



ONESOURCE JOINT COMMITTEE AGENDA

10.00 am	Friday 28 July 2017	Havering Town Hall
----------	------------------------	--------------------

COUNCILLORS:

LONDON BOROUGH OF HAVERING

Councillor Ron Ower
Councillor Melvin Wallace
Councillor Damian White

LONDON BOROUGH OF NEWHAM

Councillor Lester Hudson
Councillor Forhad Hussain
Councillor Tonii Wilson

LONDON BOROUGH OF BEXLEY

Councillor Donald Massey

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

NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

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

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

2. MOBILE COMMUNICATIONS DEVICES

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

3. CONDUCT AT THE MEETING

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

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

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

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

AGENDA ITEMS

1 ELECTION OF CHAIR AND VICE-CHAIR

Nominations are invited for the election of the Chair and Vice Chair of the Committee for the 2017/18 municipal year.

Note: As per the oneSource legal agreement, the Chair for the 2017/18 municipal year will be from Havering and the Vice Chair from Newham.

2 ANNOUNCEMENTS

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

3 APOLOGIES FOR ABSENCE

(if any) - receive

4 DISCLOSURES OF PECUNIARY 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.

5 MINUTES (Pages 1 - 8)

To approve as a correct record the minutes of the meeting of the Joint Committee held on 21 April 2017, and to authorise the Chairman to sign them.

6 ONESOURCE 2016-17 OUTTURN POSITION AND 2017-18 EARLY INDICATIONS (Pages 9 - 34)

7 ONESOURCE ANNUAL REPORT 16/17 (Pages 35 - 56)

8 AMENDMENT TO THE ONESOURCE SCHEME OF DELEGATION (Pages 57 - 80)

9 CUSTOMER SATISFACTION REPORT (Pages 81 - 170)

10 TRANSFER OF NEWHAM'S COUNCIL TAX AND BENEFITS SERVICE BACK TO THE COUNCIL (Pages 171 - 176)

11 MD UPDATE (Pages 177 - 214)

This page is intentionally left blank

**MINUTES OF A
ONESOURCE JOINT
COMMITTEE MEETING
Havering Town Hall
Friday, 21 April 2017
(10.00 - 11.15 am)**

Present:

Councillors Lester Hudson (Chair) +Joy Laguda, Donald Massey, Ron Ower, Melvin Wallace, Damian White and Tonii Wilson were present.

+substitute member: Councillor Joy Laguda (for Forhad Hussain)

An apology for absence was received from Councillor Forhad Hussain.

There were no declarations of interest.

An announcement was made explaining the evacuation procedures in the event of an emergency.

23 MINUTES

The minutes of the meeting of the Joint Committee held on 20 January 2017 were agreed as a correct record and signed by the Chairman.

24 FINANCE UPDATE (MARCH PERIOD 11 OUTTURN)

There was currently projected to be an overspend of £334,000 for shared services and this would be apportioned between the boroughs as per the agreement.

Key pressures included an overspend on legal services (this had now been resolved) and the high number of referrals coming through to the enforcement service. The latter issue had been due to a rise in referrals from Bexley for both parking and revenues & benefits enforcement cases.

Non-shared services were projecting an overall underspend of £800,000. This consisted of a £1.1m underspend for Havering, £259,000 overspend for Newham and nil variance for Bexley.

A shortfall of £1.4 million on the Newham commercial rents portfolio had been offset by an overachievement of £1.6 million on Newham council tax, business rates and revenue & benefits. It was noted that roof work at East Ham Town Hall meant that events could not be held there at present, leading to a shortfall in revenue.

The Joint Committee noted the current oneSource forecast outturn position based on the financial monitoring at the end of February 2017.

25 ONESOURCE INTERNAL AUDIT PLAN 2017/18

The Joint Committee was advised that 15% of the approximately 400 days of the audit plan were specifically for oneSource services. The plan was also linked to other audits in each Council such as the Havering data warehouse and council tax & business rates in Newham.

A new interim oneSource head of assurance, with experience of working in another shared service, had started whilst permanent recruitment took place. It was anticipated that the permanent post would be advertised within the next week. It was hoped the new permanent head of assurance would be in post by the second half of the current financial year.

Audits across oneSource were being aligned together and senior staff were now moving between boroughs. This would be extended to more junior staff over the next year.

The Joint Committee noted the report and agreed the oneSource audit plan.

26 TRANSFER OF NEWHAM'S COUNCIL TAX AND BENEFITS SERVICE BACK TO THE COUNCIL

The oneSource Managing Director explained that a Havering decision would be made on this issue by 26 April 2017. Once a decision to proceed had been made, it was anticipated that the transfer could take place within a few weeks.

The transfer of Council Tax enforcement for Newham was a matter for the relevant Newham team. A Member felt that certainty was needed under the process and that oneSource could only work if there was trust and cooperation going forward and a commitment to develop services.

The Joint Committee noted Newham's decision to request to Havering and Bexley Councils to remove Newham's Council Tax and Benefits service from the Joint Committee and Delegation Agreement. The Joint Committee also noted that an extension of time had been agreed for Havering to consider the request.

27 ONESOURCE MANAGING DIRECTOR'S UPDATE

There would not be any movement to Oracle Cloud until Newham had completed its review. Around £250,000 had been spent although the project could be picked up again in the future.

The Cap Gemini contract would need to be decided on shortly. A project board had been set up to look at the options as there had been a recent

proposal that other Cap Gemini partners could work with Brent. The capability of Brent to undertake this work was currently being investigated and the best option was uncertain at present. The contract with Cap Gemini was due to end in July 2018. It had been planned originally to move to Oracle Cloud although the Newham review had led to a pause in the project and a year's extension had therefore been agreed with Cap Gemini. If the contract was to be extended for a further year, this would have to be advised to Cap Gemini by June 2017. This would be a decision for the Mayor of Newham.

It was emphasised that no decision on recommended options had been taken at this stage. The issue of EU procurement would also need to be addressed if the Cap Gemini contract was to be extended.

The decision to go for an independent review had been prompted by discontent from Newham users with the Cap Gemini system. Taking a paper on this issue to the Newham Mayoral Proceedings could be hampered by the calling of the General Election.

Work was under way on the governance structure review and meetings had taken place with the three Chief Executives. Further meetings could have to be rearranged due to the General Election.

Whilst a few interim staff had left due to the introduction of IR35, most had remained with oneSource. In only a very few instances had pay rates been increased. Discussions had taken place with London Councils over what rates should be offered and some interim staff had been moved to permanent contracts.

It was not certain at this stage what the overall cost to oneSource would be. This would depend on how the market responded over the next 4-6 months and if rates rose overall. IR35 did not currently apply to the private sector and it was unclear when this change would be made.

As regards commercial opportunities, oneSource had been shortlisted for several awards including for Public Finance Innovation and the Local Government Chronicle awards. There would also be oneSource attendance at the CIPFA and Local Government Association awards.

A proposal had been put to a neighbouring Council re oneSource running their passenger transport services.

The Joint Committee noted the update by the Managing Director.

28 ONESOURCE 2017/18 BUDGET

Officers advised that budgets were now set for all three Councils and the shared budget had been reduced this year by £1.4 million. Some costs had

risen such as the management of agency staff and the additional investment in legal services for Havering and Newham. Work was under way to investigate the methodology for charging legal services to other areas.

Officers would circulate the splits of the budget across the Councils for each service. Finance for example was allocated 43% to Newham, 42% to Havering and 15% to Bexley.

For the non-shared services, Havering had made savings by e.g. replacing the peppercorn rent for Stubbers Country Park with a commercial rent. It was agreed that the Managing Director would report back on the position with Stubbers Country Park at a future meeting.

Newham had seen savings from the new HR service as well as expected savings from the commercial property service. Work was continuing to try and fill the remaining floors at Dockside. The Newham depot review remained a risk but the saving from Newham commercial property income could be more than the predicted £333k.

A report on cost pressures and opportunities would be brought to the next meeting.

The Joint Committee noted the base budget for oneSource services for 2017/2018.

29 MEETING DATES - 2017/18

Meeting dates for the remainder of the 2017/18 municipal year were agreed as follows:

13 October 2017
19 January 2018
20 April 2018

30 EXCLUSION OF THE PUBLIC

The Joint Committee agreed that the public should now be excluded from the meeting on the grounds that it was likely that, in view of the nature of the business to be conducted, or the nature of the proceedings, if members of the public were present during these items, there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12 A of the Local Government Act 1972.

Chairman

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



ONESOURCE JOINT COMMITTEE 28 July 2017

Subject heading:

**OneSource 2016-17 Outturn
Position and 2017-18 Early
Indications**

Report author and contact details:

Paul Thorogood
paul.thorogood@oneSource.co.uk
0203 373 3848

Financial summary:

**The overall oneSource shared
2016-16 outturn position shows an
underspend of (£0.080m).**

**The Havering, Newham and Bexley non
shared outturn positions are an
underspend of (£1.3m), an overspend
of £1.4m and an underspend of
(£0.560m) respectively.**

**Early indications show a forecasted
oneSource shared 2017-18 overspend
of £2.3m.**

**The Havering, Newham and Bexley non
shared forecasted 2017-18 positions
are (£0.038), £3.5m and nil variance
respectively.**

Is this a Key Decision?

No

SUMMARY

Outturn

The overall oneSource shared outturn position shows an underspend of £0.080m, split between Havering, Newham and Bexley as follows; (£0.195m) to Havering, £0.045m to Newham and £0.070m to Bexley. The Havering underspend was transferred to its oneSource reserve held on the balance sheet. Newham met its pressure by transferring in funding from its oneSource reserve (funded by prior years' underspends). Bexley's overspend was offset by underspends elsewhere in the council.

The non-shared areas closed with the following variances:- Havering non-shared (£1.3m), Newham non-shared £1.4m and Bexley non-shared (£0.560).

Early Indications

The period 3 forecasted outturn position for oneSource shared is £2.3m overspend largely due to growth in demand for ICT services. This pressure is split between Havering, Newham and Bexley as follows; £1.044m to Havering, £1.092m to Newham and £0.190m to Bexley.

The period 3 forecasted outturn position for oneSource non-shared areas are as follows:- Havering non-shared (£0.038m), Newham £3.5m and Bexley nil variance.

RECOMMENDATIONS

The Joint Committee is asked to: -

- note the 2016-17 oneSource outturn position;
- note the early indications derived from the 2017/18 period 3 forecasted position;
- note the transfer out Exchequer Services from Newham non-shared to Newham's Communities directorate.

REPORT DETAIL

Background

OneSource shared areas are funded by Havering, Newham and Bexley Councils in order to deliver shared back office support services. The joint working is set to realise £12.6m of savings in the period up to 2018/19.

Savings of £9.5m for 2016/17 (since inception in 2014/15) have been delivered, as demonstrated in the outturn position. £1.6m of additional savings are anticipated to be delivered in 2017/18 on top of the £9.5m achieved to date.

OneSource is also responsible for the management of non-shared areas within each council, including the delivery of a large number of savings within the non-shared budgets (for example lettings income generation) and across the wider councils (for example Terms and Conditions reviews).

The 2016/17 financial position set out in this report is provisional and subject to the external audit process within each Council. No adjustments are anticipated.

The early indications forecasted at Period 3 are inclusive of additional savings loaded into budget as part of 2017/18 budget development for delivery by oneSource. These include an increase in the oneSource shared savings targets of £1.6m and an increase in savings of the non-shared areas as follows:- Havering (£0.328m), Newham (£0.512m) and Bexley (£0.097m).

OneSource 2016-17 Outturn Position

Shared

The 2016/17 total oneSource controllable outturn position shows an underspend of £0.080m. This is analysed by service in Appendix 1. The underspend is split between Havering, Newham and Bexley in the following amounts; Havering (£0.195m), Newham £0.045m and Bexley £0.070m.

The Havering underspend was transferred into their oneSource reserve at year end for use in future years. The Newham overspend was met via a transfer from their oneSource reserve which was created from past year underspends being transferred to the balance sheet. The Bexley overspend was met by underspends elsewhere in the council. A summary of the reserve position of each council is set out within the report.

The main variances within shared related to pressures on the legal services team which resulted in an over-establishment of posts and corresponding overspend on staffing. This has been addressed for the new financial year with Havering and Newham councils both recognising the need to provide additional funding for Legal Service in 2017/18. Exchequer and Transactional Services also closed with a pressure. This related to the Transactional Services restructure not being implemented until part way through the year. These overspends were offset by a mixture of one-off and ongoing underspends within Procurement and Business Services. Procurement accrued for some income relating to previous years as part of closedown processes which gave rise to one-off income. The Business Services area closed with an on-going underspend relating to over-achievement of savings against original business case; this over-achievement is planned to help offset increases in savings in subsequent years.

Havering non-shared

The 2016/17 outturn for Havering non-shared is an underspend of (£1.3m). This is analysed by service in Appendix 2.

The underspends within the Havering non-shared outturn relate to the overachievement of income relating to; commercial property income, housing benefits overpayments and court fee income. Additional savings have been loaded into the budget relating to commercial property income for 2017/18. The underspends within Exchequer services have not been profiled into the budget for 2017/18 – Housing Benefit is a complex and volatile area involving material amounts of money, small percentage changes in overall activity can result in large swings in income and expenditure.

Newham non-shared

The 2016/17 outturn for Newham non-shared is an overspend of £1.4m This is analysed by service in Appendix 3.

The overspend within Newham's non-shared Asset Management services relates to a shortfall on lettings income, savings targets which were previously part of oneSource shared and overspent buildings budgets (repairs and maintenance, cleaning and council tax). A paper has been submitted to the Newham S151 Officer giving a more detailed explanation of the reason for the variance and the movements between outturn and forecast with a view to getting the structural instabilities within the budgets addressed for 2017/18. The Asset Management pressure was offset in part by underspends within the Exchequer Services area relating to housing benefit subsidy and the debt arrears team (due to difficulties recruiting).

As of period three 2017/18, Newham benefits and council tax services have moved out of Newham oneSource non-shared to Newham's Communities directorate and so will no longer form part of the overall non-shared reporting position. It is not included in the early indications figures contained within this report.

Bexley non-shared

The 2016/17 outturn for Bexley non-shared in an underspend of £0.560m. This is analysed by service in Appendix 4.

The Bexley non-shared underspend related to the exchequer services area. A year end review of the Housing Benefit bad debt provision requirement found that the amount needed was less than the budget available; this combined within some year end grant income contributed towards the underspend. The bad debt provision will be reviewed and forecasted

regularly/throughout the year in 2017/18 to mitigate the possibility of year end movements between forecast and outturn.

Summary of shared and non-shared positions of each of the three councils:

A summary position of the shared and non-shared positions (controllable subjectives only; pre transfer to/from reserves) for each council is included in the table below:

	Havering £m	Newham £m	Bexley £m	Total £m
Shared £m	(£0.195)	£0.045	£0.070	(£0.080)
Non-shared £m	(£1.3m)	£1.400	(£0.560)	(£0.460)
Total £m	(£1.495)	£1.445	(£0.490)	(£0.540)

The budget, spend and outturn figures included within Appendix 1, 2, 3 and 4 include controllable budgets only as controllable spend reflects expenditure and income, which service managers directly influence and control through the delivery of their services and financial management activity.

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

oneSource shared reserve, savings and previous years outturn positions:

The table below gives a snap shot of the outturn and split/reserve movements since 2014/15:

	2014/15 £m		2015/16 £m		2016/17 £m	
Outturn	(£1.3m)		(£0.560)		(£0.080)	
Movement to Reserve	LBH	LBN	LBH	LBN	LBH	LBN
	(0.500)	(0.800)	(0.535)	(0.025)	(0.195)	0.045

Note the table above shows the figures for the services which were within oneSource shared in that year; the figures have not been retrospectively adjusted to reflect the revised amounts post the transfer out of democratic services, Newham council tax and Havering and Newham education capital and technical services.

The table above shows that as the savings have increased year on year the outturn variance has come under increasing pressure, however, oneSource has managed to deliver each year's savings successfully and has provided one-off funding to support other projects via transfer of its underspends into council reserves such as 1Oracle implementation.

The oneSource reserve for Havering currently stands at £1.058m. The Newham reserve was exhausted at the end of last financial year. Bexley do not have a oneSource reserve as 16/17 was the first year that it was part of oneSource.

oneSource shared is in a good position to be able to deliver the 2017/18 increase in savings because all the major restructures of services are now completed and have been designed to meet the future years savings targets. However, early indications from period three demonstrate that increase in demands for ICT services which have not yet been funded are currently causing a projected overspend.

Early Indications

Shared

The 2017/18 oneSource shared controllable forecasted outturn position at period 3 suggests a projected overspend of £2.3m. This is analysed by service in Appendix 5. The pressure is split between Havering, Newham and Bexley in the following amounts; Havering £1.044m, Newham £1.092m and Bexley £0.190m.

The main variances within shared relate to growth in the demand for ICT services at Havering and Newham. The service are experiencing pressures relating to datawarehouse support, CRM support, increased ICT security and compliance requirements and ICT business partnering posts as well as an inability to deliver on previously agreed savings targets which were predicated on the implementation of Oracle Cloud. The ICT service supported by finance are in the process of drafting reports for circulation and consideration at both councils outlining the need for additional funding on an ongoing basis. The Bexley variance relates to the pressures forecasted within the finance service due to agency staff and a shortfall against income target within enforcement (£95k). It should be noted that the enforcement and finance forecast is expected to improve over the coming months following management intervention and actions.

Havering non-shared

The forecasted period three 2017/18 outturn for Havering non-shared is a projected underspend of (£0.039m). This is analysed by service in Appendix 6.

There are forecasted pressures within Asset Management which relate to the savings targets of the previously shared Education Capital Team and Technical Services team. There is also a forecasted pressure within the ICT service relating to the 1Oracle budget; part of this budget was funded on a temporary basis in previous years on the assumption that savings would be made once Havering moved to Cloud, however, this isn't happening in 2017/18. This is being picked up as part of the aforementioned growth bid which is seeking funding to meet pressures within both shared and non-shared ICT areas. Pressures within these two areas are offset by positive performance relating to income collection within Exchequer Services' court fee and housing benefit overpayment areas.

Newham non-shared

The forecasted period three 2017/18 outturn for Newham non-shared is a projected overspend of £3.5m This is analysed by service in Appendix 7.

The majority of the overspend relates to the Asset Management service. This is a continuation of the structural pressures which contributed towards the 2016/17 £3.2m outturn variance and included pressures relating to lettings income, building's expenditure budgets and previously shared savings targets. A new pressure has emerged in 2017/18 relating to the discontinuation of recharging above cost to capital schemes, which is due to be discussed with the S151 Officers at their meeting in August 2017.

Bexley non-shared

The forecasted period three 2017/18 outturn for Bexley non-shared in a projected balanced budget. This is analysed by service in Appendix 8.

Summary of shared and non-shared positions of each of the three councils:

A summary position of the shared and non-shared positions (controllable subjectives only; pre transfer to/from reserves) for each council is included in the table below:

	Havering £m	Newham £m	Bexley £m	Total £m
Shared £m	£1.044	£1.092	£0.190	£2.326

Non-shared £m	(£0.039)	£3.545	£0	£3.506
Total £m	£1.005	£4.637	£0.190	£5.832

The budget, spend and outturn figures included within Appendix 5, 6, 7 and 8 include controllable budgets only as controllable spend reflects expenditure and income, which service managers directly influence and control through the delivery of their services and financial management activity.

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

IMPLICATIONS AND RISKS

Financial implications and risks:

The oneSource position will be reflected in each borough's Statement of Accounts in accordance with the provisions set out in the Joint Committee Agreement.

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

Legal implications and risks:

This report provides outturn details for oneSource in 2014/15. It is consistent with good administration for the Joint Committee to monitor information in relation to the plans and budgets it has adopted.

Section 3 of the Local Government Act 1999 requires the Councils as best value authorities to make arrangements to secure continuous improvement in the way in which their functions are exercised having regard to a combination of economy, efficiency and effectiveness. Monitoring of performance and budgets is an important way in which that obligation can be fulfilled.

The Councils are required by Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs. The Section 151 officers have established financial procedures to ensure the Councils' proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for members to receive information about budget outturns and the financial progress of oneSource.

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

This page is intentionally left blank

Period 12 2016/17

OneSource Financial Position

		REVISED CONTROLLABLE BUDGET					
SERVICE	NET	OUTTURN ACTUALS	Outturn Variance	P11 Forecast	Swing	REASON FOR SWING	REASON FOR FY OUTTURN VARIANCE
Finance oneSource	9,638,097	9,406,908	(231,189)	22,252	(253,441)	Additional internal recharge identified re insurance administration costs and fraud costs (to Newham HRA) and previously unforecasted accrual re reimbursement of procurement IT system.	Savings target more than offset by vacancies.
Business Services	1,794,407	1,089,749	(704,658)	(251,695)	(452,963)	Miscoded costs identified and corrected between P11 and outturn and realignment of budget relating to surplus savings.	Outturn underspend due to surplus savings of £600k being housed within this area along with staffing underspends re Business Support.
Exchequer & Transactional Services	8,665,628	8,976,559	310,931	203,038	107,893	Swing due to two journals which weren't actioned by finance within closure deadlines.	Outturn pressure is mainly due to the transactional services restructure being delayed by the implementation of the 1oracle project and Bexley's enforcement income target which could not be realised due to a lack of throughput of cases.
Legal & Governance	3,660,300	3,975,993	315,693	333,607	(17,914)	Minor variance <£100k	Over-established posts for which no funding present in 2016/17. Additional funding has been secured for 2017/18.
ICT Services	8,843,501	8,902,669	59,168	125,000	(65,832)	Minor variance <£100k	Minor variance <£100k
Asset Management Services	3,289,927	3,471,766	181,839	(14,186)	196,025	Assumptions re level of recharge to HRA for management of commercial property at P11 didn't materialise. Error in forecasting re NI.	Savings targets applied to budgets in 2016/17 - service not restructuring until 2017/18.
Strategic & Operational HR	3,256,300	3,244,262	(12,038)	(84,331)	72,293	Minor variance <£100k	Minor variance <£100k
TOTAL			(80,254)	333,684	(413,938)	Favourable improvement in outturn v P11 forecast mainly due to identification of miscoded costs and increase in negotiated recharges between P11 and outturn.	£9.5m of savings to date achieved as at close of 2016/17. Of the 2016/17 outturn variance, at council level, Bexley's shared is due to a lack of enforcement cases, Newham's is due to delayed restructures (AM) and overestablished posts (Legal) offset in part by enforcement surplus and H&S underspend and Havering's surplus is due to vacancy management and print charging cost recovery.

NOTES

Budgets and forecasts shown above relate to controllable budgets only
 Apportionment is based on P9 permanent controllable budget % agreed by each council's S151 officer
 The reported variance above excludes the oneSource reserve position funded by the 14/15 and 15/16 underspend (LBN and LBH only)

	Controllable variance	Non-controllable variance incl transfer to/from reserves	Total Outturn	Comment
Havering	- 195,445	189,620	- 5,825	Transfer to oneSource reserve and minor non-controllable variances
Bexley	69,835	-	69,835	NA
Newham	45,356	- 105,494	- 60,138	Transfer from oneSource reserve and non-controllable variances
Total	- 80,254	84,126	3,872	

This page is intentionally left blank

OneSource Newham non-shared Financial Position at Summary Level

SERVICE	REVISED CONTROLLABLE BUDGET		Outturn Variance	P11 Forecast	Swing	REASON FOR SWING
	NET	OUTTURN ACTUALS				
Finance oneSource (oneSource MD, External Audit, Unallocated Overheads)	109,200	581,352	472,152	33,000	439,152	Incorrectly coded savings target - target belongs to Asset Management but was coded to Finance in error.
Exchequer & Transactional Services (Housing Benefits, Pensions)	9,717,123	7,456,626	(2,260,497)	(1,567,260)	(693,237)	Swing in forecast due to improvement in classification re non-HRA subsidy cases and a review of bad debt provision, offset in part by removal of £600k of budget to fund borrowing costs associated with purchase of temporary accommodation (not included within P11 forecast).
Legal & Governance (Members costs and Borough Elections)	0	26,194	26,194	25,000	1,194	Minor variance <£100k
ICT Services (1Oracle implementation, Verto/PMO team, 1Oracle licence and hosting)	1,252,750	1,157,145	(95,605)	256,989	(352,594)	Failure to input revenue side of capital projects journal. P11 forecasted figure is correct and relates to 1Oracle project revenue spend (for which there was no budget in 2016/17).
Asset Management Services (Commercial property, facilities management and schools)	(1,118,272)	2,101,658	3,219,930	1,412,585	1,807,345	Previous assumptions regarding the reaccrual of income were not able to be substantiated when closure backing papers were submitted resulting in £500k swing re commercial property and £230k swing re Dockside. Late charges/recharges re cleaning, insurance and electricity also contributed towards the swing as well as a miscoded collegiate income which was only identified at P12.
Strategic & Operational HR (Union costs, Occupational Health, Training)	708,700	736,639	27,939	99,000	(71,061)	Minor variance <£100k
TOTAL	10,669,501	12,059,614	1,390,113	259,314	1,130,799	Late processing of recharges, misposted savings targets and revised income accruals account for the swing between P11 and outturn.

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 oneSource.

The budget figures above include controllable budgets only.

This page is intentionally left blank

OneSource Havering non-shared Financial Position at Summary Level

		REVISED CONTROLLABLE BUDGET					
SERVICE	NET	OUTTURN ACTUALS	Outturn Variance	P11 Forecast	Swing	REASON FOR SWING	REASON FOR FY OUTTURN VARIANCE
Exchequer & Transactional Services (Housing Benefits, court fee income and pensions)	(1,213,560)	(1,814,267)	(600,707)	(600,311)	(396)	Minor variance <£100k	Pressure attributable to rent rebate subsidy loss more than offset by housing benefit overpayment recovery and strong court fee collection performance.
Legal & Governance (Members costs and Elections)	1,529,283	1,392,760	(136,523)	(172,236)	35,714	Minor variance <£100k	Staffing vacancies account for underspend.
Asset Management Services (Transport, Commercial Property, Schools, Premises Management)	(1,131,577)	(1,664,619)	(533,042)	(295,561)	(237,482)	Overall variance movement at service level is due to a cumulative effect of smaller variances at activity level including slightly improved property income generation, improved management of facilities spend and a reduction in outturn pressure for transport services as compared to P11 forecast due to forecast not incorporating impact of fleet maintenance smoothing reserve movement.	Overall variance due to strong performance of commercial property income generation and efficient management of facilities spend.
Strategic & Operational HR (Unions, Apprentices)	442,934	518,990	76,056	113,103	(37,047)	Minor variance <£100k	Minor variance <£100k
ICT (1Oracle budget)	844,430	730,432	(113,998)	(61,430)	(52,568)	Minor variance <£100k	Transfer from reserves re Cloud exceeded costs. 1Oracle budgets greater than spend.
Business Services	0	5,093	5,093	(48,639)	53,732	Minor variance <£100k	Minor variance <£100k
TOTAL	471,510	(831,611)	(1,303,121)	(1,065,074)	(238,047)	Improvement in outturn v P11 forecast mainly attributable to Asset Management. In particular, commercial property income was slightly better than forecasted, facilities spend was less than predicted and the P11 forecast didn't account for the transfer from fleet smoothing reserve within the transport forecast.	Underspend due to income generation within commercial property and housing benefit overpayment recovery.

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 oneSource.

This page is intentionally left blank

OneSource Bexley non-shared Financial Position at Summary Level

		REVISED CONTROLLABLE BUDGET				
SERVICE	NET	OUTTURN ACTUALS	Outturn Variance	P11 Forecast	Swing	REASON FOR SWING
Exchequer & Transactional Services (Housing Benefits)	3,178,000	2,832,000	(346,000)	0	(346,000)	The review of outstanding debts to calculate the bad debt provision requirement was undertaken at year end.
Finance (General Income and Expenditure (excl NRPF), Recurring Pensions and S151)	995,000	782,000	(213,000)	0	(213,000)	£207k of this surplus relates to stock valuations which were entered into the accounts at year end.
TOTAL	4,173,000	3,614,000	(559,000)	0	(559,000)	

The bulk of the swing relates to the BDP calculation and the stock valuations. Quarterly reviews of BDP are planned for 2017/18.

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 oneSource.

This page is intentionally left blank

Period 3 2017/18

OneSource Financial Position

REVISED CONTROLLABLE BUDGET							
SERVICE	NET	YTD ACTUALS	YTD ENCUMBRANCES	ACTUALS + ENCUMBRANCES	FY PROJECTED OUTTURN	FY PROJECTED OUTTURN VARIANCE	REASON FOR FY PROJECTED OUTTURN VARIANCE
Finance oneSource	8,607,447	2,783,302	481,288	3,264,591	9,160,543	553,096	Forecasted pressure relates to the cost agency staff exceeding the established budget for the permanent equivalent.
Business Services	1,325,070	185,956	6,003	191,959	790,098	(534,972)	Forecasted underspend relates to overachievement of savings against notional business case target in other areas/services.
Exchequer & Transactional Services	6,723,372	1,859,377	(89,232)	1,770,145	6,723,372	0	At P3 the forecast is for a nil variance. Savings are being actively managed along with recruitment of staff and temporary workers. A prudent forecast for enforcement is made at P3 as the cases submitted in Q1 have decreased in number. However it is anticipated that this will increase over the coming months. Internal budget realignment journals are being processed that will adjust the budgets for P4.
Legal & Governance	3,356,230	1,047,897	73,609	1,121,506	3,356,230	0	Period 3 forecast assumes nil variance at year end - this takes account of additional budget committed to Legal Services in 2017/18 (not yet reflected in the budget) and factors in any outstanding recharge adjustments April - June.
ICT Services	7,857,810	5,052,428	810,573	5,863,001	10,000,842	2,143,032	The shared period 3 forecast is £2.1m. Reports are currently being circulated across both Havering and Newham seeking the funding of this forecasted pressure. The pressure relates to datawarehouse support, CRM support, ICT security and compliance and ICT business partnering posts as well as an inability to deliver on previously agreed savings targets which were predicated on the implementation of Oracle Cloud.
Asset Management Services	3,218,627	1,294,032	64,884	1,358,916	3,384,005	165,378	Period 3 forecasted overspend of £165k relates to the balance of the facilities management savings oneSource savings target which has yet to be delivered. Work is underway to identify how this remaining balance will be met.
Strategic & Operational HR	2,894,410	751,859	22,244	774,103	2,894,410	0	Reporting a nil variance at Period 3 - this takes account of budget due into the HR service regarding temporary agency worker funding.
TOTAL	33,982,966	12,974,853	1,369,368	14,344,221	36,309,500	2,326,534	The bulk of the overspend for Havering and Newham relates to growth in the demand for ICT. The ICT service, supported by finance are following the necessary processes at each council to seek to get this pressure funded on an on-going basis. Until the funding has been agreed and identified the spend will show as a pressure within this monitor. The Bexley variance relates to the pressures forecasted within the finance service due to agency staff and a shortfall against income target within enforcement (£95k). It should be noted that the enforcement forecast is expected to improve over the coming months.

