEN case management system to inform this discussion. Internally, regular staff meetings are held to ensure work is progressed in a timely fashion. Legal Services regularly circulates legal managers’ details to enable clients to directly contact the correct lawyer for their cases or if need be escalate matters. All of these steps are reducing delay in response times.

We monitor resources and satisfaction through the SLA KPIs, which are reported quarterly, and via a bespoke Legal Department customer satisfaction survey introduced which we introduced in July 2017 which is dispatched when legal cases are closed. 114 people have responded to our client satisfaction survey to date. Of the 114, 61% rated our service 5\* (excellent), 35% rated our service 4\* (good) and the remaining 4% rated our service 3\* (satisfactory).

## Further Feedback

Customers were asked a number of open ended questions regarding oneSource including “what they liked most about the services provided?”, “what do they like least about the services provided?”, “what would they like to see more of?”, “what can oneSource do to improve service delivery”, “what process do you think needs to change or improve?” and any other comments.

In response to the question “what do you like most about the services provided”, there were many positive comments on the staff within oneSource, including “the people”, “commitment by individual staff to provide quality service”, “a set of able, committed and professional colleagues”, expert advice and support”, “good understanding of Havering”, “the people”, “helpful and professional” and “support”. One comment reflected the ethos of oneSource “delivered by colleagues who understand local government context”, which is a positive reflection of oneSource’s vision. In addition, there was a clear understanding from oneSource customers who praised the standardisation of activities and processes allowing for flexibility and reduction in single points of failure. Another positive reflection is “Learning about new ways of working, sharing knowledge and working collaboratively between boroughs”, which shows that oneSource staff are supporting its partner councils and continuing its development.

For “what do you like least about the service provided”, customers have indicated there are difficulties in knowing who to contact and the ‘faceless’ nature of the organisation. This is likely to be a by product of the self-service aspects in oneSource. For oneSource staff, lack of integration of teams and silo mentality by service and council means that multiple processes are operating at the same time. For Bexley, it appears there are issues with the lack of direct relationships between non-Bexley oneSource staff and limited understanding of they way Bexley Council operates.. In general, the delay in responses and lack of resources are two of the least liked aspects of oneSource and is frequently cited as the thing that needs to improve the most.

There were a number of comments that indicated the oneSource needed to improve its customer approach and communications. Staff within the partner organisations would like to see more interaction regarding changes in oneSource and collaboration on how oneSource should deliver resources and balance resourcing conflicts. There were also a number of comments regarding increases resources, investment and more digital solutions. Most importantly, customers feel that there needs to be greater interaction and communication between services and customers, especially concerning performance, roles and responsibilities and understanding priorities of oneSource.

For how oneSource can improve its service delivery, comments indicate better communication access methods (i.e. named contacts or a helpdesk for queries relating to self-service). For Bexley, there are clear requests for staff to come to Bexley to interact with managers and develop an understanding of the organisation. Communication, better response times and more joined up support remain a key aspect for service improvement.

Finally, for what process needs to change or improve, a number of comments indicated changes needing to be made to software underpinning oneSource services, including Collaborative Planning and One Oracle. There needs to be changes to the recruitment

process and setting up suppliers. Finally, customers have requested further support from Strategic Finance concerning handling budgets.

For Havering customers, there have several comments regarding delays in delivering services, lack of support and responsibility, and knowing who to contact. Comments from Newham customers indicate that self-service is an issue and that oneSource staff are lacking in responsibility and ownership. For oneSource, understandably the comments are centred on the organisational boundaries and lack of joined up working that is impacting on service delivery. For example, needing to provide service plan monitoring based on one Council's methodology despite it being inappropriate or not needing it for another. For Bexley, customers feel that there has been lack of information and formal introduction to oneSource.