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

1,044,328

The reported variance excludes the oneSource reserve position funded by the 14/15 and 15/16 underspend

Bexley

189,924

Newham

1,092,282

This page is intentionally left blank

OneSource Newham non-shared Financial Position at Summary Level

SERVICE	REVISED CONTROLLABLE BUDGET		YTD ACTUALS	YTD ENCUMBRANCES	ACTUALS + ENCUMBRANCES	FY PROJECTED OUTTURN	FY PROJECTED OUTTURN VARIANCE	REASON FOR FY PROJECTED OUTTURN VARIANCE
	NET							
Finance oneSource (oneSource MD, External Audit, Unallocated Overheads)	568,200		114,963	21,633	136,596	569,024	824	A nil variance has been reported; Mayoral election spend will take place within this area before year end; the forecast assumes this will be forecasted. It has been flagged to Strategic Finance.
Exchequer & Transactional Services (Child Care Vouchers, Pensions)	(411,300)		401,971	600,000	1,001,971	(425,257)	(13,957)	
Legal & Governance (Borough Elections)	0		441,712	7,633	449,345	0	0	
ICT Services (Verto/PMO team, 10ralce licence and hosting)	687,050		149,054	109,588	258,642	687,000	(50)	
Asset Management Services (Commercial property, facilities management and schools)	(1,083,500)		2,600,488	8,134,020	10,734,508	2,442,354	3,525,854	The Period 3 forecast of £3.5 overspend is made up of a number of factors:- rental income shortfall against budget (£300k Dockside, £400k East Ham and Stratford Town Halls), £200k carbon reduction scheme pressure due to schools no longer contributing to the cost of the scheme, £900k technical service recharge to capital shortfall (new pressure for 17/18 - relates to CIPFA guidance compliance) and pressures on the FM and property expenditure budgets. There has been a swing since P2 of £600k this relates to a slight worsening across a number of budget lines (£300k) and a correction of an erroneous period 2 forecast (£300k). All expenditure is being closely controlled and analysed and income generating opportunities are being pursued with a view to reducing this forecasted pressure as the year progresses, along with working with finance to identify budgets which need realigning.
Strategic & Operational HR (Union costs, Occupational Health, Training)	664,400		161,152	(45,050)	116,102	696,512	32,112	
TOTAL	424,850		3,869,340	8,827,825	12,697,164	3,969,633	3,544,783	The bulk of the overspend relates to the Asset Management service. This is a continuation of the structural pressures which contributed towards the 16/17 £3.2m outturn variance. There were some one-off pressures within 16/17 which impacted on the outturn, however, there has also been an increase in savings as part of 2017/18 budget development which have offset the benefit derived from not experiencing last year's one-off factors. The 2017/18 forecast reflects an improvement in control of spend, however, this has been offset by a new pressure resulting from a lower level of technical service recharges to capital in line with CIPFA regulations.

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 oneSource.

The budget figures above include controllable budgets only.

This page is intentionally left blank

OneSource Havering non-shared Financial Position at Summary Level

REVISED CONTROLLABLE BUDGET								
SERVICE	NET	YTD ACTUALS	YTD ENCUMBRANCES	ACTUALS + ENCUMBRANCES	FY PROJECTED OUTTURN	FY PROJECTED OUTTURN VARIANCE	REASON FOR FY PROJECTED OUTTURN VARIANCE	
Exchequer & Transactional Services (Housing Benefits, court fee income and pensions)	(1,172,950)	(4,419,587)	134,255	(4,285,332)	(1,591,068)	(418,118)	Forecasted surplus relates income within housing benefit subsidy and court fee income.	
Legal & Governance (Members costs and Elections)	1,548,740	559,314	893	560,207	1,540,434	(8,306)		
Asset Management Services (Transport, Commercial Property, Schools, Premises Management)	(774,997)	280,252	95,545	375,797	(663,620)	111,377	Forecasted pressure due to the previously OS shared savings target in Capital programme team.	
Strategic & Operational HR (Unions, Apprentices)	446,004	131,336	182,447	313,783	532,385	86,381	Forecasted pressure relates to union costs.	
ICT (1Oracle budget)	653,600	408,791	28,475	437,266	843,600	190,000	Period 3 variance shows £190k pressure relating to the 1Oracle budget; part of this budget was funded on a temporary basis in previous years on the assumption that savings would be made once Havering moved to Cloud, however, this isn't happening in 2017/18.	
Business Services	550	0	0	0	550	0		
TOTAL	700,947	(3,039,894)	441,616	(2,598,279)	662,282	(38,665)		

Pressures within Asset Management, ICT and HR offset by income recovery within Exchequer.

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 oneSource.

This page is intentionally left blank

OneSource Bexley non-shared Financial Position at Summary Level

REVISED CONTROLLABLE BUDGET								
SERVICE	NET	YTD ACTUALS	YTD ENCUMBRANCES	ACTUALS + ENCUMBRANCES	FY PROJECTED OUTTURN	FY PROJECTED OUTTURN VARIANCE	REASON FOR FY PROJECTED OUTTURN VARIANCE	
Exchequer & Transactional Services (Housing Benefits)	2,854,000	8,521,001	0	8,521,001	2,854,000	0	Nil variance	
Finance	846,000	147,863	0	147,863	846,000	0	Nil variance	
TOTAL	3,700,000	8,668,864	0	8,668,864	3,700,000	0		

No variances reported at Period 3

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 oneSource.

This page is intentionally left blank



ONESOURCE JOINT COMMITTEE 28 JULY 2017

Subject heading:

oneSource Annual Report 2016/17

Report author and contact details:

**Indepal Rathore
Business Development Officer
01708432471
Indepal.Rathore@oneSource.co.uk**

Financial summary:

**There are no specific financial
implications in this report that are not
covered elsewhere on the agenda.**

Is this a Key Decision?

No

SUMMARY

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

RECOMMENDATIONS

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

REPORT DETAIL

1.1 Paragraph 4.5 of the Joint Committee agreement states:

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

The draft report has been submitted to this Joint Committee meeting as it is the first held after the end of the year period 2016/17.

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

- Achievements during the year
- Key performance indicators for 2016/17
- Transformation of services
- Business development activity
- Financial performance for 2016/17

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

REASONS AND OPTIONS

Reasons for the decision:

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

Other options considered:

Not applicable.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications identified within this report.

Legal implications and risks:

There are no Legal implications identified within this report.

Human Resources implications and risks:

There are no Human Resource implications identified within this report.

Equalities implications and risks:

There are no Equalities implications identified within this report.

BACKGROUND PAPERS

The oneSource Annual Report 2016/17 has been used in preparation of this report and should be read in conjunction with this paper and to make any recommended decisions.

2016 / 17

ANNUAL REPORT

**Delivering affordable
quality services
to the Public
Sector**

oneSource
supporting public services



www.oneSource.co.uk



**oneSource – Supporting
Public Services**



oneSourceUK

fast facts



Shortlisted in or won

8

awards

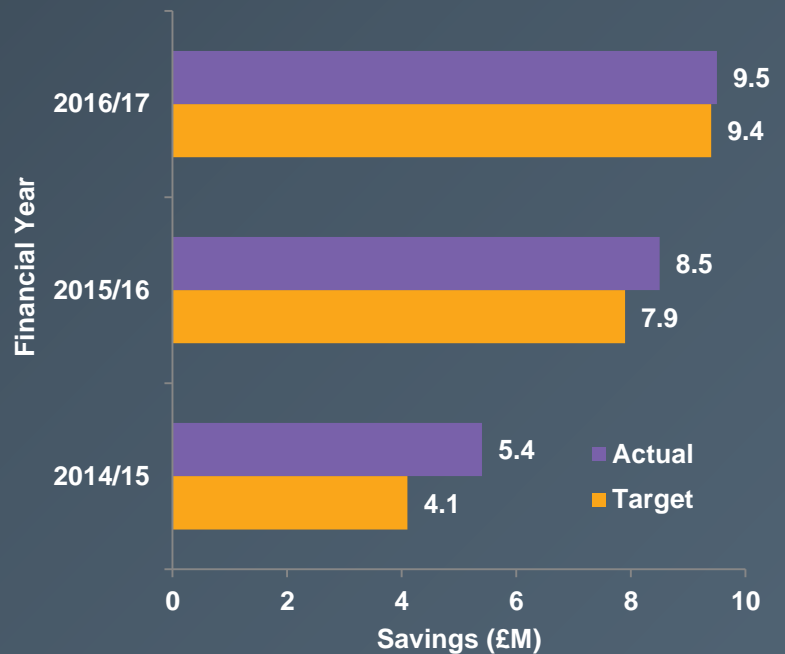
2

new permanent
Directors
successfully
recruited



£23.4M

delivered in savings since
inception, against a target of £21.4M



75%

satisfaction rate
across Bexley,
Havering and
Newham



93%

of potentially shared
services now
integrated

contents

message from the MD	5
the leadership team	6
news	7
transformation	13
performance.....	15
Financial summary	15
Customer satisfaction.....	18
Key Performance Indicators	19

about oneSource

oneSource is one of the largest public-sector shared services arrangements in the UK. Originally formed by the London Boroughs of Havering and Newham bringing together 22 services, this year saw the addition of the London Borough of Bexley's Finance services. Staff continue to be employed by the partner organisations and, on account of our flexible working ethos and sustained investment in technology, are located where they can best undertake their work.

Our mission is to deliver innovative support and affordable-quality services to our partners in an ever changing economical and political environment.

By taking on our services, our partners have the reassurance that their support services are value for money and carried out by staff with an in-depth knowledge of the Public Sector.

We provide services within the remit of:

- HR and Organisational Development (Strategic HR, Operational HR and Transactional services, such as Payroll)
- Finance (Corporate Finance, Assurance, Procurement and Transactional services, such as Accounts Payable and Pensions Administration)
- Exchequer services (Council Tax, NNDR and Enforcement)
- Asset Management (Facilities Management, Health and Safety and Transport)
- Technology and Innovation (ICT services, Printing and Business Improvement)
- Legal and Governance (Legal counsel, Democratic services and Election services)

message from the MD

Dear reader,

It is with great pleasure that I present to you our third annual report.

The national austerity agenda has meant that oneSource has had to face enormous challenges. Our partner organisations looked to us to find large savings whilst at the same time needing input from us that went far beyond Business As Usual as they kicked off their transformation, externalisation and regeneration projects. Despite this, our staff have inspiringly took these challenges head on and reduced operating costs by £9.5m, administered an efficient support service and succeeded in delivering core projects for our Partners.

This year we put the focus on our existing customers as satisfaction fell in September 2016 due to the implementation of a corporate self-service support model and the loss of oneSource contacts through restructures. In addition to establishing customer panels within the Councils and introducing and monitoring improvements, we enhanced transparency by agreeing Service Level Agreements with Havering and Newham Councils; these set out deliverables, responsibilities and costings. As agreed with Bexley Council, SLAs will be developed in 2017/18 as time was needed for the services to settle in. The work undertaken saw an increase of 3% in overall satisfaction with our services in March 2017; my thanks to our staff for turning this around.

Looking to the future our top priority is to not only continue improving customer satisfaction but also to fortify a culture of commercialism. The oneSource Marketing Board is developing a number of measures to support staff in knowing their products, identifying the markets and understanding the costs of administering services in order to generate income. We are also working with our Partners and a consultancy firm to review how oneSource delivers services in the future.



Wherever the journey may take us, we will continue to provide an exceptional and affordable service to our Partners so that they can focus on bettering the lives of their residents and business owners.

Best wishes,

Jane West
Managing Director

the leadership team

as at May 2017

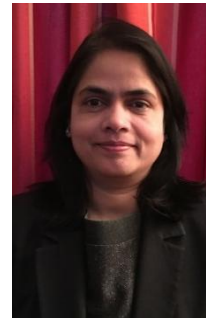
In 2016/17 we successfully recruited Priya Javeri and Paul Thorogood, as Director of Technology and Innovation, and Director of Finance respectively.



Jane West
Managing
Director



Sarah Bryant
Director of
Exchequer and
Transactional
Services



Priya Javeri
Director of
Technology and
Innovation



Mark Butler
Director of
Asset
Management



Caroline Nugent
Director of Human
Resources and
Organisational
Development



Daniel Fenwick
Director of Legal
Services and
Governance



Paul Thorogood
Director of
Strategic and
Operational
Finance

news

New Business

oneSource already has a range of external clients for services such as Passenger Transport (e.g. Thurrock and Network Rail) and Payroll (schools and academies in Havering and beyond). As well as the Bexley Finance services joining the shared service as a Partner, we also saw new customers using our services in 2016/17.

ICT services

Norfolk County Council enlisted the expertise of oneSource ICT services to develop a CRM system based on the Dynamics CRM system operated in Havering and Newham.

The system went live April 2016 for Highways and Corporate complaints and has been a huge success. We continue to support the system and work with Norfolk to expand its use into other areas.

Additionally, the London Borough of Waltham Forest has purchased the Virtual Schools system used to track Children looked after through the education system and on-going support. There are a number of other Local Authorities interested in purchasing the Virtual Schools system with discussions at an advanced stage.

We are also providing a security advice and guidance service to the London borough Redbridge.



Health and Safety

The service has signed up several educational organisations for an onsite Advisory Service. Establishments, including The Leading Learning Trust and South West Essex Community Education Trust, benefit from regular on-site support, unlimited access to remote support, access to a comprehensive Health and Safety manual and discounted rates for training.

Transport

Havering's Transport Service (including Passenger Transport) continues to grow, having increased external turnover from £350k to £1.3m during the last 3 years and is currently in discussion with other public sector bodies regarding the potential transfer of their operations to oneSource.

Brand awareness

We actively worked to improve our visibility in the market and targeted particular potential clients; many of whom approached us rather than we approach them. Visibility activity included:

- CIPFA conference stand
- IRRV conference stand
- PMMAHR conference (organised as our Director of HROD is the current President)
- Joint awayday with LGSS and Orbis
- Presentation at the Zurich Municipal conference

Shortlisted in and won eight Awards



Our teams and services were shortlisted in and won several awards across the Public Sector this year; reflecting our commitment to thinking outside the box and finding new ways of working.



oneSource

LGC Most Innovative
Service Delivery
Model

Finalist



HR

Personnel Today
HR Director of the
Year

Finalist



HR

PPMA HR
Most Effective
Partnership

Winner



**Treasury &
Pensions**

Public Finance
Innovation in
Treasury & Asset
Management

Finalist



Internal Audit

Public Finance
Innovation in Internal
Audit

Finalist



Treasury & Pensions

**LGC Investment
Awards** Fund of the
Year (Above £750m)

Winner



FINALIST

Treasury & Pensions

**Professional
Pensions** Pension
Scheme of the Year

Finalist



HR

Personnel Today
Excellence in Public
Service HR

Finalist

news (cont.)

Third Council joins the collaborative partnership



In a bid to reduce the financial pressures caused by Central Government funding cuts, and still deliver resilient services at a level that our residents deserve, oneSource welcomed Bexley Council's Finance services into the family in April 2016.

With the transformation of financial services across all three boroughs, Havering, Newham and Bexley are set to make £1.7 million in savings by 2017/18 by eliminating duplication, reducing senior management costs and introducing more efficient processes.

As we operate a Joint Committee model (3 Havering Members, 3 Newham Members and 1 Bexley Member), staff working for oneSource continue to be employed by the council they worked for prior to the set up.

A number of actions have been put in place by oneSource ICT services to make it easier for Bexley staff to work on behalf of Havering

and Newham.

Staff employed by Bexley have been given Login Credentials to access facilities such as:

- the **oneSource Desktop**, allowing staff to access
 - the oneSource intranet,
 - Havering and Newham intranets,
 - Havering and Newham's ERP system (1Oracle),
 - Line of Business, and
 - Corporate Applications and Microsoft applications;
- **Wi-Fi access** in Havering and Newham buildings;
- **Instant messaging** – Bexley Council's OCS service has been federated with Newham and Havering's Lync Messenger allowing oneSource staff to view presence status and communicate with all colleagues in all three councils; and
- **Folder sharing** with Havering and Newham colleagues.

news (cont.)

Leading on and supporting major projects for our partners



1Oracle in Newham

With significant support from our HR, Finance, ICT and Transactional teams, One Oracle became Newham Council's single system for HR, finance, payroll and procurement on 4th April as planned.

By bringing together information and processes in a more efficient and streamlined way, the council has taken a major step towards its transformation goals.

Our Corporate Business Systems team is currently implementing a programme of Communication and Engagement to gather feedback in order to identify areas of improvement and produce materials to help Newham staff get the most from the system.

Romford's regeneration

Work has commenced on construction of Romford's new pool and ice rink complex in Romford town centre.

The £28m scheme is the largest individual project within Havering's capital programme and is due for completion by January 2018. The facility will include an eight-lane 25m swimming pool, fitness suite and competition size ice rink in the heart of the town centre.

Our Asset Management service has been central to the project throughout, negotiating the development agreement which secured the site and the majority of the funding, and now overseeing the construction phase

Romford's Leisure Centre taking shape



news (cont.)

Welcome to Dash

The new internal forms portal

New Forms



HR Resourcing Portal

You can request a number of HR related activities relating to staff and post changes



Data Retention

View how long different types of data should be held for



Privacy Impact

A process to determine the risk of using personal data in accordance with data protection law

Dash homepage

Centralised HR portal

We understand that our technology needs to evolve to drive innovation not only in oneSource but across the Councils we work with. One such example of using technology to change the way we work is the introduction of the HR E-Resourcing portal in Havering and Newham in November 2016.

Built within Firmstep's Dash platform, the E-Resourcing Portal is a single, centralised interface that allows staff to submit requests for HR related decisions electronically for authorisation by the budget owner and implementation by our Transactional HR team.

Managers can use the HR resourcing portal to request a change to work hours, honoraria and merit increments, to amend a post, etc. and employees can request for annual leave to be deleted if the leave has not been taken.

The portal features mandatory fields, ensuring that our teams have all the data needed to fulfil a request and the requestor is updated at every stage of the way; speeding up the process for the requestor, authoriser and our Transactional HR team.

Using the portal improves customer experience and enables our teams to focus on more complex transactions.

news (cont.)

Bexley & Newham invest in £12m solar farm bond

Through oneSource, Newham and Bexley councils, along with Warrington Borough Council, have entered into a ground breaking asset backed treasury investment.

The three authorities are sharing due diligence costs on a deal which will see them buy £12m bonds secured against two solar farms. The investment company, Rockfire Capital, has completed the acquisition of the sites.

Should anything go wrong the councils would take ownership of the site; allowing the authorities to safely generate attractive returns to invest in local community infrastructure.

Extra capacity at LBH schools

The Asset Management service has successfully delivered extra capacity and supported maintenance works at several schools in Havering. As these are to provide a time limited provision and a programme for delivery was very short, orders were placed with a company to deliver and install demountable classroom units.

All works were substantially completed over the summer holiday period, however early starts on site were possible in July. This minimised disruption to the individual schools and mitigated risk.

Council Services to Small Businesses

oneSource is supporting Newham Council's CSSB programme team in its work to launch Council services as Externalised Business Units.

The support offered includes the financial review of business cases, setting up the legal entities and support where the new small businesses are procuring external work.

We have also developed a Commercial Offer of a range of services designed to suit the small businesses that have left the council, including Payroll, Procurement and Legal services.

Health devolution

Finance advised on the financial aspects of the formation of the Accountable Care Organisation, a vehicle that will allow Havering, Barking and Dagenham and Redbridge councils and health bodies to jointly consider innovation, redesign of service delivery and funding usage.

transformation

In line with our aims to reduce spend and generate income for our Partners and encourage smarter and innovative ways of working, we continued to review and transform our services.

Transactional services

The Transactional Services restructure has been fully implemented across the People and Finance teams. They are fully operational across all the oneSource partners and we continue to review and improve services to ensure consistent and standardised processes maximising the use of the oracle system. Improvement projects across services such as HR, Procurement and Finance have been established to agree and develop better, midterm ways of working.

The e-resourcing portal, the centralised HR facility (see page 11), was successfully implemented to timescale and take up is increasing as is ongoing work to improve the portal.

Exchequer services

Recommendations were suggested for amalgamating Havering and Newham's Council tax and Benefits services; however a decision was taken to transfer the Newham Council Tax and Benefits service from oneSource and into Newham Councils responsibility in January 2017. Council Tax and Benefits in Havering will be reviewed and restructured in 2017/18. Provision of the service in Bexley Council will be reviewed early 2017/18 as the contract with Capita ends in 2019.

Continuous work to improve income collection and debt management is visible across the councils to maximise the funds available. A review of the enforcement service and business rates team will be undertaken in 2017/18 to ensure that the services can continue to deliver an effective service and continue to increase income.

HR

Post restructure the HR service went live in October 2016, reducing the budget by approximately 20%. With the introduction of new processes and working practises, customers in the partner councils have seen a reduction in paperwork and can take a more autonomous approach to managing their staff through self-service. In 2017/18 we will continue to look at ways of improving the service, including conducting reviews of processes such as Sickness and Recruitment end-to-end.

Committee administration (Havering)

With the completion of the Democratic Services review, the new structure went live in November 2016. The service is maximising the functionality and use of ICT, including the use of a new SharePoint Report Clearance system, to make the advisory role more robust in providing modern governance, help generate income, and facilitate shared working.

Finance & Assurance

The Finance and Assurance restructures were the focus of transformation activity in 2016/17 with the new structures going live in September 2016 and January 2017 respectively. The restructures delivered the level of savings required in the business plan for 2016/17 and 2017/18. The majority of vacant posts have now been recruited and filled.

The majority of system and manual processes will be the focus for 2017/18. This programme of transformation activity will ensure the new operating model is sustainable and able to meet within existing resources the expectations and demands of the Partner Councils.

transformation (cont.)



Health and Safety team at the EduKent Expo and Conference, including Stephen Catley – H&S Team Manager, Robert Train (pictured right) – Schools H&S Advisor, Joe Shanahan (pictured left) – H&S Apprentice, and Sue Wilks - Head of Health and Safety

Health and Safety

The Health & Safety Service became an integrated service in 2015/16. It continued to grow its customer base in 2016/17, both in the form of Council-owned companies that are buying back into the service, plus schools and multi-academy trusts from outside of the parent-boroughs. A remote online service supported by portal access for clients has been developed to enable the service to sell to a broader geographic market. In the meantime the new H&S framework has been rolled out in Havering and Newham councils, working with service managers to identify and address any gaps within existing H&S arrangements.

Technical services and Projects and Programmes

Restructures within the Technical Services (Havering) and Projects & Programmes (Newham) teams have been signed-off and will be in the implementation phase in 2017/18.

Facilities Management

The restructure and integration of Facilities Management is being progressed following the

recruitment and appointment of a permanent Head of Service. Restructure proposals have been reviewed and are due for consultation with staff in 2017/18. In the meantime procurement review is underway across FM contracts to identify scope for joint procurement and subsequent savings.

Property services

Service delivery arrangements for Property Services are transitioning to more of a client/commissioning role as transactional work is increasingly placed with external advisors – the internal team has recently completed a comprehensive data verification exercise on the commercial property portfolio for LB Newham, enabling subsequent investment analysis work to take place.

Transport

Havering's Transport Service (including Passenger Transport) continues to grow, having increased external turnover from £350k to £1.3m during the last 3 years and is currently in discussion with other public sector bodies regarding the potential transfer of their operations to oneSource.

performance

Financial summary

oneSource operated within budget in 2016/17, with the shared outturn position showing an underspend of £80k. The Joint Committee has a net controllable budget of £39,148,160 with actual spend amounting

to £39,067,906; this included incorporating the challenging savings target of £9.4m. Therefore we successfully delivered savings of ~£9.5m. The overall underspend is split between Havering, Newham and Bexley as follows:

Variance in spend	Havering	Newham	Bexley	Total
Shared £k	(195)	45	70	(80)

The Havering underspend was transferred to its oneSource reserve. Newham met its pressure by transferring funding from its oneSource reserve (funded by prior years' underspends). Bexley's overspend was offset by underspends elsewhere in the council. The mains variances within shared related to

pressures on the legal services team which resulted in an over-establishment of posts and corresponding overspend on staffing. This has been addressed for the new financial year with Havering and Newham Councils both recognising the need to provide additional funding for Legal Service in 2017/18.

Service	Net (£)	Outturn Actuals (£)	Outturn Variance (£)
Strategic & Operational Finance	9,638,097	9,406,908	(231,189)
Business Services	1,794,407	1,089,749	(704,658)
Exchequer & Transactional Services	8,665,628	8,976,559	310,931
Legal & Governance	3,660,300	3,975,993	315,693
ICT Services	8,843,501	8,902,669	59,168
Asset Management Services	3,289,927	3,471,766	181,839
Strategic & Operational HR	3,256,300	3,244,262	(12,038)
TOTAL	39,148,160	39,067,906	(80,254)

performance (cont.)

Exchequer and Transactional Services also closed with a pressure. This related to the Transactional Services restructure not being implemented until part way through the year and to two journal entries which couldn't be processed in time for year end closure deadlines. These overspends were offset by a mixture of one-off and ongoing underspends within Procurement and Business Services. Procurement accrued for some income relating to previous years as part of closedown processes which gave rise to one-off income. Business Services closed with an on-going underspend relating to overachievement of savings against the original business case; this overachievement is planned to help offset increases in savings in subsequent years.

Non-shared

oneSource delivers non-shared services on behalf of the Partner Councils. These have their own additional savings targets as part of the respective Councils' Medium Term Financial Strategy (MTFS).

Havering non-shared

A significant underspend of £1.3m was achieved for Havering through overachievement of income relating to commercial property, housing benefits and court fees. This is analysed by activity and service in the table below

Service	Net (£)	Outturn Actuals (£)	Outturn Variance (£)
Strategic & Operational Finance	N/A	N/A	N/A
Business Services	0	5,093	5,093
Exchequer & Transactional Services	(1,213,560)	(1,814,267)	(600,707)
Legal & Governance	1,529,283	1,392,760	(136,523)
ICT Services	844,430	730,432	(113,998)
Asset Management Services	(1,131,577)	(1,664,619)	(533,042)
Strategic & Operational HR	442,934	518,990	76,056
TOTAL	471,510	(831,611)	(1,303,121)

Newham non-shared

The outturn for Newham was overspent by ~£1.4m which related to non-shared Asset Management services, including a shortfall on lettings income, savings targets (which were

previously part of oneSource shared) and overspent buildings budgets (repairs and maintenance, cleaning and council tax). The Asset Management pressure was offset in part by underspends within the Exchequer

performance (cont.)

Services area relating to housing benefit subsidy and vacant posts in the debt arrears

team. This is analysed by activity and service in the table below.

Service	Net (£)	Outturn Actuals (£)	Outturn Variance (£)
Strategic & Operational Finance	109,200	581,352	472,152
Exchequer & Transactional Services	9,717,123	7,456,626	(2,260,497)
Legal & Governance	0	26,194	26,194
ICT Services	1,252,750	1,157,145	(95,605)
Asset Management Services	(1,118,272)	2,101,658	3,219,930
Strategic & Operational HR	708,700	736,639	27,939
TOTAL	10,669,501	12,059,614	1,390,113

Bexley non-shared

The outturn for Bexley showed an underspend of £560k relating to Exchequer & Transactional services. The underspend was due to a combination of year end grant income

and a year end review of bad debt provision in Housing Benefits determining that the amount needed was less than the budget available. This is analysed by activity and service in the table below.

Service	Net (£)	Outturn Actuals (£)	Outturn Variance (£)
Strategic & Operational Finance	995,000	782,000	(213,000)
Exchequer & Transactional Services	3,178,000	2,832,000	(346,000)
TOTAL	4,173,000	3,614,000	(559,000)

performance (cont.)

Customer satisfaction

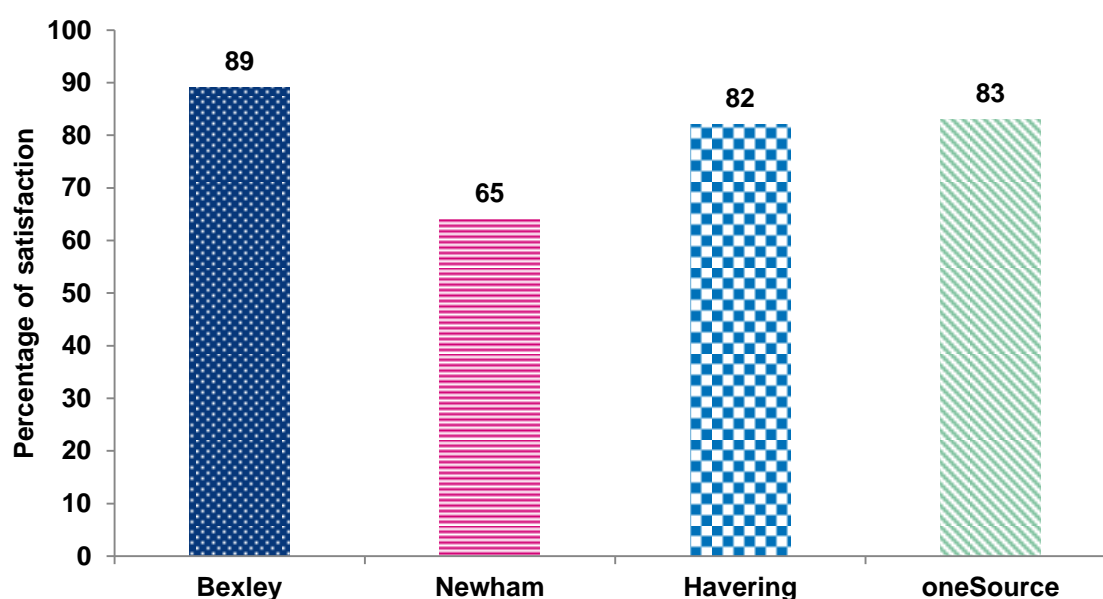
Customer satisfaction for oneSource services reduced in the summer 2016 survey but a concerted effort to focus on improving this over the latter part of the year paid off. All teams signed up to local improvement plans tackling the issues raised by their customers in previous survey and our Head of Business Development is leading on an improvement project, which identified customer champions who are responsible for developing ideas to make our customers true advocates of oneSource.

Individually, customer satisfaction with the

service received is 82% from Havering Council, 65% from Newham Council, 89% from Bexley Council and 83% from oneSource. Customer satisfaction has increased for Bexley, Newham and oneSource with a marginal decrease for Havering (0.51%).

The top performing services (i.e. met or exceeded the 80% target set by the Joint Committee) include Strategic Finance, Internal Audit, Health and Safety, Printing Services, Business Improvement and the Project Management Office.

Overall satisfaction had risen by 3% in the March 2017 survey to 75%. This was mirrored in the increased satisfaction across the three indicators: satisfaction with resources, satisfaction with quality and satisfaction with speed.



performance (cont.)

Key Performance Indicators

oneSource has a number of key performance indicators (KPIs) in place as a measure of the service provided to our customers. The performance indicators are utilised to improve customer satisfaction, perform within budget and improve receipt of income. Ultimately ensuring that oneSource provides an improved customer experience whilst reducing the cost of support services to both Councils.

Page 56



96.85%

LBH Council Tax collection rate
Target: 96.70%



96.31%

LBN Council Tax collection rate
Target: 95.60%



98.64%

LBH NNDR collection rate
Target: 98.70%



99.74%

LBN NNDR collection rate
Target: 99.77%



21 days

LBH speed of processing
HB / CT support claims
Target: 20 days



99.53%

LBH Business Systems
availability
Target: 99%



99.53%

LBH Business Systems
availability
Target: 99%



5 days

LBH Speed of processing
HB CoC
Target: 7 days



9 days

LBH Speed of processing
CT & HB CoC
Target: 9 days



24 days

LBH speed of processing
HB / CT support claims
Target: 24 days

£9.5m

Savings achieved





**ONESOURCE
JOINT COMMITTEE**
28 July 2017

Subject Heading:

**Amendment to the oneSource Scheme
of Delegation**

Report Author and contact details:

**Andy Beesley, Head of Democratic
Services**
Andrew.beesley@onesource.co.uk

Financial summary:

Nil

Is this a Key Decision?

Not Applicable

SUMMARY

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

RECOMMENDATIONS

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

REPORT DETAIL

1. Background

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

- 1.2 This ensures the exercise of services as close to the point of delivery as possible and those officers exercising statutory powers have the necessary delegated authority to do so.
- 1.3 A report is due to be presented to Newham's Mayoral Proceedings on 20 July 2017. The report recommends amendment to the scheme of Delegation in respect of property acquisitions and disposals, with specific changes to the delegations in respect of the leasing of property to the voluntary and community sector, in consultation with the appropriate lead member.
- 1.4 Subject to approval at Mayoral Proceedings, the Joint Committee will be required to amend the scheme of delegation to officers in oneSource. Details of the amendments are shown in Appendix A (under Section F).

REASONS AND OPTIONS

2. Reasons for the decision:

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

3. Other options considered:

- 3.1 Not applicable.

IMPLICATIONS AND RISKS

Financial implications and risks

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

Legal implications and risks

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

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

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

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

Human Resources implications and risks:

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

Equalities implications and risks:

There are no direct equalities implications of this decision.

BACKGROUND PAPERS

None

APPENDICES

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

ONESOURCE JOINT COMMITTEE

SCHEME OF DELEGATION

1. Introduction

- 1.1. On 1 April 2014, the London Boroughs of Newham & Havering established a joint committee under s.101 [5) of the Local Government Act 1972 for the discharge of various executive and non-executive functions of each authority via shared arrangements. The London Borough of Bexley subsequently joined on 26 January 2016 for the discharge of its finance functions.
- 1.2. This is the scheme of delegation to officers from the oneSource Joint Committee of the participating authorities agreed on 18 March 2016 following the delegation of powers to the Joint Committee by the participating authorities as follows:

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

- 1.3. As and when additional functions are delegated to the Joint Committee, whether by Newham, Havering or Bexley or an additional participating council, this Scheme will be amended where required following a decision of the Joint Committee.
- 1.4. This Scheme does not form part of any participating council's Constitutions but will be published on each participating council's website.

2. Definitions

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

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

3. Scope

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

- 3.1.1. in a participating council's Constitution, Scheme of Delegation or otherwise
- 3.1.2. by virtue of holding a statutory office, e.g. monitoring officer
- 3.1.3. by an express delegation of a participating council to an officer
- 3.1.4. through an agreement under s.113 of the Local Government Act 1972 or any other secondment agreement.

4. Variations

- 4.1. Delegations to the Joint Committee can only be agreed by the participating council's executive or council [depending on whether the functions delegated and to be varied are executive or non-executive functions].
- 4.2. The Joint Committee may vary the delegations in this Scheme.
- 4.3. The Managing Director may vary the delegations in this Scheme for operational reasons or to reflect changes to the oneSource officer structure but any variations that are intended to be permanent must be agreed by the Joint Committee.

5. Schedule of Designations

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

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

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

- 5.2. Each post title will include any successor post title that is responsible for any or all of the services delivered by the previous post title.
- 5.3. The **Managing Director** may exercise any of the powers delegated to officers in this Scheme and / or may delegate any of the powers delegated to officers in this Scheme to any officer, save where prohibited by law and in accordance with the requirements below.
- 5.4. **Level A-C officers** may exercise the powers delegated to officers at a lower category within their Directorate or service.
- 5.5. Additionally, in the absence, for whatever reason, of an officer with delegated powers under this Scheme, his/her powers may be exercised in the following order by:

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

5.5.2. their line manager;

6. **Officer Powers to Delegate**

- 6.1. **Level A and B officers** should further delegate their powers under this Scheme to any officers within their Directorate/Service (a Level B officer's Scheme of Delegation must be consistent with a Level A officers Scheme of Delegation relating to the same powers).
- 6.2. Any further delegations exercised by oneSource officers must be:
- 6.2.1. Set out in a directorate scheme of delegation [template at Appendix B] or
- 6.2.2. Set out in writing [this may include emails or other electronic communication].
- 6.3. All directorate schemes of delegation or individual delegations must be notified to the Managing Director and Director of Legal & Governance.
- 6.4. The Managing Director may nominate in writing a Level A officer as their deputy in his/her absence.

7. **General Delegation to Officers**

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

8. **Urgency**

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

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

8.1.2. For health and safety reasons

- 8.1.3. Any other reason agreed by the Chair of the Joint Committee
- 8.2. The decision must be made following consultation with the Chair of the Joint Committee and reported for information to the next convenient meeting of the Joint Committee.
- 9. **Governance**
 - 9.1. Delegated decisions must be made in accordance with a participating Council's constitutional requirements including but not limited to access to information, procurement rules and financial procedures, except for any express delegations made to the Joint Committee by participating authorities.
 - 9.2. In the interests of all participating authorities and good governance, oneSource will always seek to align decision making processes and timetables of each authority when making a decision that affects more than one authority
- 10. **Publication of Officer Decisions**
- 11. Decisions with a value over £50,000 must be published in accordance with the participating Council's procedures for the publication of executive decisions made by officers.

Appendix A: Joint Committee Schedule of Delegated Powers

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

	Delegated Power	First Level	Second level
	organisation, the officer with delegated authority must first consult with the relevant lead Cabinet member (s) and any other member required to be consulted at the time of disposal in accordance with Council policy or on the advice of a lead Cabinet member (Newham only)		
F8.	<p>The disposal of any land or property subject to a statutory requirement to do so.</p> <p>a) before the disposal of land by sale or lease to a voluntary sector or community organisation, the officer with delegated authority must first consult with the relevant lead Cabinet member (s) and any other member required to be consulted at the time of disposal in accordance with Council policy or on the advice of a lead Cabinet member. (Newham only)</p>	<p>Level A</p> <p>Level A</p>	<p>Level B</p> <p>Level B</p>
F9.	<p>The acquisition of freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.</p> <p>a) before the disposal of land by sale or lease to a voluntary sector or community organisation, the officer with delegated authority must first consult with the relevant lead Cabinet member (s) and any other member required to be consulted at the time of disposal in accordance with Council policy or on the advice of a lead Cabinet member. (Newham only)</p>	<p>Level A</p> <p>Level A</p>	<p>Level B</p> <p>Level B</p>
F10.	The disposal of assets other than land provided the best possible price is obtained.	Level A	Level B
F11.	The disposal of assets other than land with no value (NB this does not extend to disposals at nil value/peppercorn where the asset has a value).	Level A	Level B
F12.	Management, insurance and maintenance of all corporate property.	Level A	Level B
F13.	Applying for planning permission in respect of participating council owned land.	Level A	Level B

	Delegated Power	First Level	Second level
F14.	Entering into planning and highway agreements in respect of participating council owned land.	Level A	Level B
F15.	Serving notices to quit, notices seeking possession and tenants' notices; exercising any duty to compensate in respect of land matters or re-housing matters; enforcing covenants; serving notices relating to land and attendant procedures, and disposal of property left on land. Granting wayleaves and easements to and enter similar agreements with statutory undertakers and other bodies, extinguish rights of statutory undertakers and pay compensation.	Level A & B	Level B
F16.	Licensing of access works and demolition on participating council owned land and property.	Level A	Level B
F17.	To agree or request guarantee agreements, rent deposits, overriding leases, releases from covenants, to seek mortgagor's consent where required.	Level A	Level B
F18.	To publish notices of intention to dispose of open space.	Level A	Level B
F19.	To make applications to the court or tribunal and all attendant procedures upon matters relating to participating council land.	Level A	Level B
F20.	To carry out and conclude rent reviews or lease renewals.	Level A	Level B
F21.	To negotiate all relevant terms including payment of professional fees in respect of the letting and management of commercial premises and implement all agreements.	Level A	Level B
F22.	To exercise all powers and duties under the Landlord and Tenant Acts, this may be exercised by the participating council as landlord or tenant.	Level A	Level B
F23.	To propose alterations to the valuation list or raise objections to an proposed alterations or appeal against valuation decisions and to agree the settlement of all such matters.	Level A	Level B
F24.	To exercise all powers and duties of the participating council as landowner in relation to Compulsory Purchase matters.	Level A	Level B
F25.	To maintain the participating council's list of Assets of Community Value and to determine applications for inclusion on that list and in respect of appeals and all attendant procedures.	Level A	Level B
F26.	To maintain the participating council's register of land held by public bodies.	Level A	Level B
F27.	Management, maintenance, provision and hire of public halls and buildings owned/occupied by the participating council, including provision of security services.	Level A	Level B
F28.	To serve demands, place and enforce charges, appoint receivers or debt collection agencies,	Level A	Level B

	Delegated Power	First Level	Second level
	issue legal proceedings or any other enforcement or other action in relation to debts and interest thereon owed to the participating council.		
F29.	To exercise all powers relating to Romford Market including granting and revoking licences and enforcing relevant byelaws (Havering only)	Level A	Level B
F30.	To exercise all powers and duties in relation to concessionary fares and similar schemes, including the taxicard scheme and to issue minibus and other permits to appropriate organisations (Havering only).	Level A	Level B
F31.	Following notification to relevant ward members, to vary but not extend existing agreements for mobile phone masts at school sites in circumstances where installations are to be upgraded and lower emissions will result and to grant Landlord's consent (Havering only).	Level A	Level B

Appendix B

MODEL DIRECTORATE SCHEME OF DELEGATION

Post	Category	Delegations	Scheme of Delegation Reference	Delegating Officer

SAMPLE INDIVIDUAL DELEGATION

Delegating Officer title

Delegate Officer title

Date

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

Delegations	Scheme of Delegation Reference

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

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

SIGNED AND DATED

**ONESOURCE
JOINT COMMITTEE
28 July 2017**

Subject heading:

Customer Satisfaction Report

Report author and contact details:

Cynthujaa Satchi
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.

A challenging target 80% customer satisfaction target has been set for oneSource to exceed in 2016/17. For March 2017, combined customer satisfaction increased to 75%, rising by 3% since the previous survey conducted in September 2016, and slightly lower than the 80% target.

Individually, customer satisfaction with the service received is 82% from Havering customers, 65% from Newham customers, 89% from Bexley customers and 83% from

oneSource customers. The best performing services were Strategic Finance (82%), Health and Safety (98%), Printing Services (95%), and Internal Audit and Counter Fraud (85%), Business Improvement (85%) and Project Management Office (82%).

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

RECOMMENDATIONS

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

REPORT DETAIL

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 March 2017.

138 senior managers took part (56 from LBN, 31 from LBH, 23 from LBB and 28 from oneSource) answering a potential 36 questions (excluding breakdown questions). This compares to a previous response of 96 senior managers in October 2017. The overall response rate across the organisations is 47.8%

The principle focus of the survey was to understand customers¹:

- 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.²

Only Newham and oneSource provided feedback regarding the Programme Management Office (PMO) as Havering and Bexley customers do not utilise this service. Bexley Council

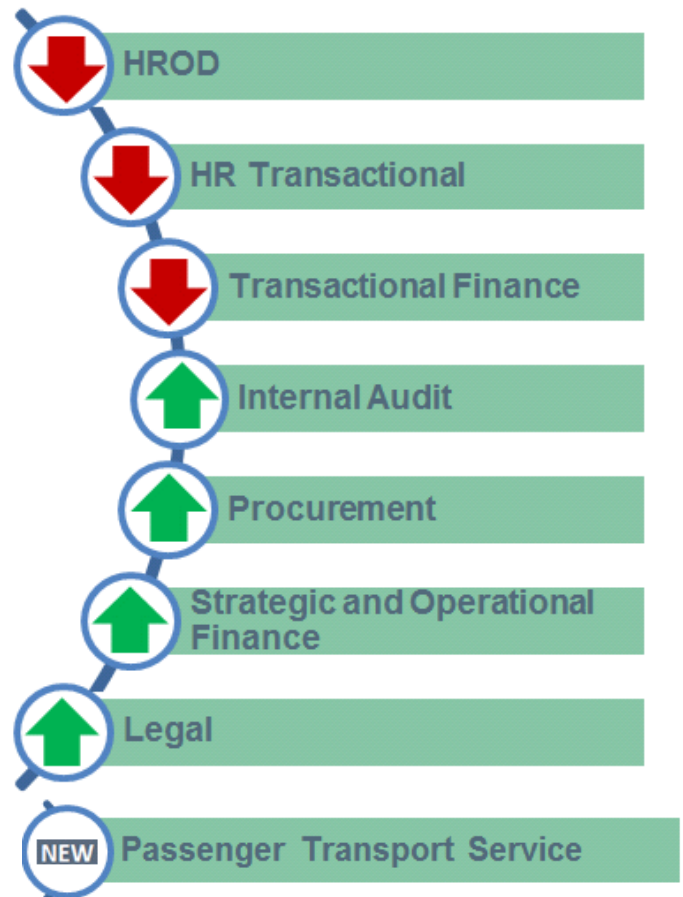
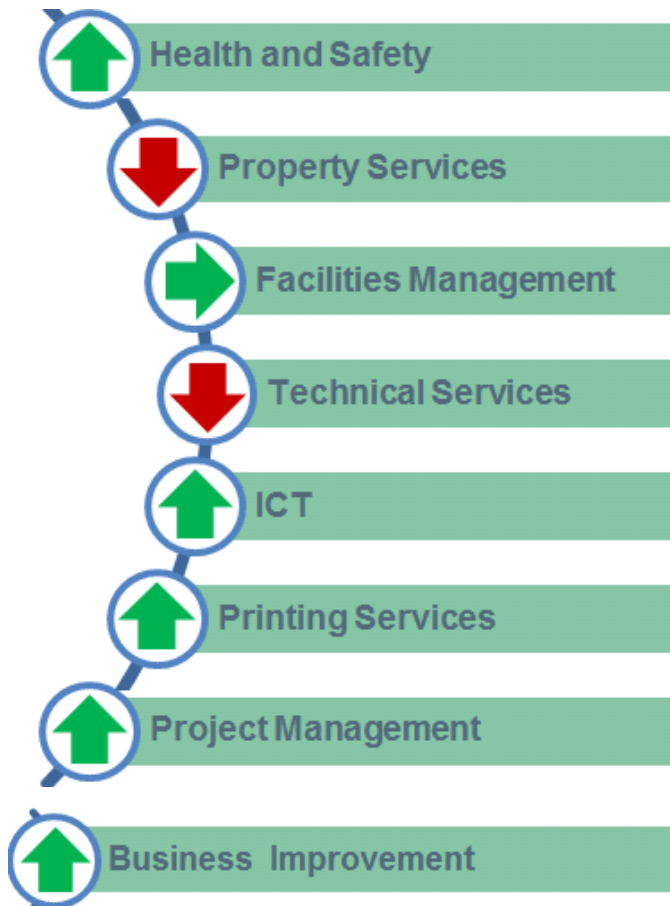
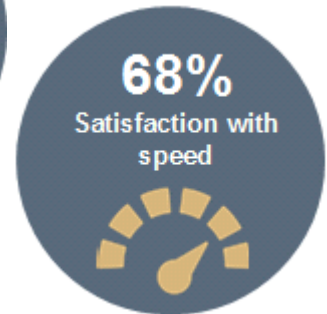
¹ Figures have been rounded up to two significant figures – exact percentages can be found in the appendix.

² 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.

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 been included for the first time. The service was not included within the main customer satisfaction survey, as its customers are external to the partner councils.

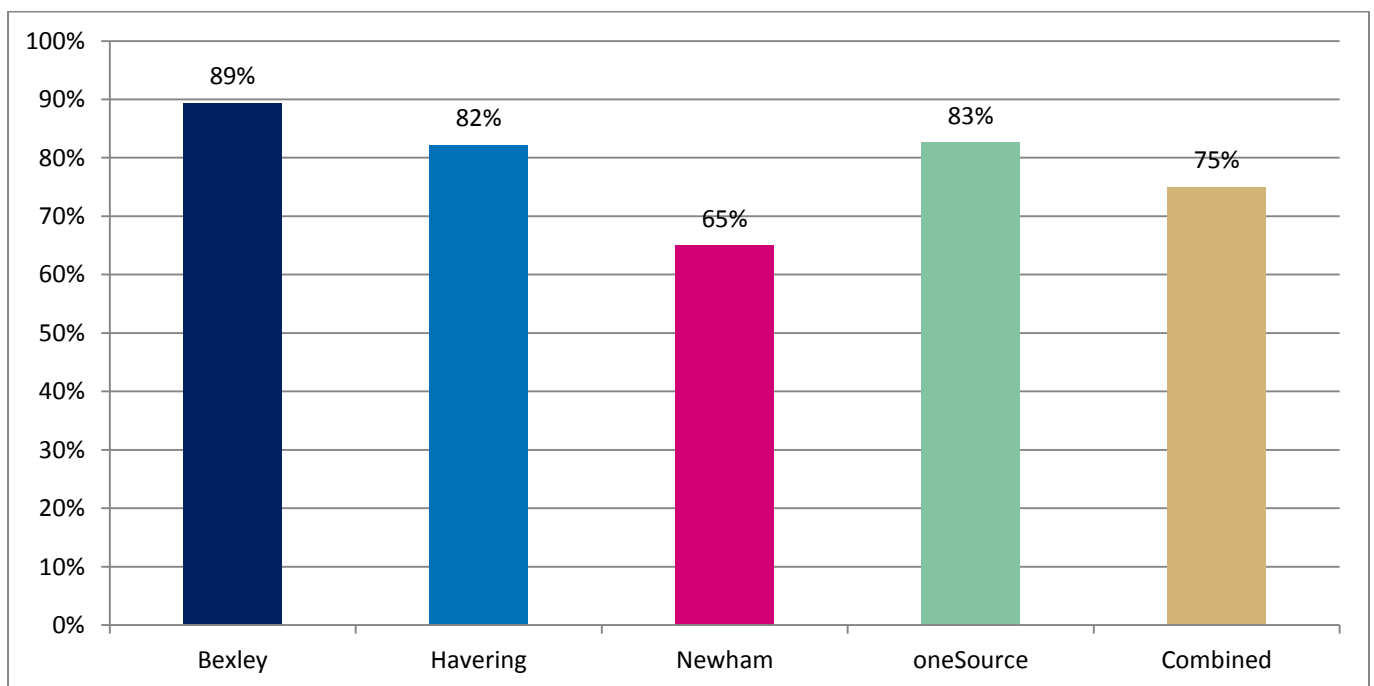
Customer Satisfaction Data



Overall Customer Satisfaction

The overall satisfaction for oneSource services (combining the four organisations) is 75%, increasing from that found in the October 2016 survey, where 72% of customers were satisfied with the service they received.

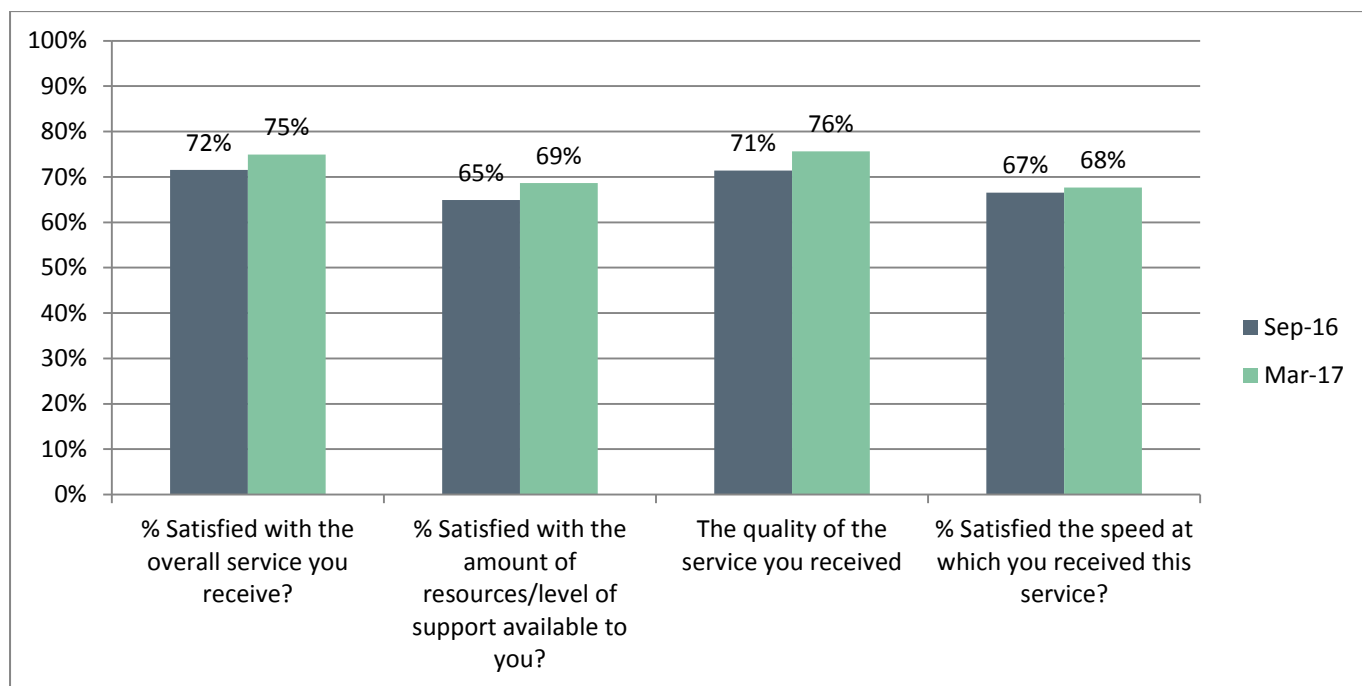
Individually, customer satisfaction with the service received is 82% from Havering Council, 65% from Newham Council, 89% from Bexley Council and 83% from oneSource. Customer satisfaction has increased for Bexley, Newham and oneSource with a marginal decrease for Havering. Customer satisfaction within Havering, Bexley and oneSource exceeded the 80% target with oneSource increasing by 5% and Bexley increasing by 19%.



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

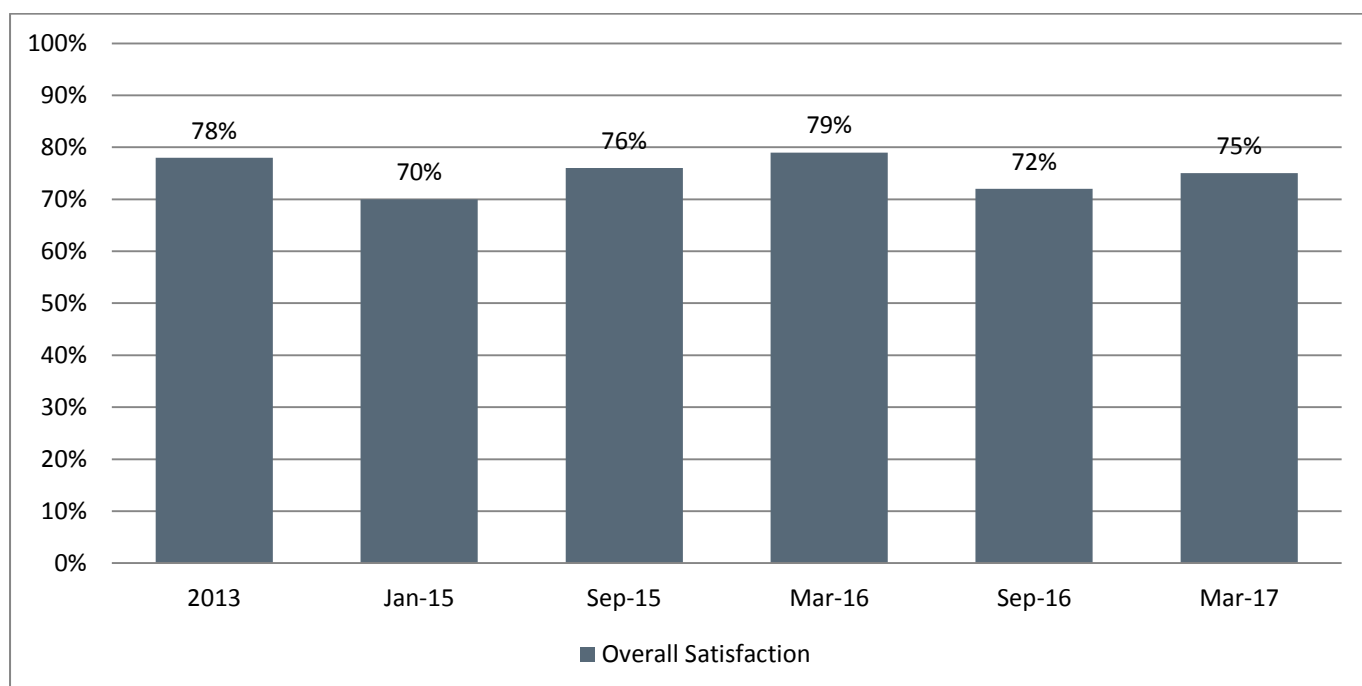
There is a disparity customer satisfaction across the organisations; therefore further actions are required to address this. Newham continues to have significantly lower satisfaction compared to the other three organisations.

Customer satisfaction has increased across all four indicators since October 2016 with satisfaction with the quality of service having the biggest increase (5%).



Graph 2: Satisfaction across all three indicators (March 2017 vs. September 2016)

Customer satisfaction has varied over the past four years with March 2016 showing the highest customer satisfaction and January 2015 having the lowest. In general, customer satisfaction has remained in the 70s with oneSource services not showing a significant decrease despite the changes to services and processes.