## Conclusion

Overall, customer satisfaction has increased since September 2016 and has achieved its high satisfaction target for the first time. A significant achievement given the savings realised, the implementation of self-service and restructures since April 2014. Several service areas have increased in customer satisfaction with a greater number of top performing services across oneSource. Despite the increase, there is a difference in how customers rate services, with Bexley Council seeing a fall in customer satisfaction. Within Newham, Property Services rated poorly despite having high scores within Havering but has seen an improvement. The increase in customer satisfaction appears to be greater confidence with services and higher quality of service, despite the changes in resources.

The implementation of self-service within the partner organisations, as part of each Council's corporate strategy, has impacted the perceived interaction with oneSource services and the councils. Each service has implemented a number of mechanisms to support the partner councils, including 'live work' training, regular meetings to assess resources and priorities, and systems (such as Technology Forge) to track service requests. A number of the services are reviewing processes (e.g. recruitment) to improve processes and the customer experience. oneSource recognises the importance of providing quality service in order to maintain high levels of customer satisfaction, and aims to continue creating, enhancing and maintaining customer relationships and service delivery.

## Action Plan Update

Service Area	Director	Actions
Asset Management	Richard King	<ul style="list-style-type: none"> <li>Implementation of Technology Forge helpdesk into Newham to provide a universal point of contact and improve information flow.</li> <li>Restructure and / or recruitment in Facilities Management, Technical Services, Projects and Programmes, and Health and Safety</li> <li>Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity</li> </ul>
Exchequer and Transactional	Sarah Bryant	<ul style="list-style-type: none"> <li>Review of Recruitment process to assess customer experiences and use of system</li> <li>Review of Payroll as part of pilot scheme to assess future trading models and improved way of working</li> <li>Continuation of engagement with managers, including training on live work', focus groups and survey</li> <li>Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity</li> </ul>
HROD	Caroline Nugent	<ul style="list-style-type: none"> <li>Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity</li> <li>Development of systems, including case management and time recording</li> <li>Review of policies, processes, recording and customer access as part of post-restructure findings review</li> </ul>
Technology and Innovation	Priya Javeri	<ul style="list-style-type: none"> <li>Continuation of infrastructure improvement program to address key concerns, including infrastructure, systems performance, availability and resilience</li> <li>Development of IT strategy for both councils</li> <li>Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity</li> </ul>
Strategic and Operational Finance	Paul Thorogood	<ul style="list-style-type: none"> <li>Focused survey on satisfaction with Bexley Council to identify issues</li> <li>Development of Financial Systems strategy to review Collaborative Planning and Oracle</li> <li>Monthly training sessions organised for managers to support forecasting and budget monitoring</li> </ul>

		<ul style="list-style-type: none"><li>• Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity</li></ul>
Legal	Daniel Fenwick	<ul style="list-style-type: none"><li>• Continuation of internal customer satisfaction survey to review performance and monitor resources</li><li>• Working with clients to plan resources and identify priorities</li><li>• Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity</li></ul>

Combined Results (Havering, Newham, Bexley and oneSource)

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Projects and Programmes	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	PMO	Total
All																	
% Satisfied with the overall service you receive?	66%	87%	80%	83%	93%	86%	82%	57%	82%	83%	89%	85%	82%	87%	90%	100%	82%
% Satisfied with the amount of resources/level of support available to you?	59%	77%	77%	74%	93%	89%	82%	36%	64%	67%	79%	69%	76%	93%	80%	100%	76%
The quality of the service you received	68%	88%	82%	85%	93%	86%	84%	57%	82%	67%	89%	83%	83%	87%	90%	100%	83%
% Satisfied the speed at which you received this service?	57%	85%	78%	74%	93%	86%	78%	43%	82%	50%	68%	69%	71%	93%	80%	100%	75%