Graph 3: Customer Satisfaction by survey

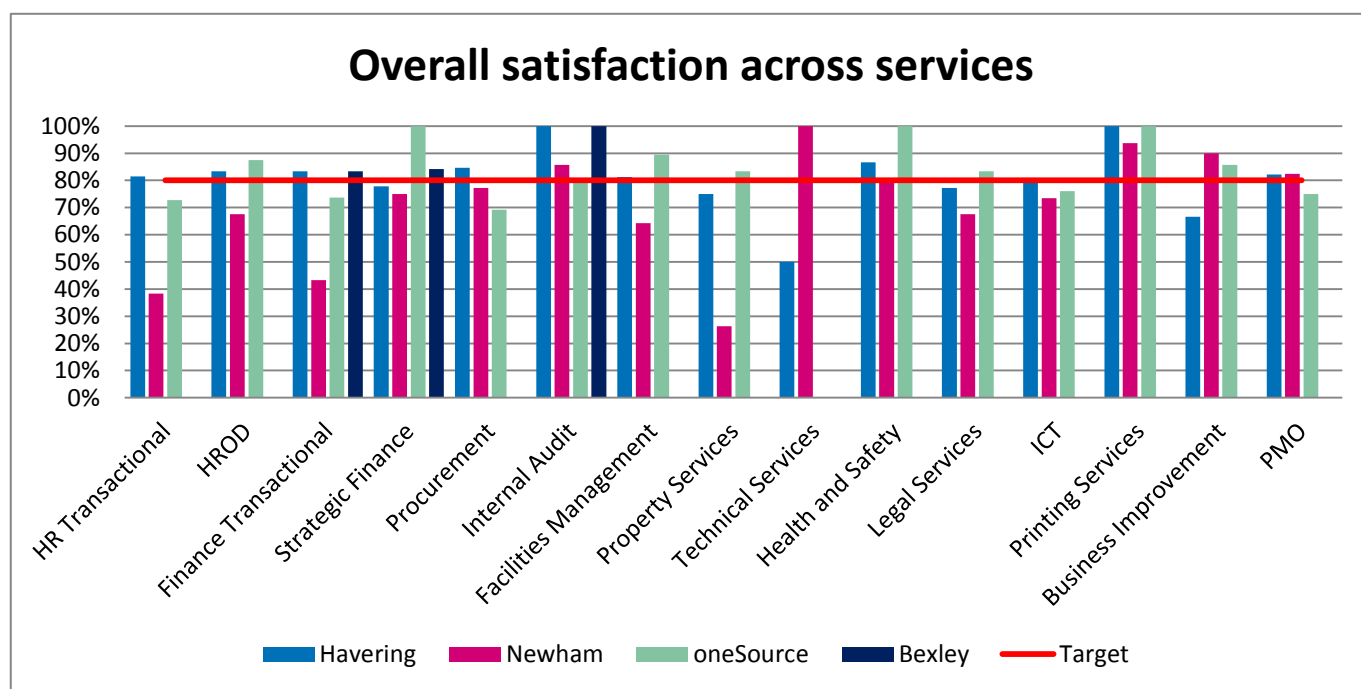
The number of services meeting or exceeding the 80% target increased from four to six. The six best performing services (out of 14) were Strategic Finance (82%), Health and Safety (86%), Printing Services (97%), Internal Audit and Counter Fraud (91%), Business Improvement (85%) and Project Management Office (82%).

In oneSource, the top performing services were HROD (88%), Strategic Finance (100%), Internal Audit (80%), Facilities Management (89%), Property Services (83%), Health and Safety (100%), Legal Services (83%), Printing Services (100%) and Business Improvement (86%).

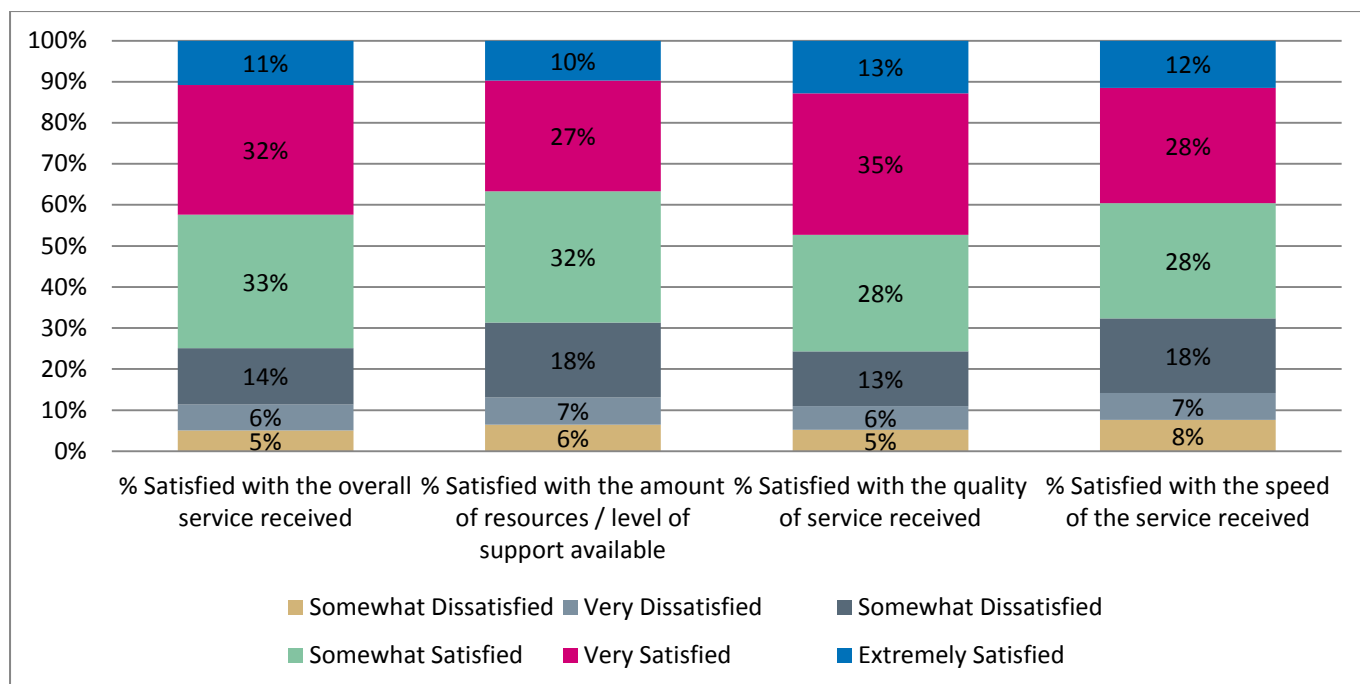
For Newham, the top performing services were Internal Audit and Counter Fraud (86%), Technical Services (100%), Health and Safety (80%), Printing Services (94%), Business Improvement (90%) and PMO (82%). The number of top performing services increased from October 2016 where there were only three services that met or exceeded the target.

In Havering, there were nine top performing services and all exceeded the target. The top performing services were HR Transactional (81%), HROD (83%), Finance Transactional (83%), Procurement (85%), Internal Audit (100%), Facilities Management (81%), Health and Safety (87%), ICT (81%) and Printing Services (100%).

Within Bexley, all 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

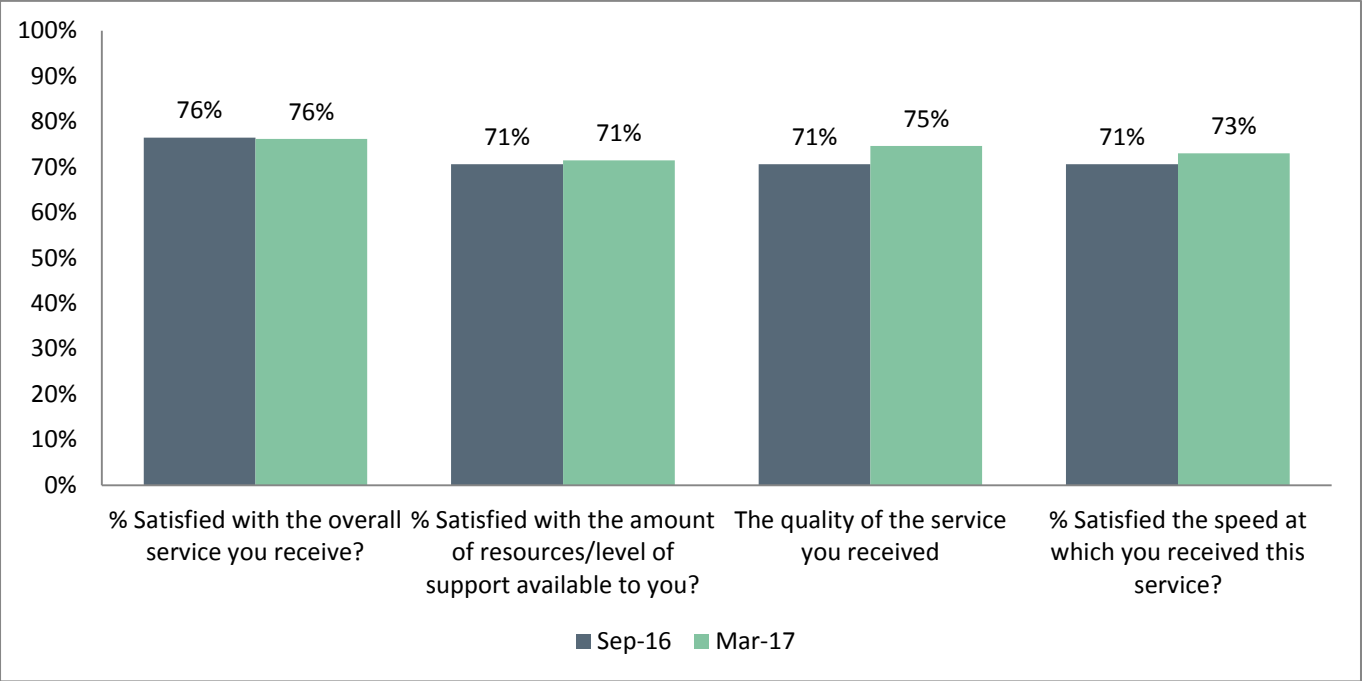
Across the oneSource services surveyed:

- Satisfaction with Technical Services within LBN significantly increased from October 2016, changing from being the worst performing service to the top performing service.
- Internal Audit has seen a continued improved in customer satisfaction and remaining one of the top performing services.
- Procurement has the most significant increased in customer satisfaction, increasing by 18.9%.
- Technical Services had the most significant decrease in customer satisfaction, falling by 7.14%.
- 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.
- Customers in LBN were least satisfied with Property Services, despite it achieving high satisfaction levels in Havering and oneSource.
- In oneSource, the top performing services were HROD, Strategic Finance, Internal Audit, Facilities Management, Property Services, Health and Safety, Legal Services, Printing Services and Business Improvement.
- For Newham, the top performing services were Internal Audit, Technical Services, Health and Safety, Business Improvement, Printing Services and PMO.
- In Havering, the top performing services were HR Transactional, HROD, Finance Transactional, Procurement, Internal Audit, Facilities Management, Technical Services, Health and Safety, ICT and Printing Services.
- Within Bexley, all three services rated highly, Finance Transactional and Internal Audit.

Asset Management

Facilities Management

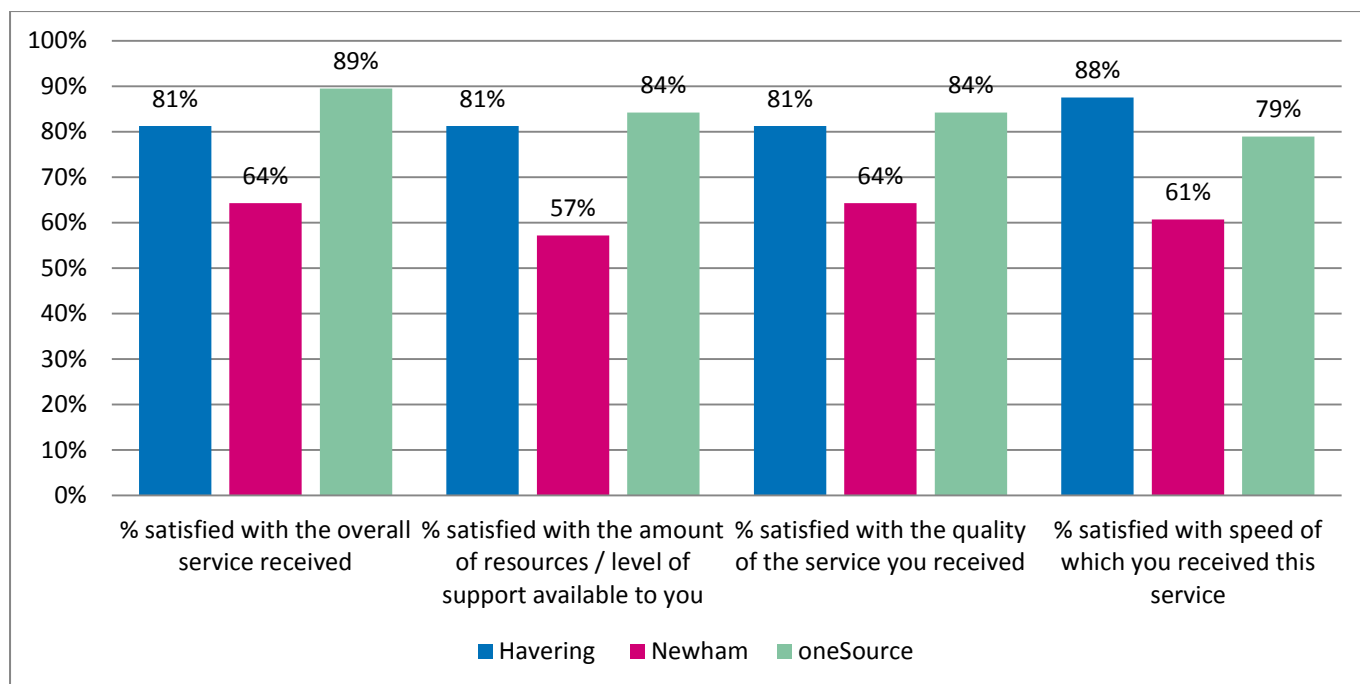
Facilities Management received 51 responses with 16 from LBH, 28 from LBN and 19 from oneSource. Facilities Management has increased customer satisfaction in two indicators (satisfaction with quality and satisfaction with speed), with overall satisfaction and satisfaction with resources remaining the same at 76% and 71% respectively.



Graph 6: Facilities Management (March 2017 vs. September 2016)

Overall satisfaction within Havering and oneSource exceeded the 80%; with satisfaction in Havering exceeding this target in three indicators despite decreasing slightly. For oneSource customers, satisfaction exceeded the target in three of the four indicators with only satisfaction with speed marginally below (by 1%).

Satisfaction within oneSource increased in three indicators (overall satisfaction, satisfaction with resources and satisfaction with quality) with overall satisfaction increasing by 9%. Overall satisfaction with Facilities Management in Newham decreased by 5%.



Graph 7: Facilities Management – Satisfaction by Individual Organisation

Facilities Management received a number of positive comments from Havering and oneSource, in particular. The service was praised for officers “going over and above” and “helpful”. However, there were a few issues raised in the survey regarding Facilities Management that need to be reviewed and addressed:

- Parking issues at Newham Dockside
- No follow up to check if work is completed
- Minor issues regarding lack of washing up liquid, chairs or carpets not being cleaned, and external glass still having sticking tape
- Lack of support or consultation regarding office moves
- Meeting rooms poorly maintained

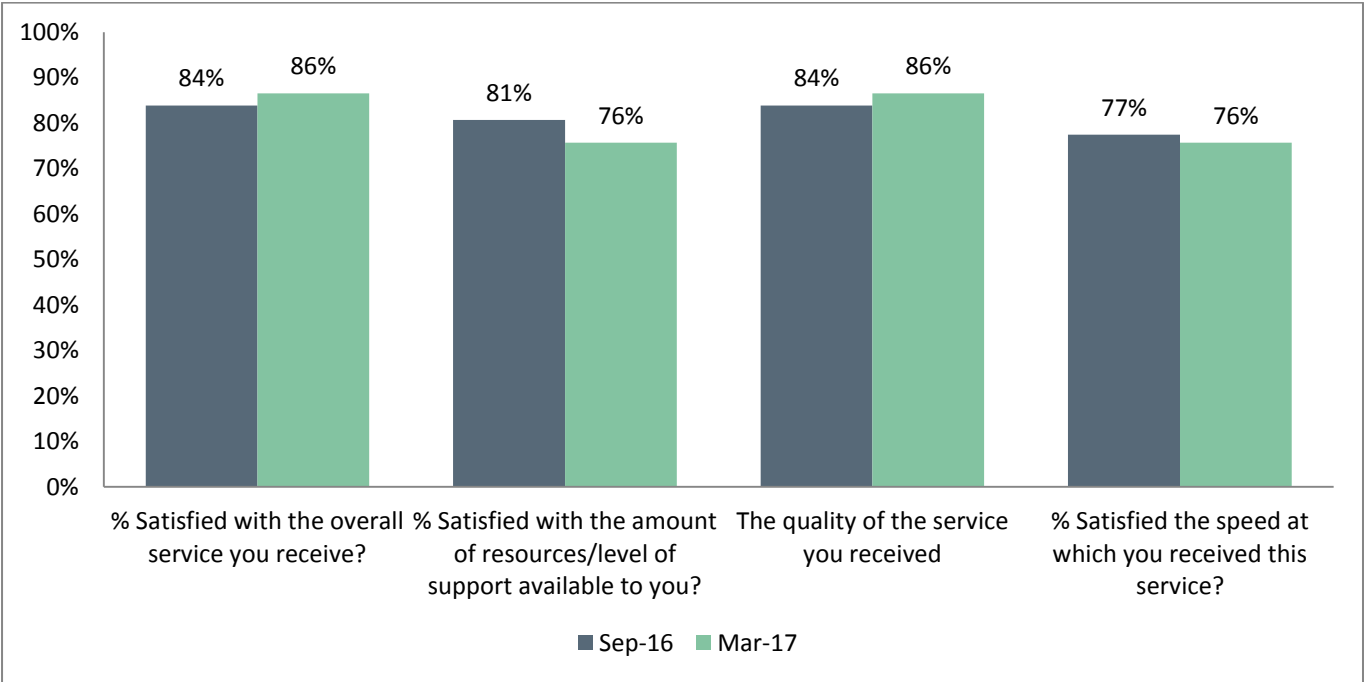
Facilities Management achieved £500k in savings by revising the frequency of the cleaning to non-public areas within Dockside and other measures such as removing paper towels installing Dyson Airblades, and changing. The service will monitor cleaning contracts to ensure standards remain within range.

A review of the parking policy and summary of the current parking allocation at Dockside was supplied to Newham SLT in January 2017 resulting in one change in allocation being requested. The temporary overflow car park at Dockside was withdrawn during 16/17 by the GLA in order to facilitate ABP’s development proposals – the loss of temporary parking provision was outside of the Council’s and Facilities Management’s control.

Facilities Management have recently appointed a permanent Head of Service, who will be reviewing the service, structures, budgets, contracts and processes. Technology Forge, a helpdesk system, will be implemented in both councils in due course. Within Havering, the system is currently in user acceptance test phase. The system will integrate performance reporting and feedback, and enable managers to track service requests. Specific actions, particularly in Newham Council, are being addressed, including the Corporate Landlord Model and ID process.

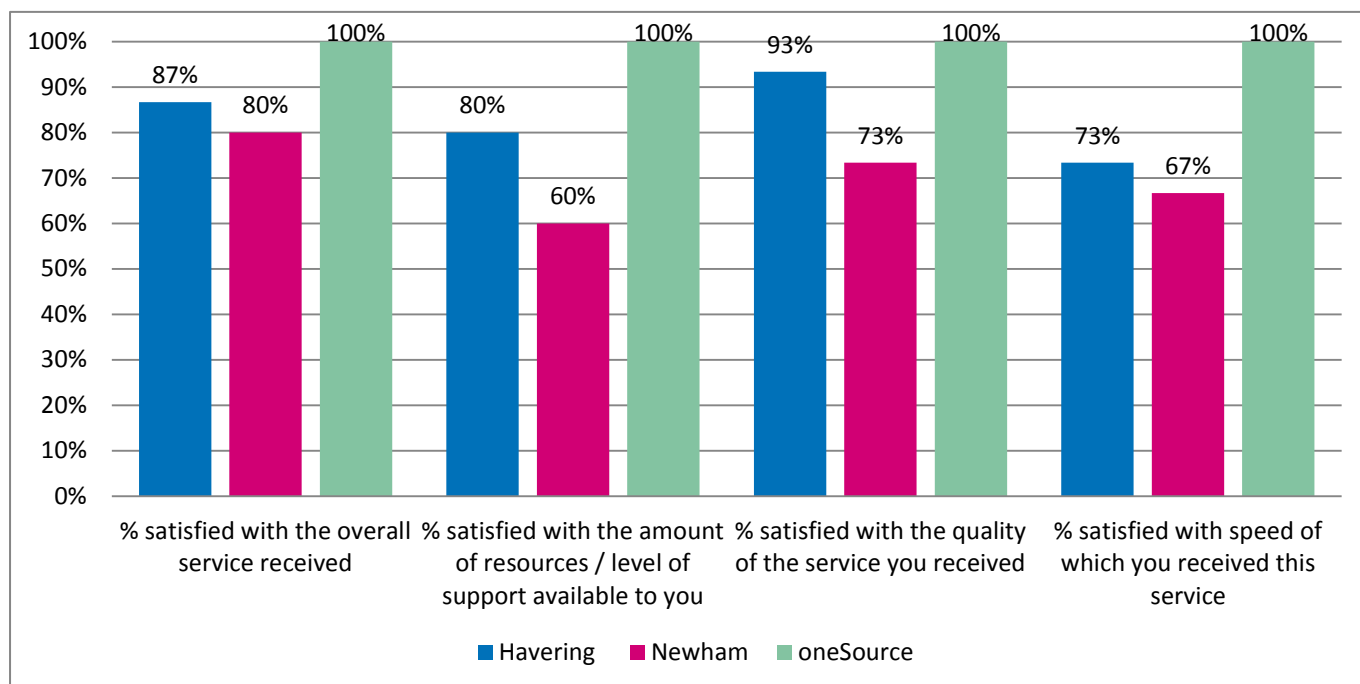
Health and Safety

Health and Safety remains a top performing service with a 2% increase in overall customer satisfaction. It exceeded the 80% target in two of four indicators, with satisfaction with resources and satisfaction with speed only marginally below the target. Satisfaction was particularly influenced by higher scores from Newham Council, where satisfaction increased by 30%. Health and Safety received 37 responses in total (15 LBH, 15 LBN and 7 oneSource).



Graph 8: Health and Safety (March 2017 vs. September 2016)

Health and Safety achieved 87% overall customer satisfaction with LBH and 100% with oneSource customers, with oneSource also rating 100% satisfaction in all four indicators. Havering also rated satisfaction highly in two other indicators (satisfaction with resources and satisfaction with quality) meeting or exceeding the 80% target. Within Newham, satisfaction significantly increased in all four indicators with the biggest increase in overall satisfaction with 30%. Overall satisfaction within Newham met the target set by the Joint Committee.



Graph 9: Health and Safety – Satisfaction by Individual Organisation

The service received a number of positive comments regarding the helpfulness of staff, especially regarding scrutinising and commenting on Health and Safety policies.

Issues raised regarding the service included:

- Lack of information or guidance available
- Length and difficulty of staff stress risk assessments
- Delays in progressing some pieces of work
- Lack of health and safety provision (e.g. HSE notice posters are black and omitting data)
- Lack of support when requested

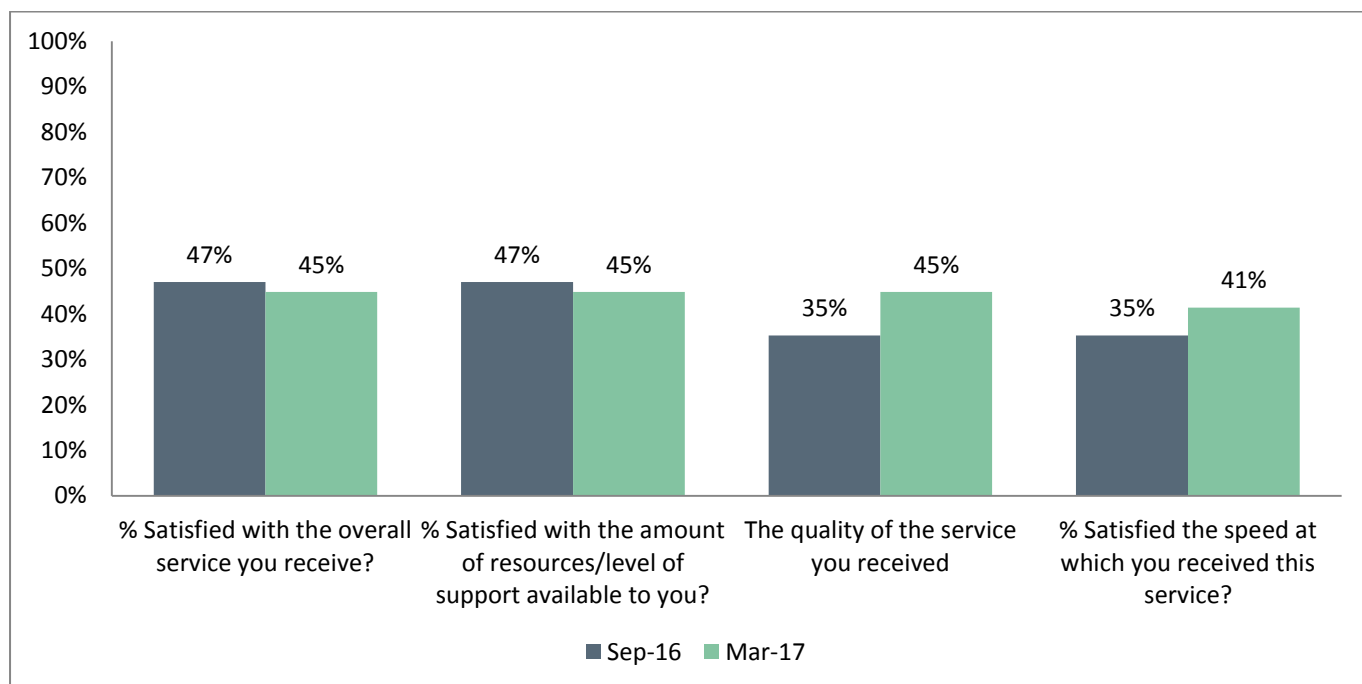
Health and Safety has launched a framework of audits and will continue its schedule. This will be followed by a gap analysis to identify issues and to develop workstreams. Initially, the service was inundated with SRA requests and was unable to confirm dates for availability. This issue has now been resolved with SRAs occurring in a timely manner.

The service is currently reviewing its training to offer more capacity to managers, and has procured training space to develop its business offer. Training is available for further support if managers need it, but staff should be utilising self-service mechanisms to ensure compliance. Information is available on the intranet or Health and Safety website.

Property Services

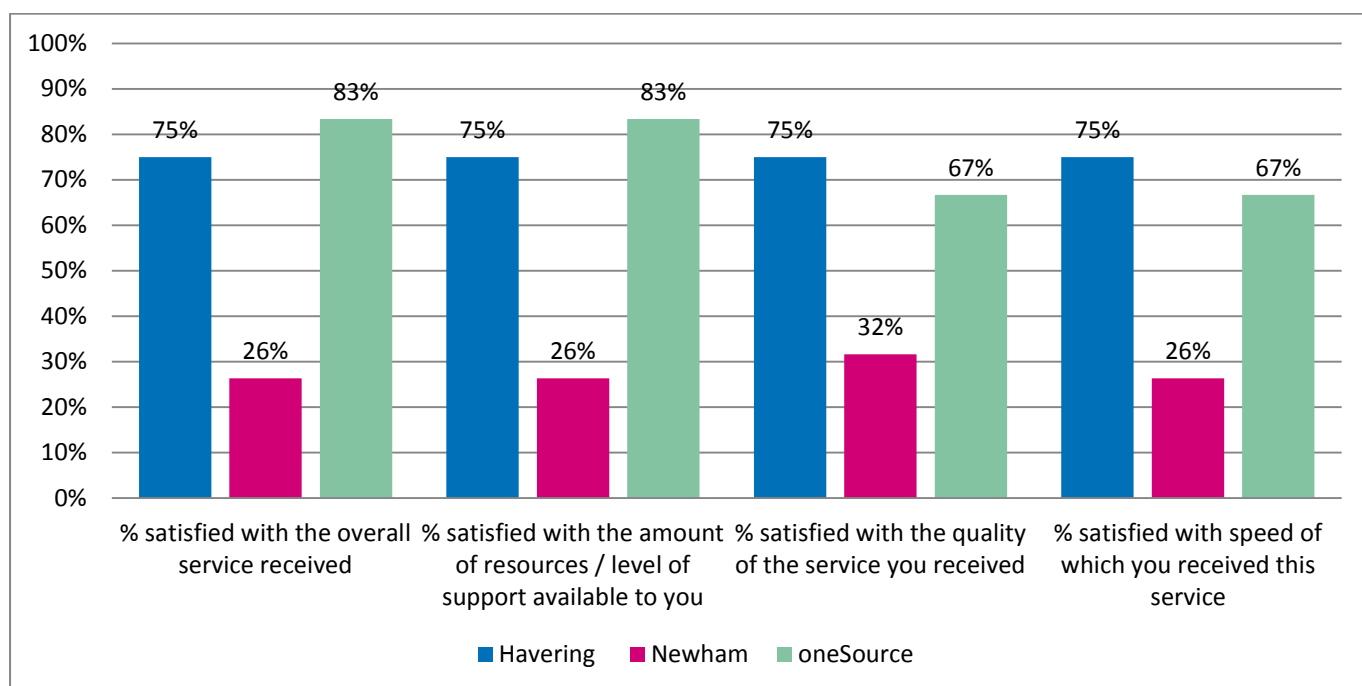
Property Services had a marginal decrease (2%) in overall customer satisfaction and satisfaction with resources. However, satisfaction with quality and speed has increased by 10% and 6% respectively. Property Services was the lowest rated service across the 14 services, with results significantly affected by lower satisfaction with Newham customers.

The number of respondents was 29 overall with 4 in Havering, 19 in Newham and 6 in oneSource.



Graph 10: Property Services (March 2017 vs. September 2016)

For oneSource customers, Property Services was one of the top performing services exceeding the target with 83% in overall customer satisfaction. For Havering customer, satisfaction was 75% in all four indicators, remaining the same as the previous survey and being not much lower than the target. However, customer satisfaction within Newham was noticeably lower with only 26% in overall satisfaction, satisfaction with resources and satisfaction with speed. Satisfaction with quality was marginally higher with 32%.



Graph 11: Property Services – Satisfaction by Individual Organisation

Dissatisfaction with the service appears to include the following issues:

- Poor, slow or no responses from service
- Failure to address basic work or opportunities
- Lack of pro-active approach
- Lack of knowledge and data regarding Council assets
- Under resourced or lack of available staff
- Failure to deliver on time

Actions have been taken to address issues raised in the satisfaction surveys and further measures are being progressed. In agreement with Newham councillors, the service is moving towards a client-commissioning function and has begun externalise some of its transactional work, enabling staff to focus on specific project work.

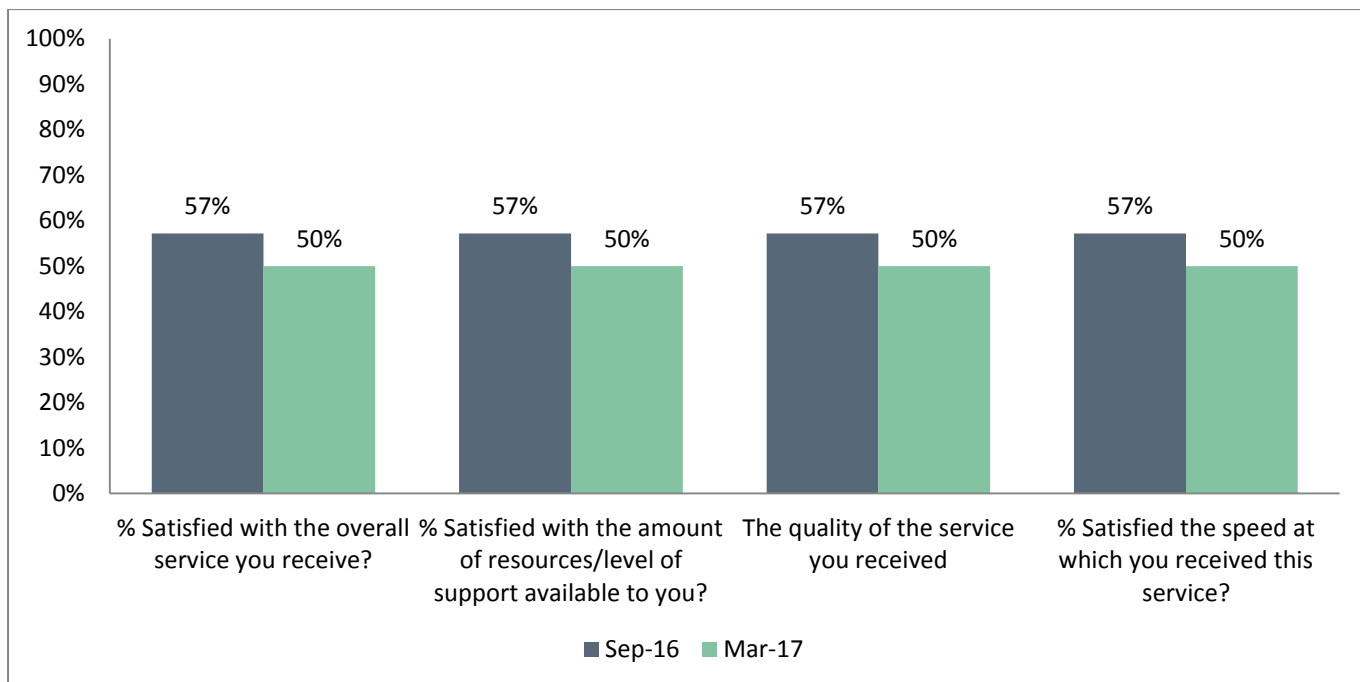
Following workshops with commissioning officers, additional resource has been employed to manage key programmes of work including Mayoral Priority Projects and the Red Door Ventures delivery programme.

Property Services have also resourced and managed a comprehensive data validation exercise spanning the entire commercial property portfolio to address historic data quality issues inherited from earlier years. Whilst this has involved reallocation of staff resources to conclude this exercise, this should prove to be a valuable long term investment by offering accurate reporting and supporting initiatives such as the Investment Strategy approved by Newham Cabinet in June 2017.

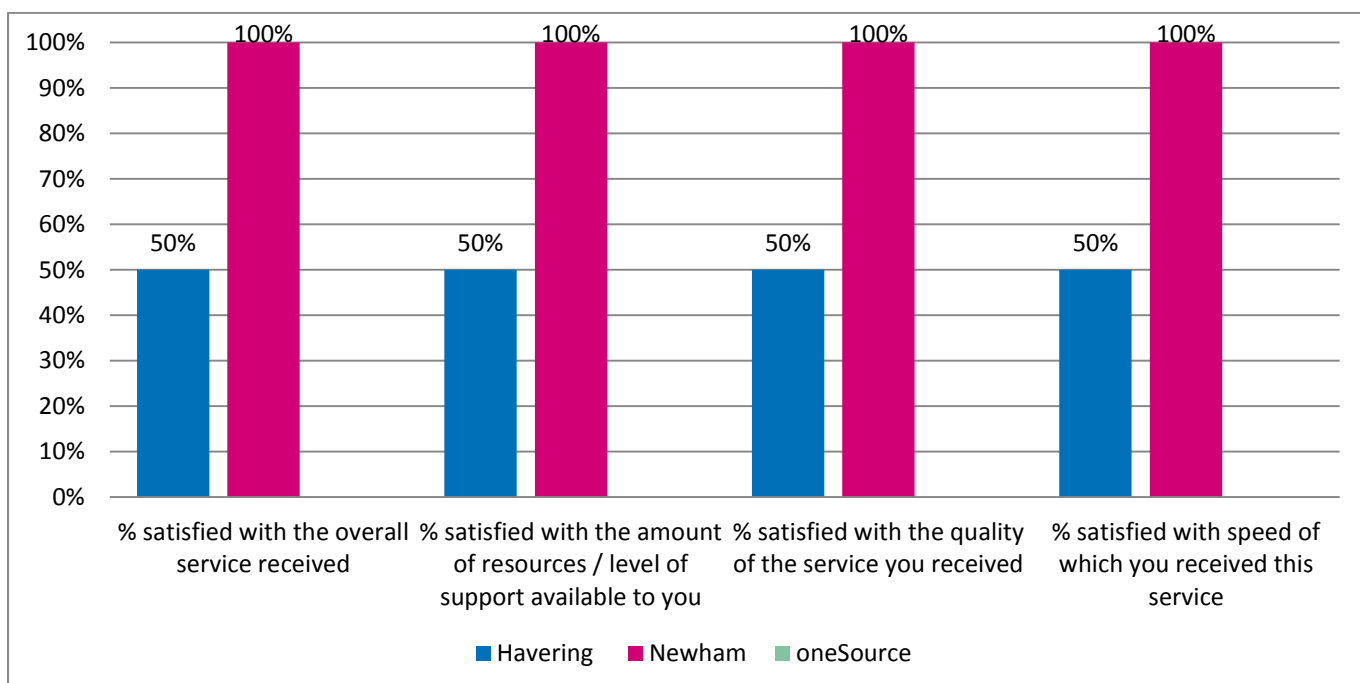
Technical Services

Technical Services only received a handful of responses, with only 6 in total (4 LBH, 1 LBN and 1 oneSource) therefore it should be noted the results are unlikely to be representative of the service provided.

Satisfaction decreased in all four indicators by 7% to 50%, this was particularly impacted by Havering scores decreasing from 100% to 50%.



Of the responses received, Technical Services was one of the top performing services within Newham with 100% satisfaction in all four indicators. In Havering, the service rated poorly with the four customers that responded with only 50% satisfaction in all four indicators. The service also rated poorly with oneSource customers with 0% customer satisfaction across the four indicators however it is important to recognise that only one person responded from oneSource.



The only comment indicating the reason for low satisfaction scores indicated that the service “appears to be under extreme pressure” though the manager understood that “asset management do their best”.

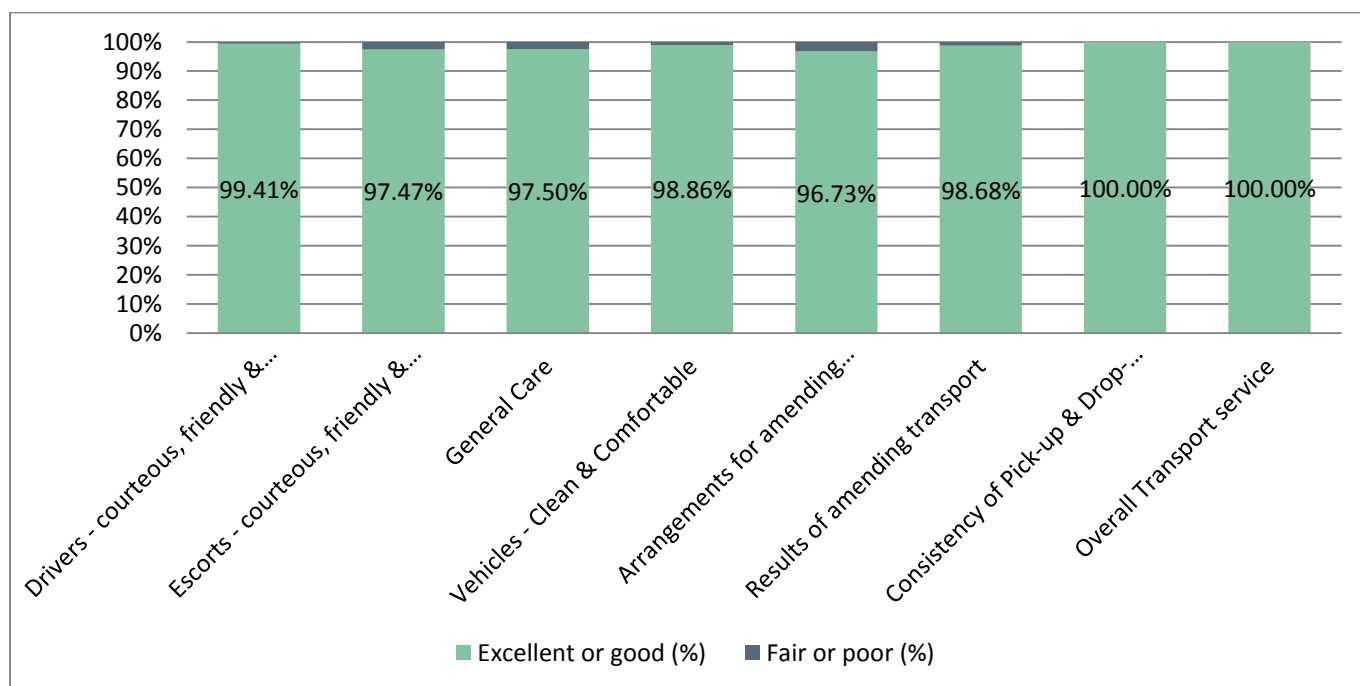
The Havering team has recently restructured, resulting in some staff vacancies and there have been broader issues impacting upon delivery of the schools expansion programme within Havering during the current year. These have been escalated and discussed with client officers at the relevant Project Board and contingency measures have been put in place. Where appropriate, work has been placed with Jacobs via the Havering's technical top-up contract.

Havering Technical Services is currently seeking to fully recruit to remaining posts albeit within a competitive market and in the midst of the current Terms & Conditions Review.

Passenger Transport Service

Passenger Transport Service has been included for the first time and only pertains to Havering. This service provides transport for children and adults, and is utilised by external customers to the partner councils. The survey is conducted by the service via a paper format.

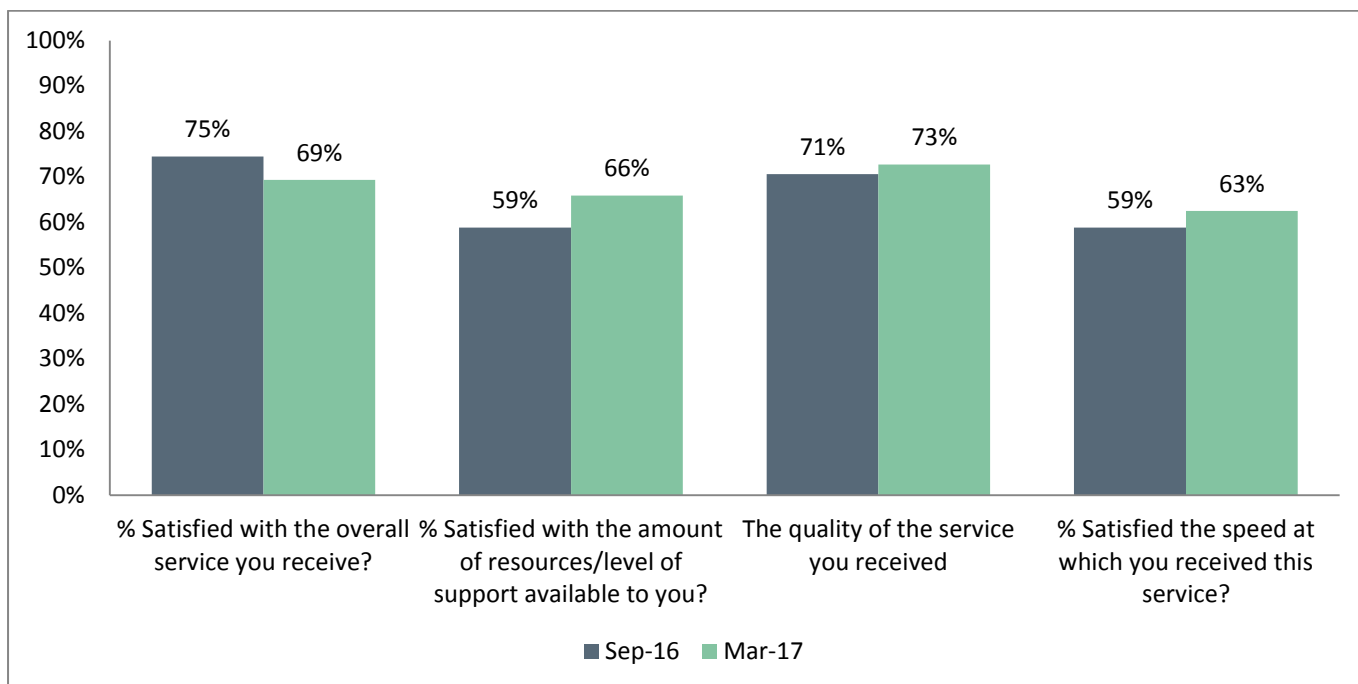
The service rated highly across the varying criteria with satisfaction in the high 90s. Overall satisfaction of the service is 98.63%, taking into account the range of indicators.



Exchequer and Transactional

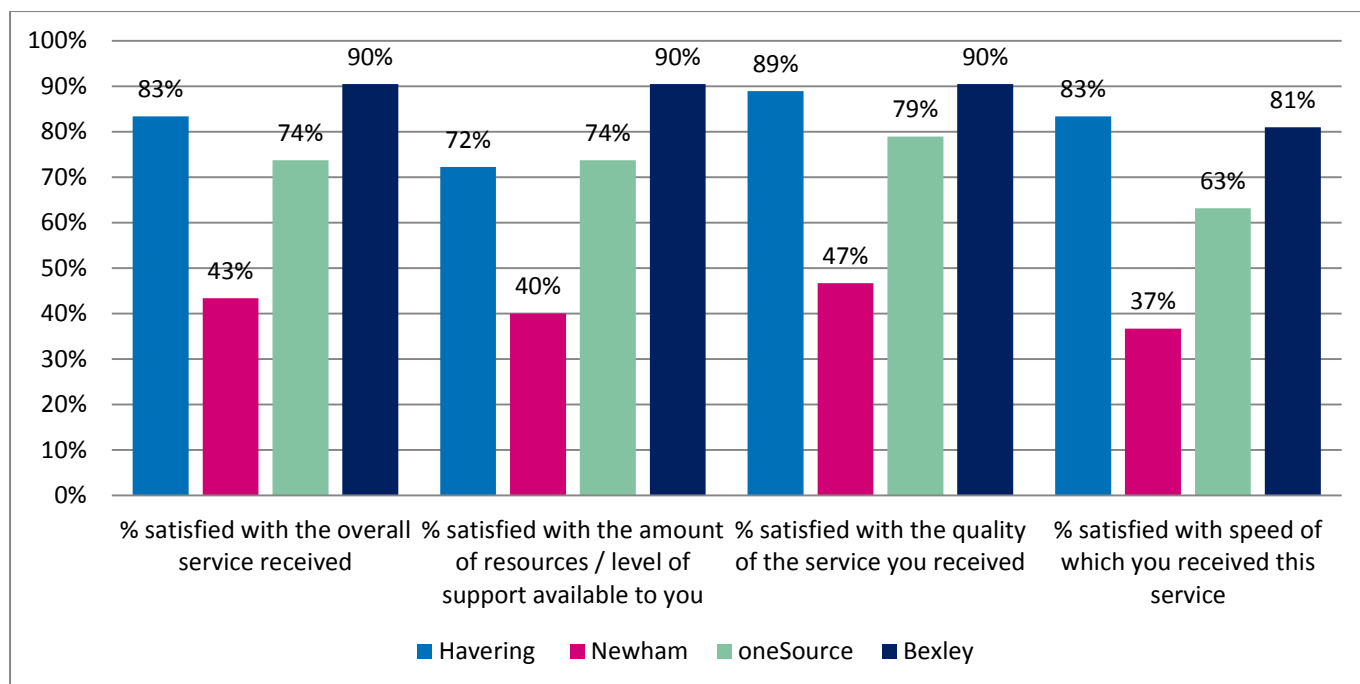
Finance Transactional

Finance Transactional includes results from Bexley Council, since the council utilises the service from oneSource. In total there were 88 responses from across the organisations with 18 from LBH, 30 from LBN, 19 from oneSource and 21 from LBB. Combined overall satisfaction marginally decreased by 6%, but satisfaction did increase in the other three indicators.



Graph 12: Finance Transactional (March 2017 vs. September 2016)

Finance Transactional was one of the top performing services within Havering and Bexley, with 83% and 90% overall customer satisfaction respectively. In oneSource, customer satisfaction increased by 4%. Within Havering and Bexley, Finance Transactional still exceeded the 80% target though has minor decrease in customer satisfaction.. For Newham, overall customer satisfaction and satisfaction with quality decreased by 12% and 14% respectively, though satisfaction did increase in the other two indicators. There is a clear disparity in how Finance Transactional is viewed across the organisations.



Graph 13: Finance Transactional – Satisfaction by Individual Organisation

There were several complimentary comments regarding officers providing an excellent service with a few personally named for their helpfulness and efficiency.

There were a few issues raised regarding Finance Transactional including:

- Delays in response due to resourcing issues.
- Poor user guides that are difficult to follow
- Forms not fit for purpose (e.g. forms not having current directors available on drop down menus)
- Delays in payments
- Poor communication regarding 1Oracle
- Difficulties in using 1Oracle

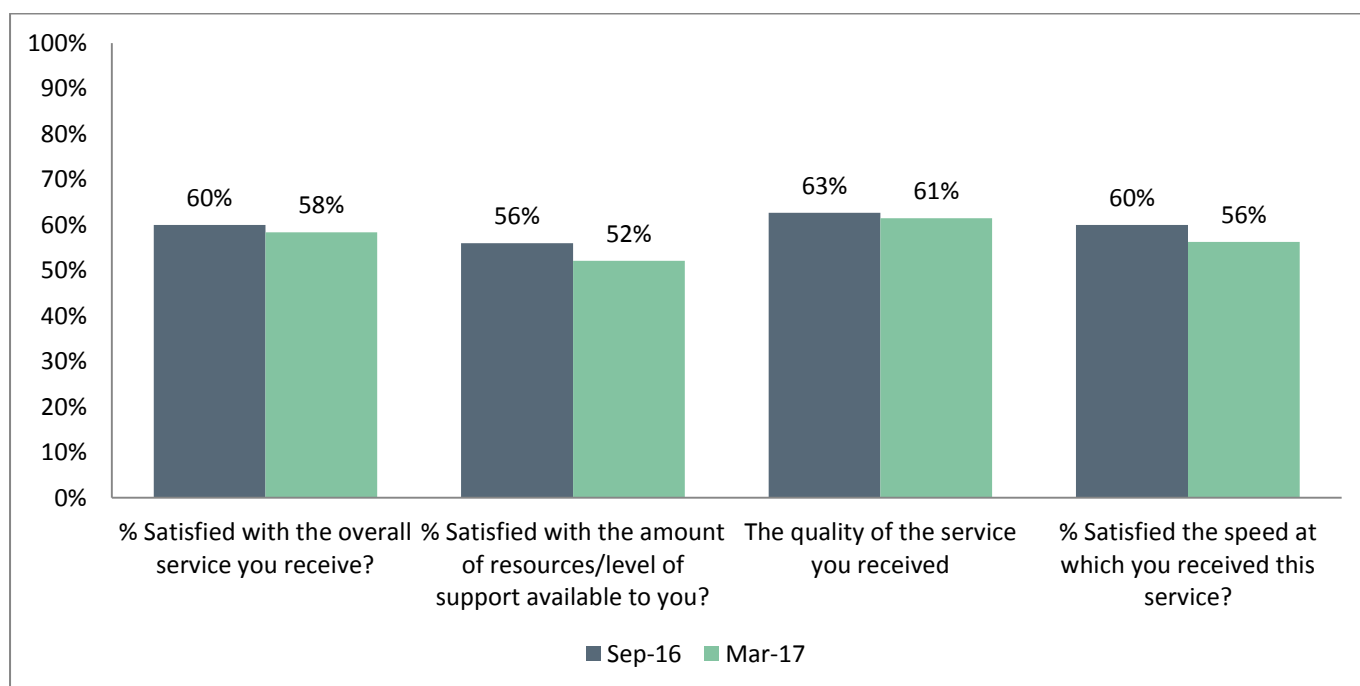
Transactional services recognise that satisfaction scores have decreased since the implementation of One Oracle and self-service; and the restructure, which was completed and went live in October 2016, with resources reduced and savings achieved. The service has implemented a number of supportive measures to aid self-service, including self-service guides, system updates and presentations. In addition, specific projects, such as Communication and Stakeholder Engagement to address issues raised.

Over the next six months, the focus for Transactional services is to improve processes and eliminate waste and duplication; use a consistent approach across councils in the use of IT for self-service and operational teams; and finally to focus on service improvement to customers to ensure Transactional services delivers a better service. Joint projects with Finance, in particular Procurement, have been established to address issues raised. Improvement teams have also been established to address issues raised in the survey to enable the service to improve services and learn from feedback.

Some of the issues cross over into Finance and to ensure that oneSource provides a seamless service to customers; projects spanning Finance and Transactional Finance have been established. These projects aim to improve processes, utilise IT in a better way, identify resources and teams to understand the work needed to get a good consistent standard of service delivery that benefits the customers.

HR Transactional

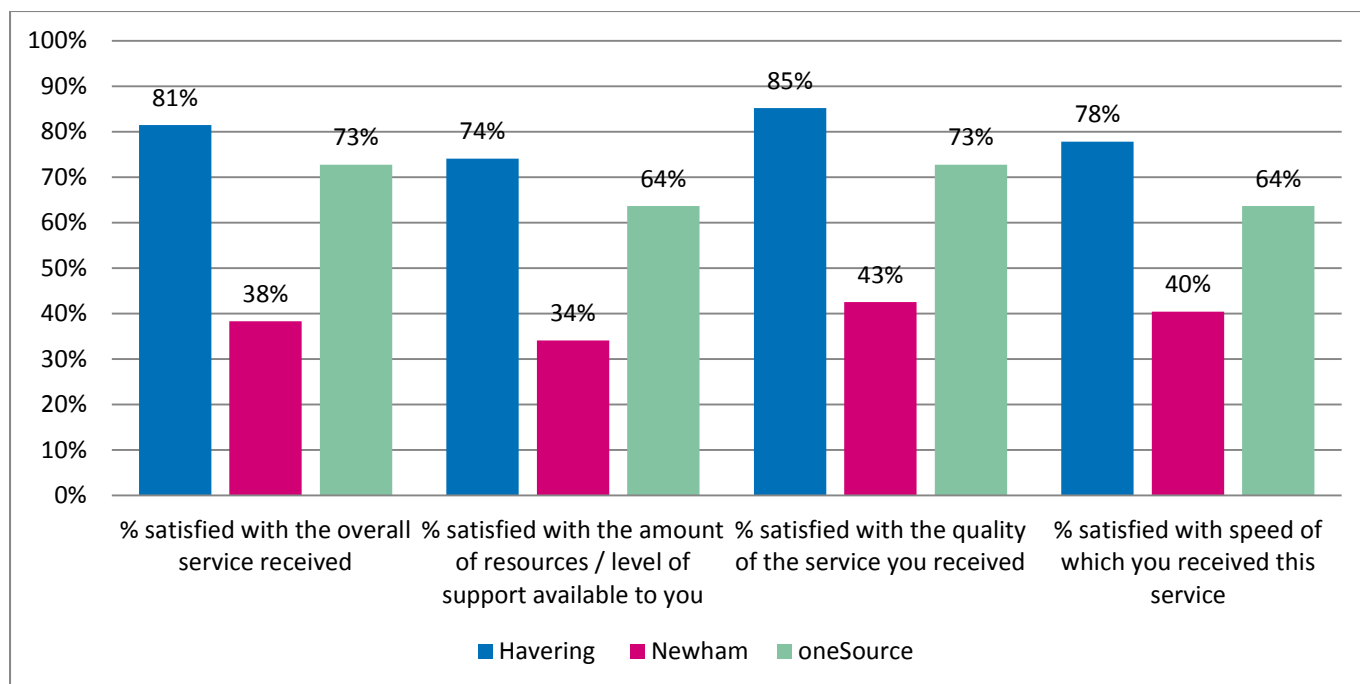
HR Transactional received 96 responses across Havering (27), Newham (47) and oneSource (22). The combined overall customer satisfaction for HR Transactional marginally dropped by 2%, with decreases in the other three reported indicators. Combined satisfaction scores were severely impacted by continued lower than expected results from Newham Council.



Graph 14: HR Transactional (March 2017 vs. September 2016)

HR Transactional was rated one of the top performing services within Havering with 81% overall satisfaction and a 73% overall satisfaction in oneSource. Though HR transactional rated highly, there is an overall decrease in satisfaction within Havering and oneSource. Within Newham, HR Transactional continues to have lower customer satisfaction but has increased since October 2016 by 8% in overall satisfaction, 6% in satisfaction with quality and 4% in satisfaction with speed.

The customer satisfaction decrease in Newham may be due issues of self-service and 1Oracle, which continues to impact ways of working and navigation through processes.



Graph 15: HR Transactional – Satisfaction by Individual Organisation

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

- Lack of cover arrangements for staff
- Delays in completion of work
- Not happy dealing with self-service / administrative work (e.g. recruitment, sickness monitoring)
- Slowness of issuing contracts and other starter documents
- Lack of updates or information
- Poor quality of data on 1Oracle
- Issues with the recruitment process (e.g. errors with notice period, errors with reference notices)
- Hierarchy errors

Transactional services recognise that satisfaction scores have decreased since the implementation of One Oracle and self-service; and the restructure, which was completed and went live in October 2016, with resources reduced and savings achieved. The service has implemented a number of supportive measures to aid self-service, including self-service guides, system updates and presentations. In addition, specific projects, such as Hierarchies, Communication and Stakeholder Engagement to address issues raised. The Hierarchies project was completed in May 2017 and has addressed issues raised in the comments. Councils have agreed that self service is implemented and for recruitment managers and Transactional HR work together to ensure HR policies, procedures are adhered to including the pre employment checks, establishing the post on the hierarchy, correct contractual Ts and Cs are established etc. Continued Ongoing work with managers and the Transactional HR team including one to one training on live recruitment campaigns, will ensure the service is improved both in speed and accuracy.