Havering

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Projects and Programmes	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	PMO	Total
Havering																	
% Satisfied with the overall service you receive?	79%	83%	92%	89%	100%	100%	95%	100%	N/A	80%	87%	89%	89%	79%	100%	100%	89%
% Satisfied with the amount of resources/level of support available to you?	69%	79%	92%	79%	100%	92%	95%	100%	N/A	60%	73%	79%	83%	93%	100%	100%	84%
The quality of the service you received	79%	83%	92%	95%	100%	100%	95%	100%	N/A	60%	87%	89%	92%	79%	100%	100%	89%
% Satisfied the speed at which you received this service?	66%	83%	88%	84%	100%	92%	95%	100%	N/A	40%	53%	68%	69%	86%	50%	100%	78%

Newham

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Projects and Programmes	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	PMO	Total
Newham																	
% Satisfied with the overall service you receive?	56%	85%	79%	95%	95%	100%	81%	29%	88%	N/A	88%	80%	77%	90%	100%	100%	81%
% Satisfied with the amount of resources/level of support available to you?	56%	75%	64%	82%	89%	100%	81%	0%	88%	N/A	88%	65%	73%	90%	100%	100%	75%
The quality of the service you received	64%	90%	79%	91%	95%	100%	86%	29%	88%	N/A	88%	70%	77%	90%	100%	100%	82%
% Satisfied the speed at which you received this service?	52%	80%	79%	86%	95%	100%	71%	14%	88%	N/A	75%	70%	77%	100%	100%	100%	77%

oneSource

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Projects and Programmes	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	PMO	Total
oneSource																	
% Satisfied with the overall service you receive?	57%	94%	73%	73%	78%	100%	60%	67%	67%	100%	100%	89%	75%	100%	75%	100%	78%
% Satisfied with the amount of resources/level of support available to you?	43%	75%	64%	64%	78%	100%	60%	33%	0%	100%	80%	56%	63%	100%	50%	100%	64%
The quality of the service you received	50%	94%	73%	73%	78%	100%	60%	67%	67%	100%	100%	100%	75%	100%	75%	100%	78%
% Satisfied the speed at which you received this service?	50%	94%	55%	55%	78%	100%	60%	33%	67%	100%	100%	67%	63%	100%	75%	100%	70%

Bexley

Bexley	Finance Transactional	Operational and Strategic Finance	Internal Audit	Total
% Satisfied with the overall service you receive?	60%	62%	33%	55%
% Satisfied with the amount of resources/level of support available to you?	70%	62%	67%	66%
The quality of the service you received	70%	69%	33%	62%
% Satisfied the speed at which you received this service?	80%	54%	50%	62%





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of the Local Government Act 1972.

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## **ONESOURCE JOINT COMMITTEE 19 January 2018**

**Subject heading:**

**oneSource update for January  
2018**

**Report author and contact details:**

**Jane West**  
[Jane.west@onesource.co.uk](mailto:Jane.west@onesource.co.uk)  
**020 3373 2703**

**Financial summary:**

**This report provides an update of  
current activity across oneSource.**

### **SUMMARY**

The updates in this report include:-

- Transition to Trading
- oneSource Integrated Plan
- Appointment of the oneSource Interim Chief Executive
- Commercial developments.

An update on the budget is detailed in a separate report on this agenda.

### **RECOMMENDATIONS**

The Joint Committee is asked to note the report.

## REPORT DETAIL

### **Transition to Trading**

Following the previous meeting of the oneSource Joint Committee in November, it has been decided to delay the activation of the dormant company, oneSource Partnership Ltd, which had been planned for early spring.

Having reviewed the extent of the tasks required to set up the company, it was clear that it was not going to be possible to make the January round of Cabinet meetings. In particular, more work needs to be done in relation to the oneSource Partnership Ltd Business Plan. This work is currently underway through the oneSource Shadow Commissioning Board which is an officer board with attendees from all three councils. This process, plus the local Member-led Steering Groups, have identified new areas of work which need to be completed as part of the business planning process eg Havering have asked for a specific report on the implications for all three pension funds. This work is underway.