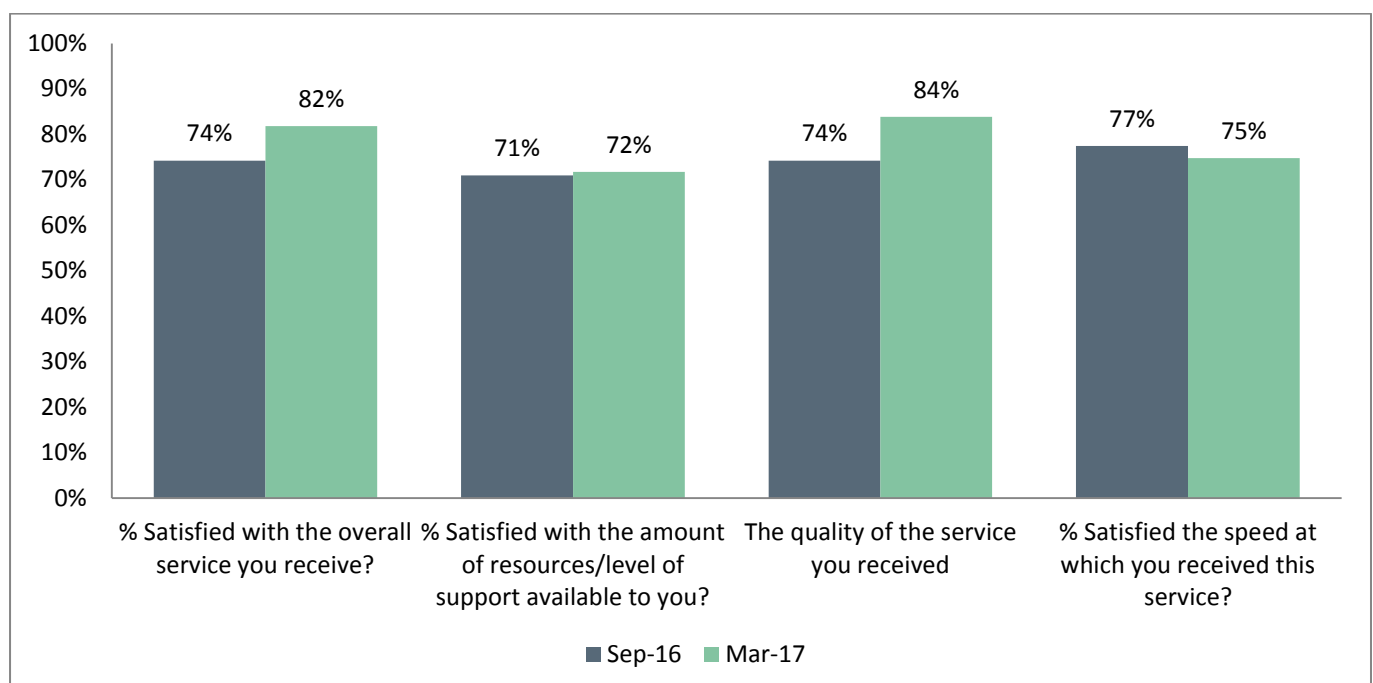
Over the next six months, the focus for Transactional services is to improve processes and eliminate waste and duplication; use a consistent approach across councils in the use of IT

for self-service and operational teams; and finally to focus on service improvement to customers to ensure Transactional services delivers a better service. Improvement teams have also been established to address issues raised in the survey to enable the service to improve services and learn from feedback. Further awareness at relevant stakeholder groups will ensure managers can utilise self-service, particularly in regards to recruitment.

Finance

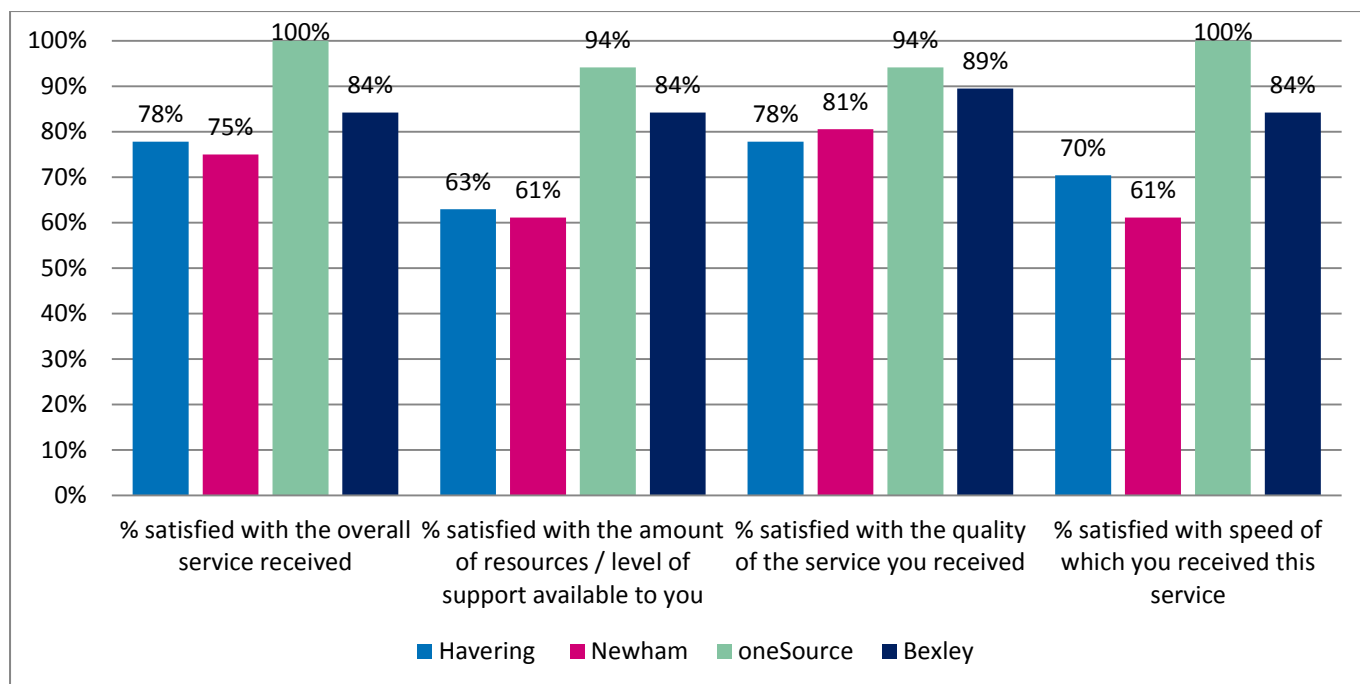
Strategic and Operational Finance

Strategic and Operational Finance includes results from Bexley Council since the council joined the partnership in April 2016. There were 62 responses from across the four organisations with 21 from LBH, 29 from LBN, 3 from LBB and 9 from oneSource. Overall, Strategic and Operational Finance has seen an increase in overall satisfaction, with 8% rise since September 2016.



Graph 16: Strategic Finance (March 2017 vs. September 2016)

Within oneSource and Bexley, Strategic and Operational Finance exceeded its 80% target in four indicators and became one of oneSource's top performing services. In Havering, satisfaction decreased across all four indicators, with a 7% decrease in overall satisfaction and satisfaction with quality. In Newham, overall satisfaction increased by 6%, though did decrease in satisfaction with resources (5%) and satisfaction with speed (15%). Satisfaction was rated highly in Bexley with 84% satisfaction in three indicators (overall, resources and speed) and 89% in satisfaction with quality.



Graph 17: Strategic Finance – Satisfaction by Individual Organisation

There were a number of positive comments regarding Strategic Finance and its officers, with recognition that the service has recently improved. A number of officers were praised for their work and support, with the calibre of staff recognised.

There were issues identified within Operational and Strategic Finance including:

- Poor office cover resulting in issues on important and urgent finance matter
- Lack of ownership and resolution – senior managers now completing tasks not Finance officers
- Lack of project codes to enable monitoring budgetary monitoring
- Senior business partners not engaging or introducing themselves to managers
- Uncertainty regarding the longevity of the business partner infrastructure
- Officers over-reaching or being obstructive.
- Lack of information regarding budgets
- Competing resources and limited time to assist;
- Limited understanding of requirements; and
- Issues with budget codes and Collaborative Planning

Office cover will be addressed to ensure there is, where feasible, sufficient cover in the office specifically on Fridays, however inline with the oneSource model the service is working across all three partner sites. The business partnering teams only have three to five members of staff therefore face to face customer contact is restricted at times, especially where some staff work part time, but teams are normally available on the phone. The accounting hierarchy should be designed to meet the reporting needs of the organisation as a whole, including budget managers and accountants. The survey response has identified some areas where there are insufficient project codes available, further guidance will be issued to managers to confirm when and how these should be used and advice on how to set them up.

Self service for finance has been in place within the Councils for a number of years; however this does vary by Council and by service. Continued guidance and advice is provided however there is resistance to accept this way of working in some areas. As part of the finance restructure review, a review of roles and responsibilities and updated guidance will be agreed with the management teams in each council.

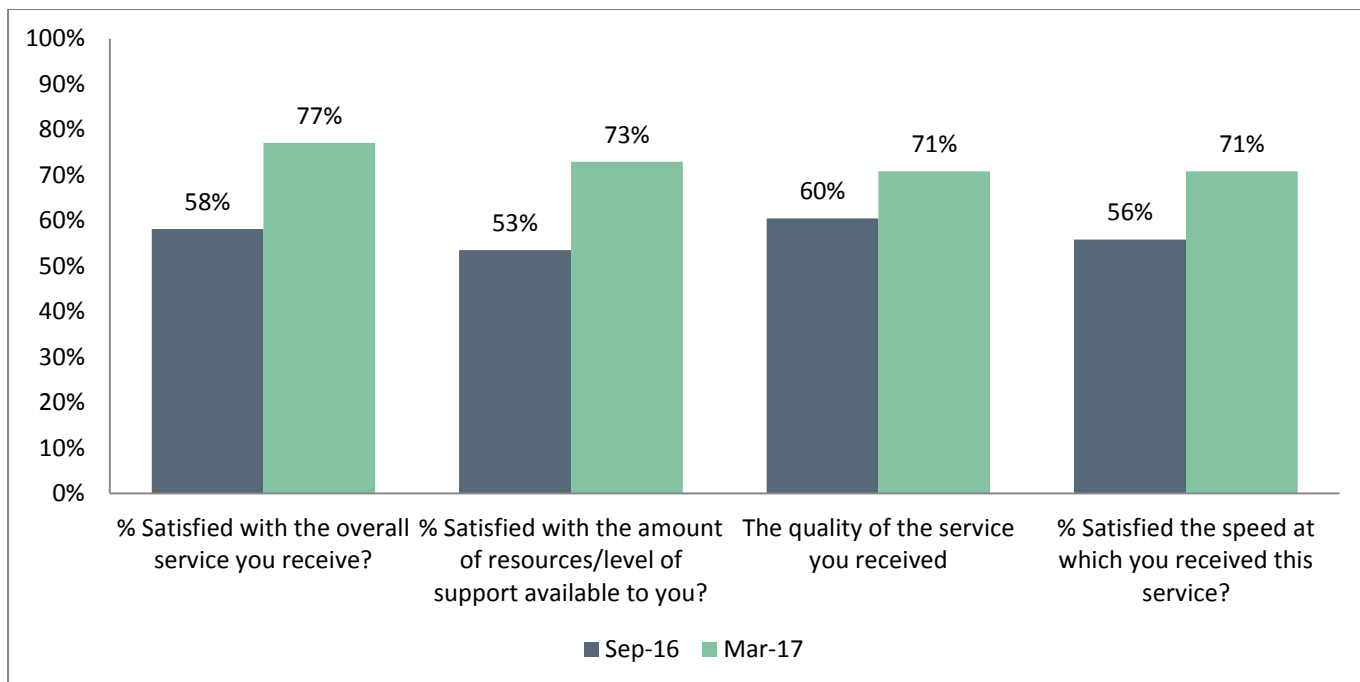
The finance restructure has now been in place for six months and in line with best practice we need to review the structure at this time to ensure it is meeting the original objectives set out in the restructure document, the service has sufficient capacity to meet the service needs for both now and the future and managers and staff are equipped with the tools and skills to provide their role to the best of their ability.

The service are working with Directors and the Section 151 Officers to identify the projects and programmes that need financial support in the medium to long term in order that resources can be aligned to service demands. The first cut of projects was taken as part of the finance restructure and the level of resource for the Commercial and Investment team aligned appropriately. However, since go live of the new structure the number of projects for the team has significantly increased with a further £200k of investment being agreed by the Section 151 Officers. Resource planning needs to be a joint exercise between the service and the Council and where necessary work prioritised where demands exceeds supply.

There continues to be some issues with Oracle and Collaborative Planner, predominantly in Newham and Havering. The service will continue to work with managers to ensure a continuous improvement programme is in place and both systems act as an enabler to managers to manage their budgets and deliver their service. Alongside this a financial systems strategy needs to be put in place.

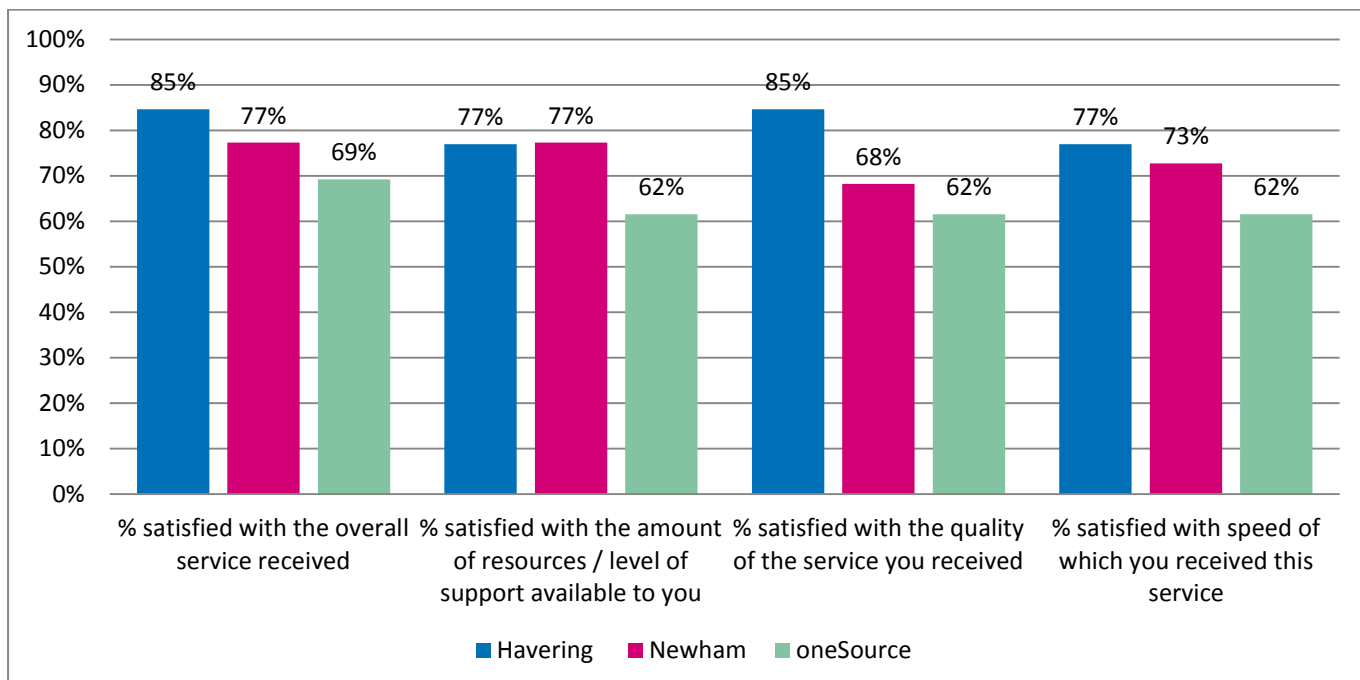
Procurement

Satisfaction with Procurement has significantly increased since October 2016, with the service marginally below the target for overall satisfaction. Procurement increased by 19% in overall satisfaction with 20% increase in satisfaction with the resources made available. The service received 48 responses overall with 13 from Havering, 22 from Newham and 13 from oneSource.



Graph 18: Procurement (March 2017 vs. September 2016)

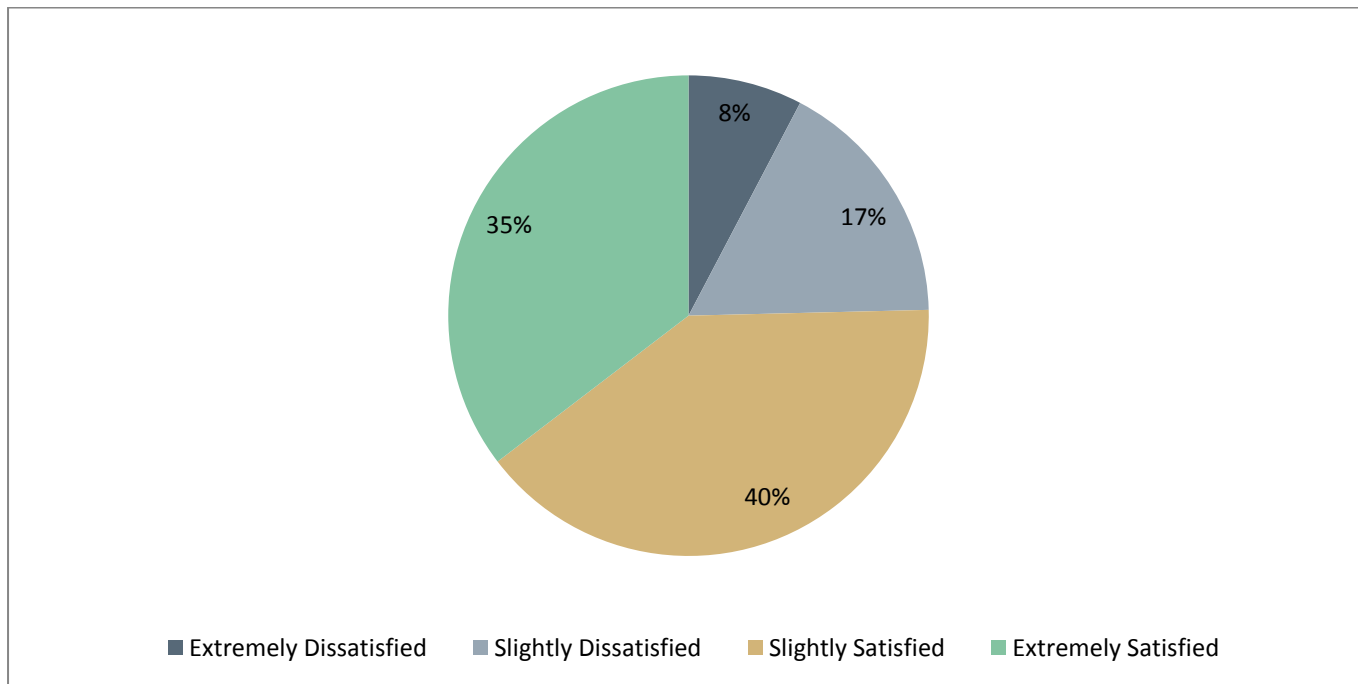
Satisfaction with Procurement increased significantly in Newham with 22% increase in overall customer satisfaction and satisfaction with resources. The most significant increase was with oneSource customers, where satisfaction increased from 22% to 69% in overall customer satisfaction. The other indicators also significantly increased to 62%. In Havering, the service remained one of the top performing services.



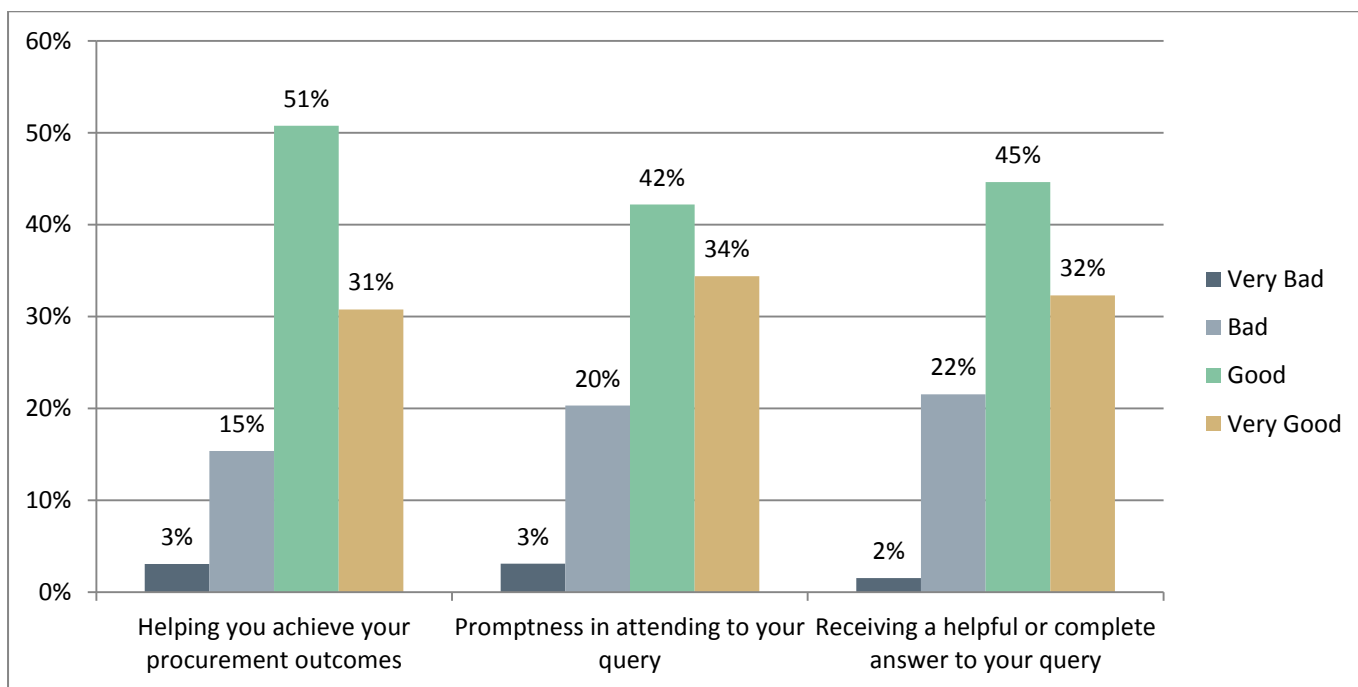
Graph 19: Procurement – Satisfaction by Individual Organisation

The service conducts its own customer satisfaction survey providing more qualitative feedback. Their most recent survey showed correlation with the biannual satisfaction

survey, with 75% of those surveyed satisfied with the service. 40% of those respondents were extremely satisfied with Procurement.



82% of respondents rated the service as either good or very good for helping officers achieve their procurement outcomes. 76% of respondents rated the service as either good or very good for promptness in attending to queries. Finally, 77% rated the service good or very good for helpfulness or completeness of answer to queries. The average rating was 3.09 (out of 5) for achieving procurement outcomes and 3.08 (out of 5) for the other two indicators.



The service undertook a significant piece of work establishing the “voice of the customer” to identify issues and working with managers to review processes. This is shown in the comments with a number of positive comments reflecting the improvement in the service including “Excellent service, responsive and helpful staff”, “Our business partner is extremely helpful and always responds to queries very quickly. His advice is invaluable.”, and “Procurement colleagues are always very willing to help with a range of queries and are very responsive.”

There were issues identified including:

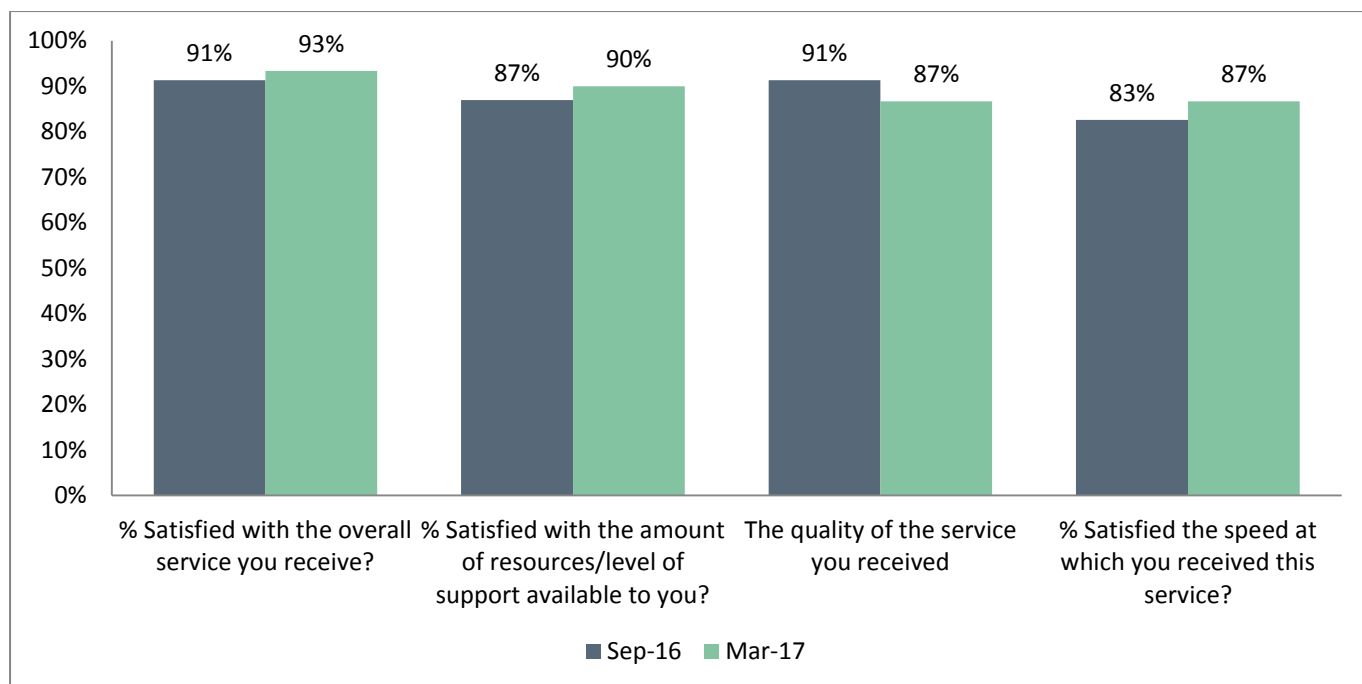
- Blocking suppliers without any notification
- No progress reports
- No support or training on checkpoint process
- Slight delays responses or pieces of work

The Procurement team have put significant effort in over the past six months to improve their customer satisfaction and have worked closely with stakeholders through the ‘Voice of the Customer’ project. It is promising to see the positive feedback and upwards rating coming through. There is still work to go and this will continue to form part of the services continuous improvement project.

There is a recognition in some cases that officers are trained on self service systems such as Capital E-Sourcing however then do not use it for some time and further training may be required. The Procurement service, along with the wider division are putting in place a training programme for managers, this will be forth both new managers and those requiring a refresher training. Similar to the Finance service, there is an expectation that for some services that procurement staff should be ‘doing’ the procurement and this includes writing the specifications for services. This is not part of the oneSource current offer and will need to be reiterated in further communications and engagement activities.

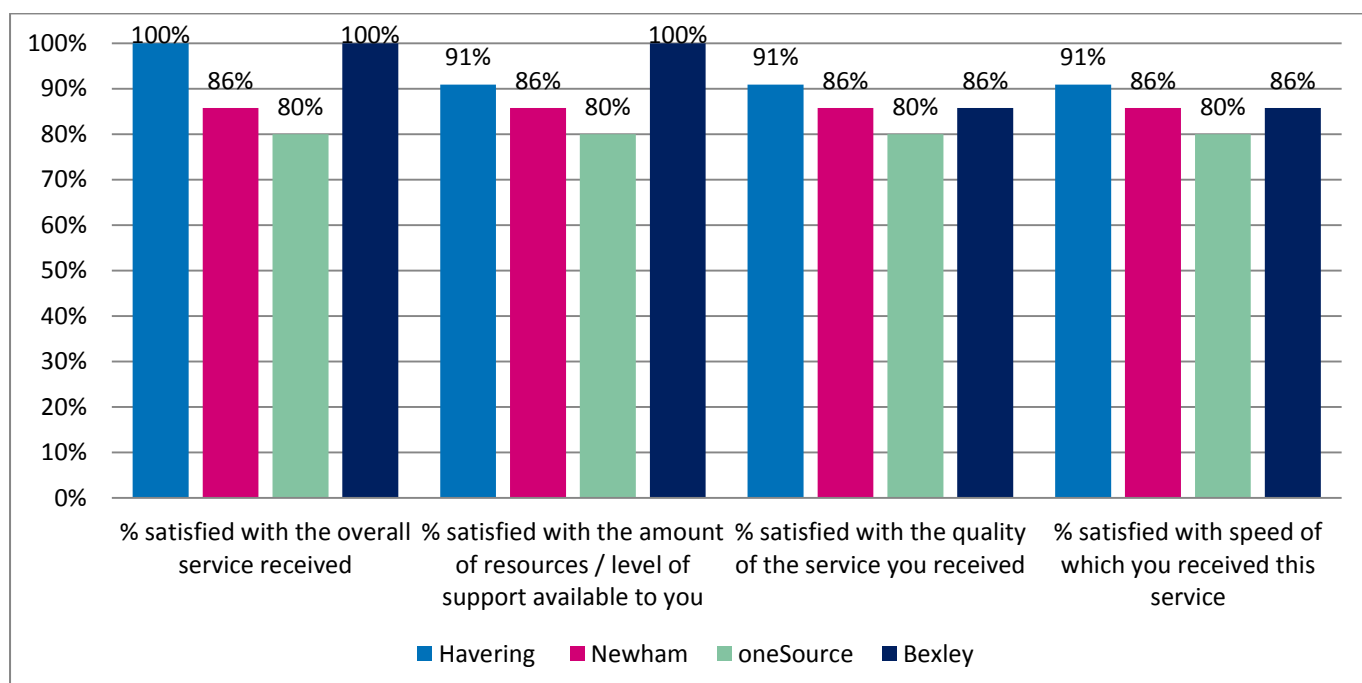
Internal Audit, Risk, Insurance and Counter Fraud

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



Graph 20: Internal Audit, Risk, Insurance and Counter Fraud (March 2017 vs. September 2016)

Individually, Internal Audit exceeded the target in all four indicators for all four organisations. Within Bexley, the service had 100% satisfaction in two of the four indicators (overall satisfaction and satisfaction with resource). There was also 100% overall satisfaction within Havering. In Newham, overall customer satisfaction increased to 86% in two indicators. The service received 24 responses overall with 6 from Havering, 9 from Newham, 3 from Bexley and 6 from oneSource.



Graph 21: Internal Audit, Insurance, Risk and Counter Fraud – Satisfaction by Individual Organisation

There were only a handful of comments regarding Internal Audit, with issues raised regarding the capacity of the team and delays in progressing some pieces of work.

As reported to the Havering Audit Committee there were delays in progressing some work in 2016/17 as a result of the restructure; however the 2016/17 have now all been delivered and the service is ensuring the 2017/18 audit plan is delivered by 31st March 2018.

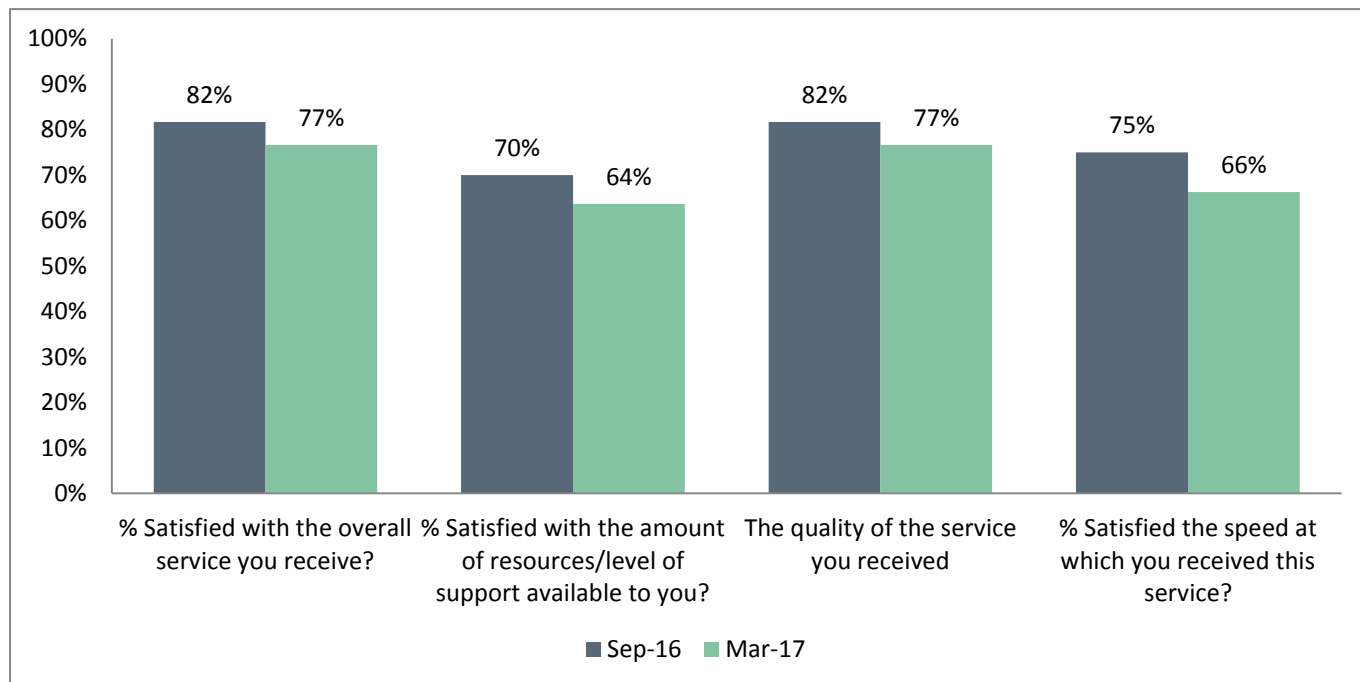
The risk management offer needs to be reviewed not only for Newham but for Havering and Bexley, this is being taken by the Head of Assurance as part of the service plan for 2017/18. There was previously an Assurance & Governance Board in Newham facilitated by the Director of Legal and Governance, this will be discussed with them to understand why it has not met.

Human Resources

HROD

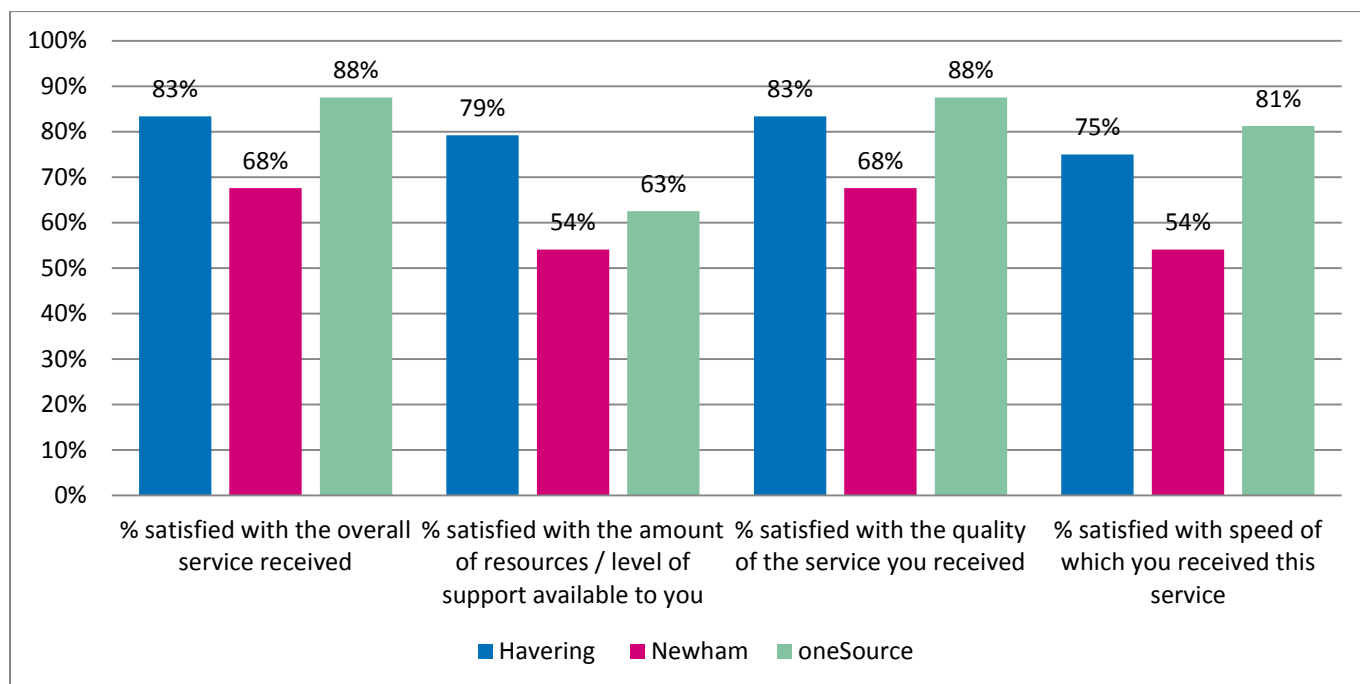
HROD decreased in customer satisfaction by 5% to being marginally below the 80% target. The service reduced in satisfaction in all four indicators. Overall combined satisfaction decreased by 5%, due to lower than expected results in Newham. Satisfaction with resources and satisfaction with speed decreased by 6% and 9% respectively. It is one of the top performing services in oneSource and Havering, rating above the target.

During this reporting period, HROD were feeling the effects of its restructure with the reduction in staff numbers resulting in over 150 years worth of knowledge and experience being lost within a short period of time. This may have contributed to the lower satisfaction scores.



Graph 22: HROD (March 2017 vs. September 2016)

HROD exceeded targets in three indicators in oneSource and two indicators in Havering. However in Newham, customer satisfaction decreased in the four reported indicators. Overall satisfaction, satisfaction with resources, satisfaction with quality and satisfaction with speed dropped by 15%, 9%, 12% and 19% respectively.



Graph 23: HROD – Satisfaction by Individual Organisation

The issues raised were in regards to:

- Capacity and resourcing issues
- Forms not fit for purpose (e.g. outdated names on forms)
- Slow or no responses
- Lack of ownership or willingness to support managers (i.e. managers instructed to self-service)
- Inconsistency in the advice provided

HROD recognises that customer satisfaction has decreased given recent high priority tasks (e.g. Terms and Conditions Reviews) and the recent restructure which reduced staff numbers and resulted in over 150 years worth of knowledge and experience being lost within a short period of time. The restructure was a learning process for the service with officers learning new policies, especially in regards to understanding different councils' policies. As a result, the service will be reprioritising, and implementing a number of long and short term reviews and changes to improve service delivery and effectiveness including:

- A six-month post restructure review to ascertain areas of success, areas of concern and improvements that can be made.
- Reviewing core offer to ensure projects are prioritised given resourcing and capacity.
- Workload reviews at team meeting to ensure projects are prioritised
- Improved communication regarding Service Manager as first point of contact for service requests
- End to end review of the recruitment process
- Programme of review of HR policies
- Review of the Job Evaluation process to check the robustness of the process

A number of initiatives have been implemented since October, including:

- E-Resourcing Portal, which helped removed paper forms and duplication

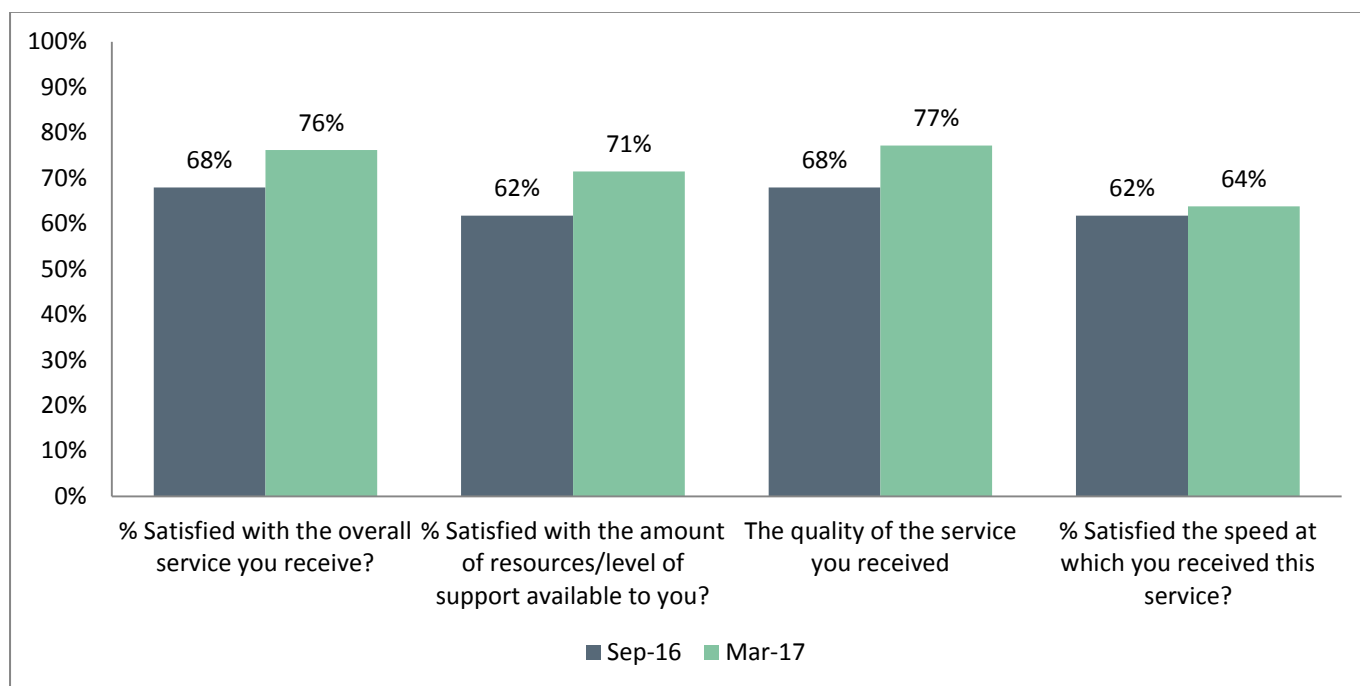
- Monthly drop-in sessions with managers to discuss issues or problems accessing services
- Circulation of structure charts

HROD will continue these activities with further work to ensure more forms are available for managers to utilise.

Technology and Innovation

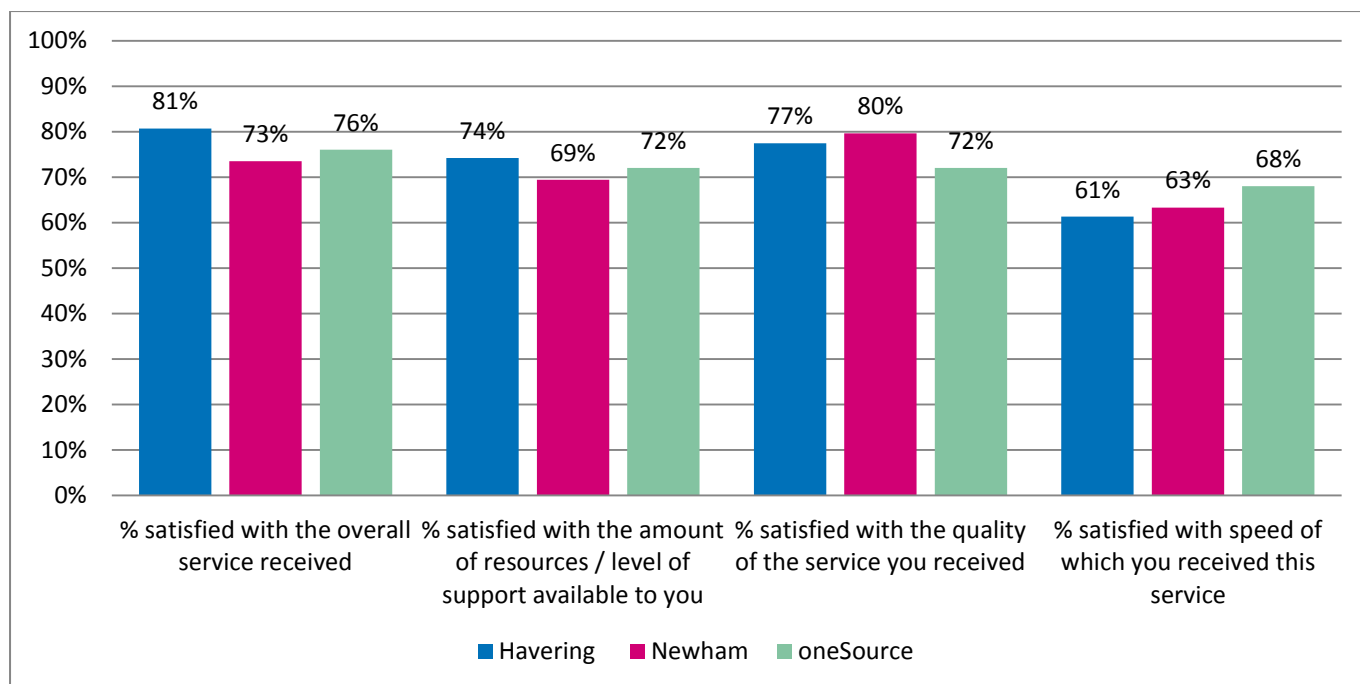
ICT

ICT has increased in satisfaction in all four previously reported indicators. The service received 81 responses in total (27 LBH, 39 LBN and 15 oneSource). Overall satisfaction has increased by 8% since October 2016; with 9% increase in satisfaction with resources and satisfaction with quality of service. Satisfaction with speed increased marginally by 2%.



Graph 24: ICT (March 2017 vs. September 2016)

Within Havering, overall satisfaction showed a significant increase with the service becoming one of Havering's top performers. The service achieved 81% overall customer satisfaction. The service also increased overall customer satisfaction in Newham by 9%. Satisfaction with quality of service achieved the 80% target, with ICT increasing satisfaction from 64% to 80%. Satisfaction within oneSource decreased from 100% to 76%, with the other three indicators also decreasing.



Graph 25: ICT – Satisfaction by Individual Organisation

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

- Delays in receiving hardware ordered (e.g. laptops, smartphones)
- Issues with speed and stability of software
- Service requests disappearing from system
- Speed of resolving RAP access problems
- Issues with systems and servers
- Resourcing and capacity issues for project work
- Delays in responses

There are a number of initiatives currently being carried out to address the issues highlighted in the customer satisfaction report. ICT have set-up an infrastructure improvement program looking at addressing the key areas of concern within ICT – Performance, availability, resilience of the current ICT systems.

The first phase of this programme was to refresh the current Hardware which is now 80% complete and should start to have a positive impact on performance. The next phase will be to address the Technology and applications we use ensuring we are on the latest versions and adopt cloud technologies where possible. This will provide greater functionality and flexibility for staff concentrating on the user experience whilst maintaining the appropriate security.

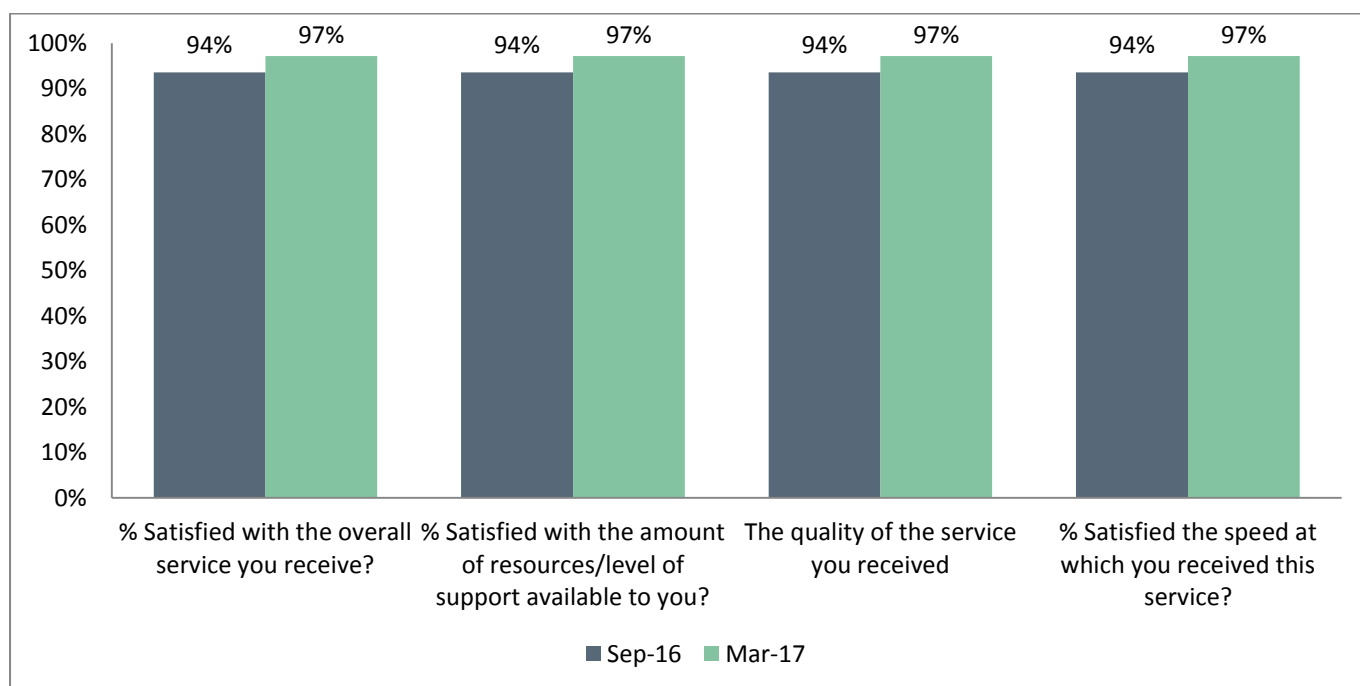
There have been improvements to the operation delivery/ resolution of incidents and requests through improved reporting and monitoring. This will continue whilst also focusing on problem management which looks at identifying the underlying reason for any incidents and puts measures in place to stop them reoccurring. This should start to reduce the issues staff are having and improve the customer satisfaction with ICT systems.

The Project and Programmes area has also been reviewed with implementation of priority and resource planning. Boards are also being set-up within each of the partner

organisations to report on progress and confirm priorities so we can focus the resources we have appropriately or bring new resources in to meet the demand.

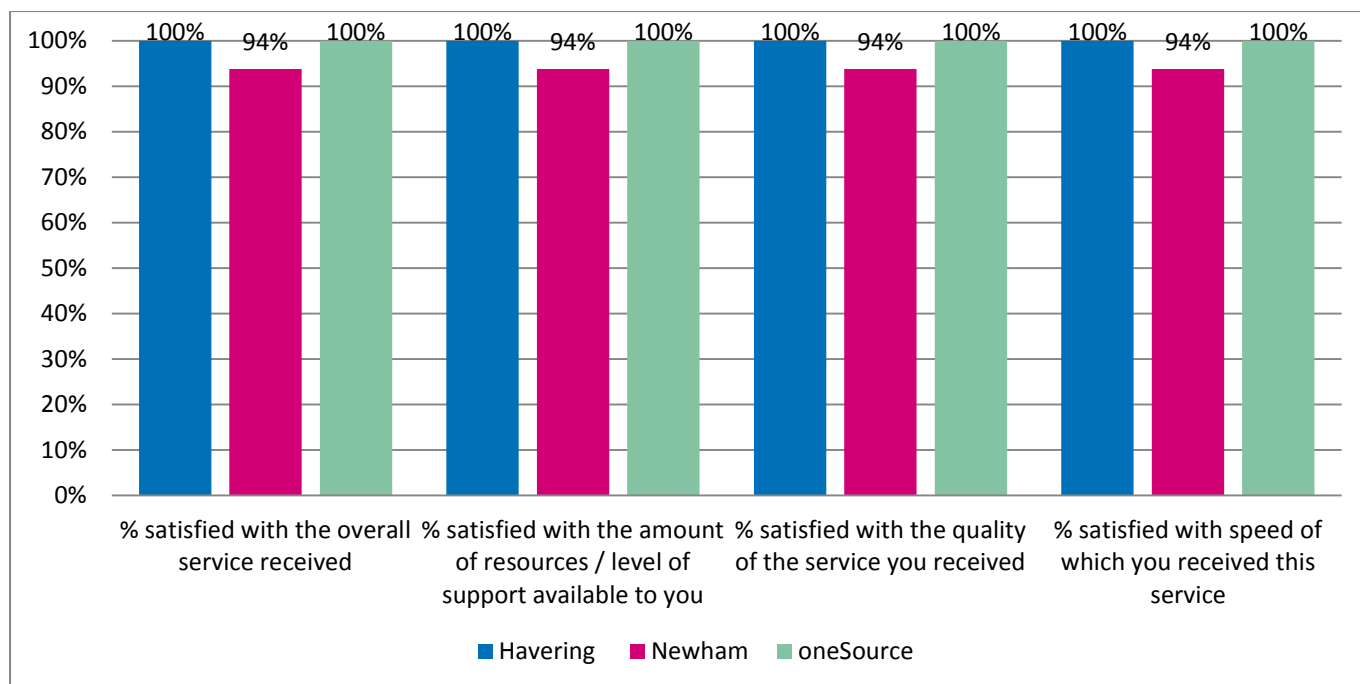
Printing Services

Printing Services has remained in the 90% range and exceeded the 80% target. Satisfaction increased by 3% across all four indicators to 97% overall customer satisfaction. The service received 35 responses overall with 8 from Havering, 16 from Newham and 11 from oneSource.



Graph 26: Printing Services (March 2017 vs. September 2016)

Individually, Printing Services scored highly and achieved 100% in all four indicators in Havering and oneSource. In Newham, Printing Services surpassed the target in all four indicators with 94% satisfaction, increasing by 6% since October 2016.



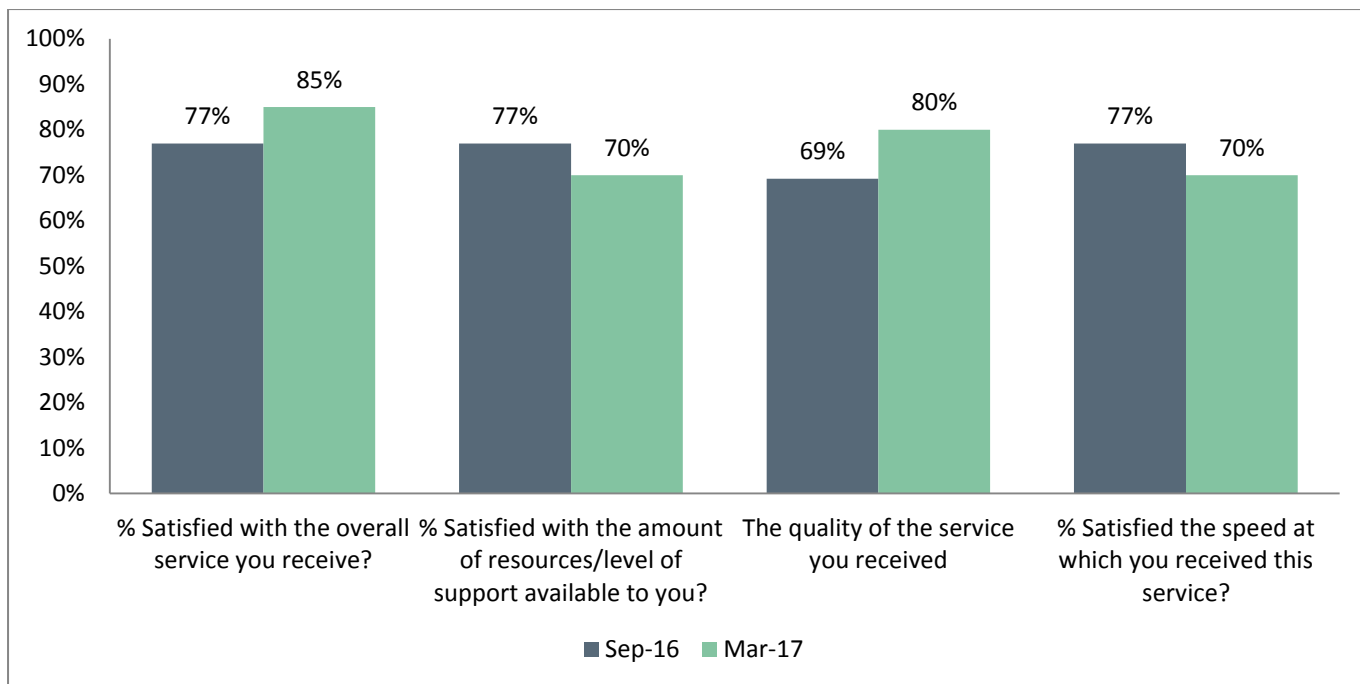
Graph 27: Printing Services – Satisfaction by Individual Organisation

Only a handful of comments were provided for Printing Services but the service was praised for being “fast, efficient and responsive” and providing “excellent quality and first class customer service”. There was one comment indicating that the service needs to be reviewed and overhauled but no reason was given.

Generally the Print room receives excellent feedback, although the maintenance and upkeep of the Printers (MFD's) would be FM's responsibility the contract is currently being reviewed and as part of that the maintenance and support also.

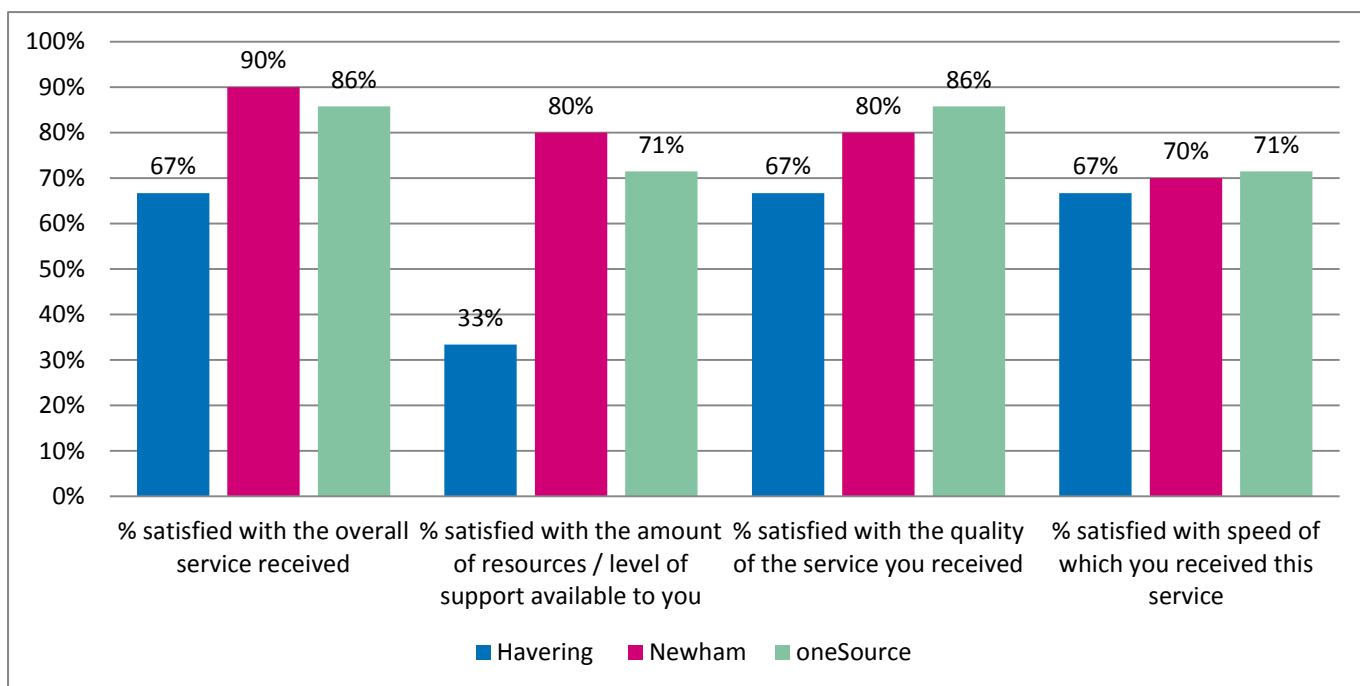
Business Improvement

Business Improvement is one of the top performing services within oneSource, with the service increasing satisfaction above the 80% target. Overall satisfaction and satisfaction with quality increased to 80% or above. However satisfaction with resources and satisfaction with speed did decrease by 7% each to 70% for both indicators.



Individually, Business Improvement rated highly within oneSource and Newham with 86% and 90% overall satisfaction respectively. The service exceeded the 80% target in all four indicators for Newham. The service has a lower satisfaction score within Havering with only 67% satisfied across three of the four indicators and 33% satisfaction with resources. The service received 20 responses overall with 3 from Havering, 10 from Newham and 7 from oneSource.