There are no plans to transfer any services into the company until at least the autumn of 2018. The only activity that was planned for the company in the short term was the appointment of the Interim Chief Executive. As the Interim Chief Executive is expected to be in place shortly (see below), the plan was always for them to be appointed by Havering in the first instance. They will now simply be employed by Havering for a longer period of time.

All three councils have been consulted and are on board with this new timetable. Bexley council is still to decide when to take a share in oneSource Partnership Ltd. They recently wrote confirming that they welcome the work undertaken by Red Quadrant, which they recognised included good engagement and some considered conclusions, and they support the proposal to re-launch oneSource Partnership Ltd as a company. They have re-iterated that they remain committed to oneSource and value, and want to further develop, their partnership with both Havering and Newham. But, as for all three councils, they want to make sure they achieve the best for their residents and staff. They have therefore asked if consideration to their membership of the company can be delayed until the first business case is presented in respect of a service Bexley receives.

A Transition to Trading briefing was provided for Havering Members in early January. A similar presentation can be provided to Newham and Bexley Members should this be required.

A further cross-borough union meeting has been held but no specific areas of concern have been raised, just a request to continue to keep staff regularly updated. So far, five bulletins have gone out to all staff and following the Joint Committee meeting in November a round of face-to-face staff briefings took place, one in each of the three councils. Engagement by staff on this project has been good and briefings have been well attended. The full Red Quadrant report, plus the supporting slides from the Joint Committee in November, have been made available to all staff.

### **oneSource Integrated Programme Plan**

The oneSource Management Team are working up the overall Transition to Trading programme plan which we hope to finalise by the end of January.

Work is already underway to implement two new ICT systems that will allow oneSource to manage its finances in a more commercial way. There are four initial service review pilots and these are making good progress with completion scheduled for the end of January. A full schedule of the service reviews needed across the whole of oneSource will be consulted on very soon. The staff

engagement group (ONCE) have held their inaugural meeting and are enthusiastically planning their work programme.

The Transition to Trading programme plan will eventually be combined with the oneSource Transformation Plan into a oneSource Integrated Programme Plan for the period to April 2019. The individual project plans for each workstream are currently being loaded onto oneSource's ExecView system (shared with Havering) to enable corporate reporting, including for the Joint Committee.

### **Update on the appointment of the oneSource Interim Chief Executive**

It is anticipated that the new oneSource Interim Chief Executive will be appointed on the day before the oneSource Joint Committee meeting (18 January). A verbal update will be provided at the Joint Committee.

### **Commercial developments**

oneSource continues to have success in being shortlisted for awards. We have for the second year running been nominated for the Best Service Delivery Model award at the Local Government Chronical Awards in March 2018. Last year we took a commissioner-led approach to the presentation but were unsuccessful. This year we have involved a range of customers in our presentation in the hope of capturing the judging panel's attention. The judging panel takes place on 15 January but the results will not be announced until the award ceremony in March.

We have also been shortlisted for the "Supplier Led HR Innovation & Collaboration" award for the Day One Sickness project with Medigold. The award recognises excellent partnership working between a supplier and organisation to help achieve the organisation's strategic objectives. Winners will be announced on 6 February 2018

Regular award nominations are keeping our profile high in the sector.

We continue to be awarded work by the Newham small businesses as they move to company status and we have recently begun to renegotiate contracts that were won last year with the Newham small businesses. We are in discussions with them about extending the length of the contracts from one year to three years. This is requiring oneSource to rethink the offer it provides, diversifying into services that are more suited to small businesses and improving our customer service. Our services are improving fast in these areas and this could become a growing side to the business over time, beyond companies connected to the three partner councils.

Finally we are also working on specific opportunities with a number of London Boroughs and a District Council.

### **Legal implications and risks:**

None

### **Financial Implications and risks:**

None

### **HR Implications and risks:**

None

### **Background Papers**

None

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