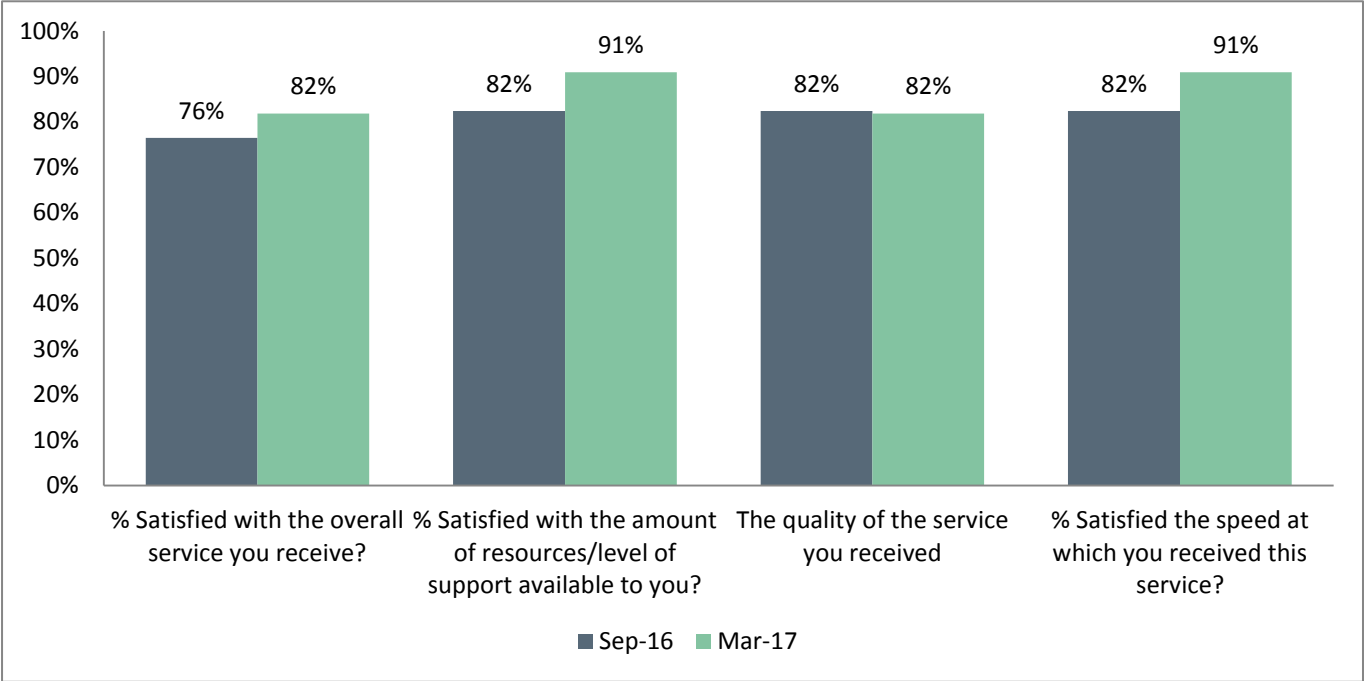
The only issues raised were regarding the lack of communication and poor implementation. Comments indicated that Business Improvement needs to communicate better concerning what they do with the data and how they could help other service improve.



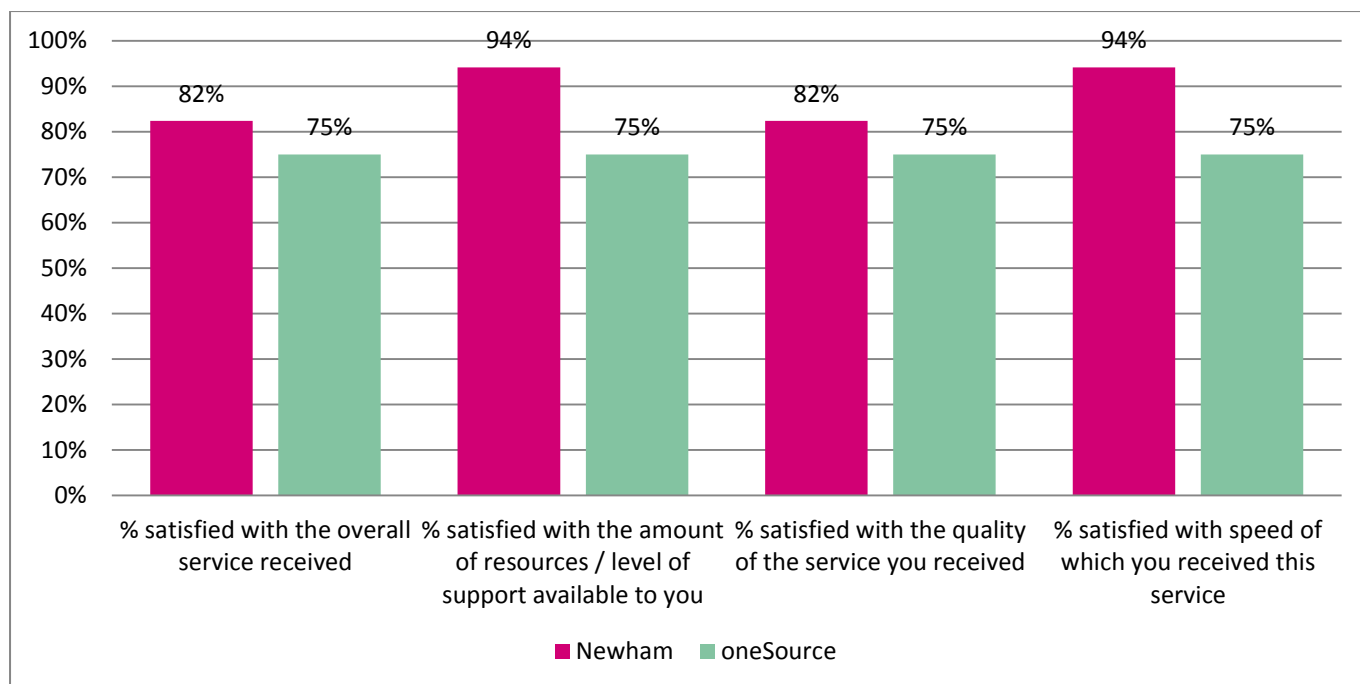
The Business improvement team is currently supporting the delivery of the second phase of the transformational journey in oneSource. The service is currently working on the automation of processes, including the starters and leavers process in an agile environment including extensive communications with stakeholders and end users via shows and tells and the show case events.

Programme Management Office (PMO)

The Programme Management Office exceeded the 80% target figure in all four indicators, with satisfaction with resources and satisfaction with speed achieving 91%.



Individually, PMO rated highly within Newham with 82% overall satisfaction and satisfaction with quality. Within oneSource, customer satisfaction was significantly increased from 50% to 75% in all four indicators. Overall there were 21 responses for PMO with 17 from Newham and 4 from oneSource.



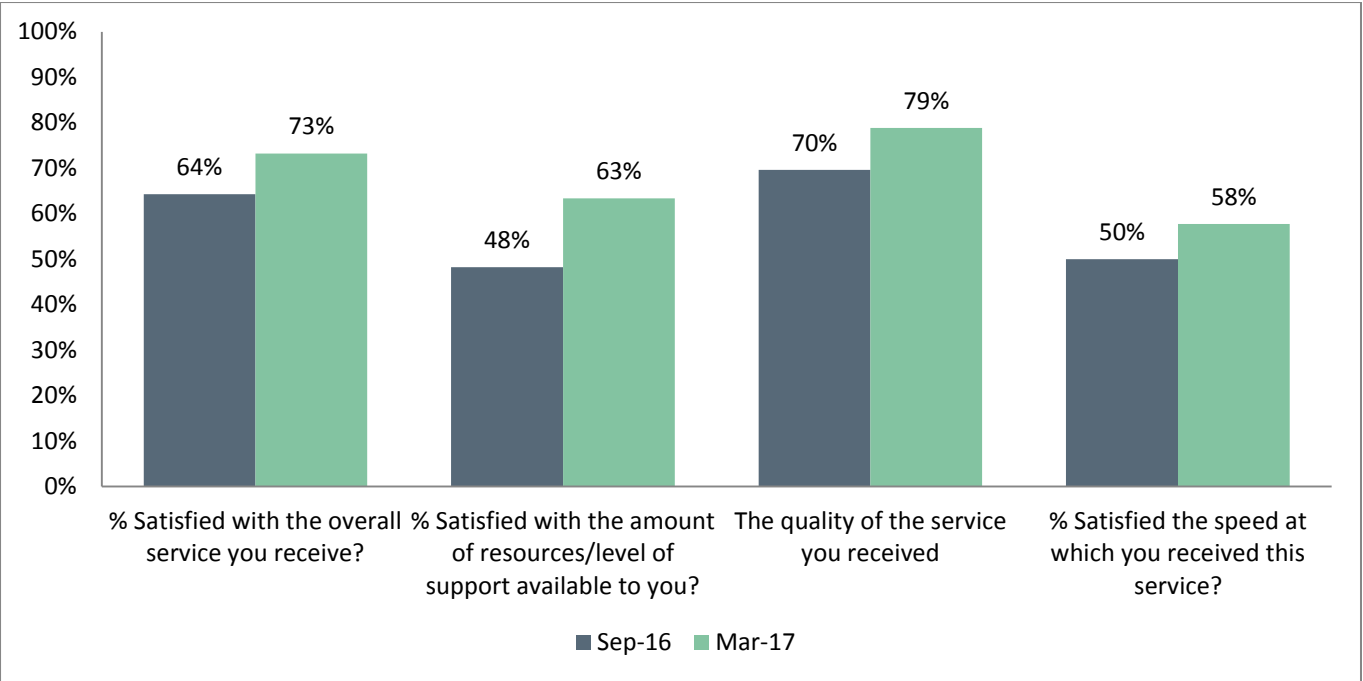
There was particular praise given to officers within the team for being “helpful”, “knowledgeable”, “providing a proactive, solutions focused service” and “providing an excellent service”. The only issues were regarding the Verto system being too time intensive and rigid and inflexible approach to project management.

The PMO team continues to have excellent feedback considering the volume of operations and the size of the team. The service ensures that projects have followed the governance that Newham has agreed and well as quality review the documentation and monitor and control the portfolio. Important development work has been conducted in the system to reconfigure the methodology as well as ensuring the new Verto Pro launch worked well, excellent feedback has been provided by SLT members in Newham as well as the project management community specifically related to the streamlined templates, mobile approvals and new features.

Legal and Governance

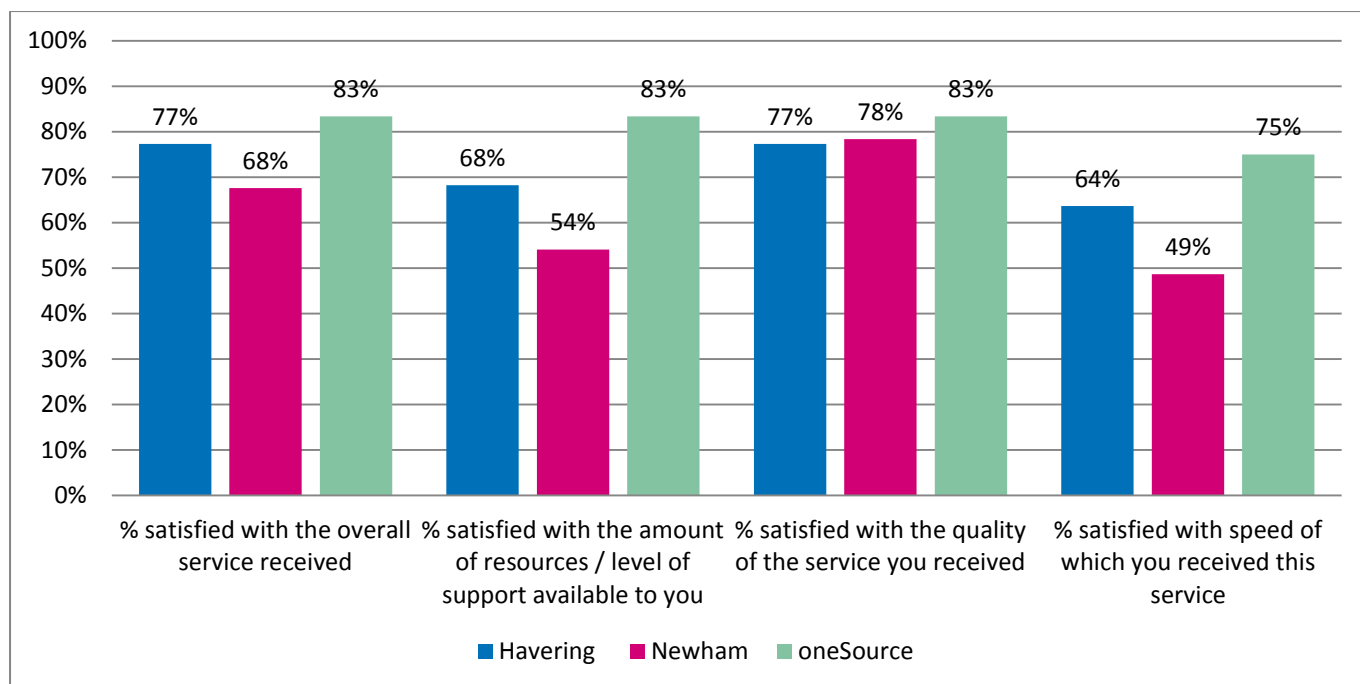
Legal Services

Legal Services has increased in overall customer satisfaction by 9%, with satisfaction also increasing in the other three indicators. Customer satisfaction with quality of work was 79%, just marginally below the target. Legal Services has 56 responses, with 22 from Havering, 37 from Newham and 12 from oneSource.



Graph 28: Legal Services (March 2017 vs. September 2016)

Within oneSource, satisfaction exceeded the target in three of the indicators with 83% in overall satisfaction, satisfaction with resources and satisfaction with quality. Overall satisfaction within Havering increased by 4%; satisfaction with resources increased by a significant 23% since October 2016. Newham had lower satisfaction scores than oneSource and Havering for Legal Services. However, satisfaction has increased across all four indicators. The disparity in customer satisfaction across the three organisations appears to be narrowing.



Graph 29: Legal Services – Satisfaction by Individual Organisation

There were a number of comments recognising the improvement in the service and positive change in quality.

The issues identified included:

- Service not focusing on meeting needs of the service (e.g. advice provided about issues other than legal matters)
- Information supplied not clear to a non-legal expert
- Difficulties in engaging service or obtaining advice;
- Slow or delayed responses
- Quality of work officer dependent
- Officer missing internal and legal deadlines
- Lack of capacity and resources
- Limited capacity impacting speed at which supported;

Legal services are pleased to see the positive direction of travel, with the 9% increase and positive comments. However, the service recognises that feedback and results were mixed in terms of satisfaction.

The results from the survey will be further analysed and collated to identify issues. Legal services will meet with services to understand and determine issues and problems. In addition, will be prioritising client contact with the most dissatisfied. A case based satisfaction survey will be implemented for more in-depth information. In regards to satisfaction with resources, Legal will be meeting with clients to prioritise work and has an agreement in place for additional resources and funding to be provided.

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” 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 “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 is customers from Bexley feel that the service “has not differed from when it was Bexley”.

For “what do you like least about the service provided”, customers have indicated there are difficulties in knowing who to contact and the roles of services. There appears to be a lack of cohesion with customers being transferred throughout services without clear ownership or responsibility. This lack of accountability, in turn, impacts on service delivery and quality of advice. In addition, the lack of support, user-friendly systems and efficient processes has negatively influenced the self-service approach. For oneSource staff, the administrative difficulties in dealing with three partner councils have meant processes are lengthier and create duplication of work. In general, the delay in responses is one of the least liked aspects of oneSource and is frequently cited as the thing that needs to improve the most.

Given that customers feel that there is a lack of ownership and difficulties in contacting the right person, customers would like clear points of contacts for services. In addition, customers would like a “live tracking” or updates from services given the delays in responses. 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.

Finally, for how oneSource can improve its service delivery, comments indicate a clear need for improving the self-service functionalities and training staff. Communication, better response times and more joined up support remain a key aspect for service improvement.

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. 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 Havering, Bexley and oneSource more positive about them than Newham. Within Newham, Property Services and Finance Transactional rated poorly despite having high scores within Havering, Bexley (in the case of Finance Transactional) and oneSource (in the case of Property Services). It is clear that the disparity in the different services provided needs to be addressed. The increase in customer satisfaction appears to be greater confidence with services and higher quality of service. Delays in responses and lack of information available, whether this is clarity on roles and responsibilities or service request updates remains an issue for oneSource to handle. Each service has developed a list of actions to tackle the issues raised within the customer satisfaction survey.

Action Plan Update

Service Area	Director	Actions	Update
Asset Management	Mark Butler	<ul style="list-style-type: none"> Implementation of Technology Forge helpdesk to provide a universal point of contact and improve information flow. Review of lockers and deposit system Work with other services to broaden access to GIS systems and Land Registry information. 	<ul style="list-style-type: none"> Technology Forge is currently in the user acceptance test phase in Havering, and should be implemented within Newham over the next 12 months following migration from the existing K2 database. Once rolled-out, it is planned to build links between the Technology Forge software and existing GIS systems to enable assets to be reviewed 'spatially'
Exchequer and Transactional	Sarah Bryant	<ul style="list-style-type: none"> A project plan has been established to identify and support customers' priorities for service improvement. Transactional Services Managers will be working closely with managers across the councils to identify issues and address them through training, support and help. Additional resources are working to reduce backlogs of work until the restructure is embedded and resourced. 	<ul style="list-style-type: none"> The Exchequer and Transactional services restructure was completed and went live in October 2016. Resources were reduced and savings were achieved. Self-service guides, system updates, demonstrations and presentations have been delivered and implemented to various stakeholder groups, particularly in Newham where One Oracle has been embedded in. Transactional services managers have worked closely with their teams to ensure backlogs of works have been reduced. Workshops will be delivered to gain a better understanding of needs and to utilise this knowledge to shape and influence service needs.
HROD	Caroline Nugent	<ul style="list-style-type: none"> Monthly drop-in sessions have been organised for managers to discuss any 	<ul style="list-style-type: none"> Monthly drop-in sessions were organised and another set of sessions will be

		<p>issues or problems with accessing services;</p> <ul style="list-style-type: none"> • E-resourcing form will remove paper forms and duplication, therefore result in fewer queries; • Management at both Havering and Newham met with the new HROD teams; • A structure chart with pictures will be circulated once recruitment has been finalised; • A document is being developed with Exchequer and Transactional outlining the roles and responsibilities for self-service (officers and managers), HROD and HR Transactional. 	<p>organised for the upcoming year.</p> <ul style="list-style-type: none"> • The E-resourcing portal (ERP) went live in both Havering and Newham, with a number of forms made available. HROD will continue to review and add forms to ERP to remove paper forms and reduce duplication. • Structure charts were provided directly to managers across both councils and teams met with managers. New structure charts will be produced after the recruitment campaign. • The roles and responsibilities for self-service is currently being finalised and will be made available in due course.
Technology and Innovation	Priya Javeri	<ul style="list-style-type: none"> • Better understanding partners' needs, allocation of resources according to project needs, prioritisation of programmes and projects with partners' agreement. • Review and replacement of the current ICT infrastructure to improve system speed and availability with a drive to move to cloud services improving availability. • Creation of clear ICT and Digital strategies which support the business aims and direction. 	<ul style="list-style-type: none"> • Greater attendance on Customer boards has allowed us to gain a better understanding of partner needs, this now feeds into a triage and improved prioritisation process with in ICT using Exec view to provide high level progress. • The majority of the infrastructure has now been replaced with new advanced Compute and Storage hardware. This will continue of the next few months at which point the options for clouds will be developed. • The ICT and Digital strategies are currently being developed and should be signed off by the end of September 2017.
Strategic and Operational Finance	Paul Thorogood	<ul style="list-style-type: none"> • Finance management team will consider the comments from customers and will ensure that where relevant, these form the basis of the transformation plan to the 	<ul style="list-style-type: none"> • The finance management team considered the comments from customers as part of the restructure for the Finance service. The structure has now been in place for six

		new structure	months and a review is currently underway to ensure it has achieved the original objectives and is sustainable. The finance transformation programme is commencing now the closure of account is significantly completed and will encompass feedback received from the latest customer satisfaction results.
Legal	Daniel Fenwick	<ul style="list-style-type: none"> Implementing a transactional customer survey for feedback on individual cases. This will be circulated to all on a day-to-day basis providing meaningful feedback. Highlighting customer satisfaction at team meetings to ensure officers are aware of client perceptions and can improve accordingly. Emphasising the importance of maintaining customer contact, even if tasks are in the middle of completion. Introducing SLAs with timescales which will assist in monitoring solicitors' performance and adherence to timescales but also set realistic timescales and instructions for customer expectations. 	<ul style="list-style-type: none"> Transactional survey has been developed and will be implemented in July 2017. Customer satisfaction has been highlighted in team meetings and will continue to do so. Maintaining customer contact will be encouraged and team meetings and 1-2-1s. SLAs completed for Legal services.

oneSource Customer Questionnaire March 2017

Combined Results (Havering, Newham, Bexley and oneSource)

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	PMO	Total
% Satisfied with the overall service you receive?	58%	77%	69%	82%	77%	93%	76%	45%	50%	86%	73%	76%	97%	85%	82%	75%
% Satisfied with the amount of resources/level of support available to you?	52%	64%	66%	72%	73%	90%	71%	45%	50%	76%	63%	71%	97%	70%	91%	69%
The quality of the service you received	61%	77%	73%	84%	71%	87%	75%	45%	50%	86%	79%	77%	97%	80%	82%	76%
% Satisfied the speed at which you received this service?	56%	66%	63%	75%	71%	87%	73%	41%	50%	76%	58%	64%	97%	70%	91%	68%

Havering

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	PMO	Total
Mar-17																
% Satisfied with the overall service you receive?	81%	83%	83%	78%	85%	100%	81%	75%	50%	87%	77%	81%	100%	67%	N/A	82%
% Satisfied with the amount of resources/level of support available to you?	74%	79%	72%	63%	77%	91%	81%	75%	50%	80%	68%	74%	100%	33%	N/A	75%
The quality of the service you received	85%	83%	89%	78%	85%	91%	81%	75%	50%	93%	77%	77%	100%	67%	N/A	83%
% Satisfied the speed at which you received this service?	78%	75%	83%	70%	77%	91%	88%	75%	50%	73%	64%	61%	100%	67%	N/A	75%

Newham

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	PMO	Total
Mar-17																
% Satisfied with the overall service you receive?	38%	68%	43%	75%	77%	86%	64%	26%	100%	80%	68%	73%	94%	90%	82%	65%
% Satisfied with the amount of resources/level of support available to you?	34%	54%	40%	61%	77%	86%	57%	26%	100%	60%	54%	69%	94%	80%	94%	58%
The quality of the service you received	43%	68%	47%	81%	68%	86%	64%	32%	100%	73%	78%	80%	94%	80%	82%	67%
% Satisfied the speed at which you received this service?	40%	54%	37%	61%	73%	86%	61%	26%	100%	67%	49%	63%	94%	70%	94%	58%

oneSource

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	PMO	Total
Mar-17																
% Satisfied with the overall service you receive?	73%	88%	74%	100%	69%	80%	89%	83%	0%	100%	83%	76%	100%	86%	75%	83%
% Satisfied with the amount of resources/level of support available to you?	64%	63%	74%	94%	62%	80%	84%	83%	0%	100%	83%	72%	100%	71%	75%	77%
The quality of the service you received	73%	88%	79%	94%	62%	80%	84%	67%	0%	100%	83%	72%	100%	86%	75%	80%
% Satisfied the speed at which you received this service?	64%	81%	63%	100%	62%	80%	79%	67%	0%	100%	75%	68%	100%	71%	75%	76%

Bexley

	Finance Transactional	Strategic Finance	Internal Audit	Total
Mar-17				
% Satisfied with the overall service you receive?	83%	84%	100%	89%
% Satisfied with the amount of resources/level of support available to you?	72%	84%	100%	89%
The quality of the service you received	89%	89%	86%	89%
% Satisfied the speed at which you received this service?	83%	84%	86%	83%

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

**ONESOURCE JOINT
COMMITTEE
28 July 2017**

Subject heading:

**Transfer of the Council Tax and
Benefit Service back to the control
of the London Borough of
Newham – update**

Report author and contact details:

**Jane West, oneSource Managing
Director
Jane.west@onesource.co.uk**

Financial summary:

**This report is for info only. The
request by Newham to remove its
Council Tax and Benefit service
from oneSource reduces the
potential for oneSource to deliver
the full identified savings to be
made for Havering Council but
there is no immediate additional
cost. Each Council has separately
assessed the financial impact of
the decision.**

SUMMARY

Following a request by the Mayor of Newham, both Havering and Bexley Council's have agreed to transfer the Newham element of the Council Tax and Benefits service from oneSource back into Newham Council's responsibility.

In accordance with the terms of the oneSource legal agreement, a deed of variation is currently being drafted to reflect the change.

RECOMMENDATIONS

The oneSource Joint Committee is asked to note the report.

REPORT DETAIL

As reported to the oneSource joint Committee in April 2017, the Mayor of Newham requested Havering and Bexley Councils to transfer the Newham element of Council Tax and Benefits service from oneSource back into Newham Council's responsibility. Havering was granted an extension of time to 10th May to consider the request.

Both Havering and Bexley Councils have now agreed to the request by Newham Council. In accordance with clause 13 of the oneSource legal agreement, a deed of variation is currently being drafted to reflect the change. The change will take effect from the point of the completion of the Deed.

There is no immediate cost of the proposal but oneSource will potentially not be able to deliver the full savings that had been anticipated in the original oneSource business case in relation to the Council Tax and Benefits service in Havering. Bexley has not previously assumed savings from joint working.

Legal implications and risks:

Section 101(5) of the Local Government Act 1972 allows two or more local authorities to arrange for the discharge of their functions by Joint Committees.

Section 9EB of the Local Government Act 2000 specifies that the Secretary of State may make Regulations in connection with permitting arrangements under s101(5) of the 1972 Act where any functions which are subject to the arrangements are the responsibility of an executive of a local authority under the executive arrangements.

Under these powers, the Secretary of State has made "The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 [SI 2012/1019]. Regulation 11 of these Regulations deals with arrangements involving Joint Committees, with Regulation 12(2) providing that "every person appointed to a Joint Committee in accordance with regulation 11 by an executive, a member of an executive, or a committee of the executive must be a member of that executive, and the political balance requirements do not apply to the appointment of such members".

The Joint Committee arrangements are underpinned by a contractual agreement and governance arrangements setting out the delegations of each authority.

The Local Authorities (Goods and Services) Act 1970 permits the Councils to trade services with each other.

In accordance with clause 13 of the contractual agreement, as both Havering and Bexley Councils have agreed to the request then a deed will be completed which deals with variations, in the manner set out in the report, with the intention of continuing to participate in the arrangements.

Financial Implications and risks:

There are no costs associated with the transfer of Newham's Council Tax and Benefits service out of oneSource as the service had not been combined with the services in the other councils. This is unusual within oneSource. Most other services (but not quite all) have been transformed and fully integrated in order to deliver the savings included in the original oneSource Business Plan.

However, oneSource will not be able to deliver the savings envisaged on behalf of Havering as a result of sharing. oneSource has set a savings target for the Havering Council Tax and Benefits area of £609k based on the original oneSource business case and additional savings required. The savings identified in the July review undertaken by oneSource identified specific proposals for £442.4k in savings, with a further £166.6k expected to be delivered by 2018/19 through identifying further process efficiencies.

Through the deed of variation, Havering and Newham have reached an agreement over compensation for the Newham Council Tax and Benefits Service coming out of oneSource, which will enable the financial impact to be zero in the short term and gives time for development of alternative savings plans which the service is already working on. (details are contained in an exempt appendix to this report).

It should be noted also that there is a potential financial risk to oneSource should Newham look to transfer the council tax enforcement activity from the current in-house oneSource provision to an alternative arrangement.

In terms of the medium term strategy, this will be a key plank of the oneSource financial strategy which is being worked up in collaboration with the three boroughs' s151 officers over the coming months. However, in order to balance the overall oneSource budget in the short term there will need to be some more immediate measures put in place. These have not yet been identified.

Bexley is not affected financially by Newham taking its Council Tax and Benefit service out of oneSource as it currently has a contract with Capita for the provision of its service, with oneSource providing the contract management service.

It should be stressed that although in this instance transferring the service in question is not generating additional cost for the councils, in the case of virtually all other oneSource services this would not be the case. The Newham Council Tax and Benefits service is a standalone service for Newham and all staff are Newham employees, including the Head of Service. The service from Head of Service downwards can simply be lifted and shifted to Newham Council's line management. In all other oneSource services the staff have been integrated under Heads of Service serving two if not three councils. Transferring a service back to one specific council would require extensive staff reorganisations and would inevitably lead to additional costs, both one-off and ongoing, for all boroughs involved as the cost of change would need to be met and the ongoing benefits of sharing the service would be lost. In many services there could also be infrastructure and contractual implications that would need to be worked through.

HR Implications and risks:

The Newham Council Tax and Benefits service has not been fully integrated within oneSource and therefore can be moved across to Newham Council's line management with minimal human resources impact. There would be a change of line management for the current Newham Head of Customer Transactions from the oneSource Director of Exchequer and Transactional Services to the relevant line management within Newham but a change of line management does not require a period of formal consultation to be held. All employees within the Newham Council Tax and Benefits service are employed on Newham terms and conditions of employment so there are no contractual implications or risks that arise as a result of the move back to Newham. All affected employees will be communicated with and the move back to Newham confirmed in writing as courtesy.

Background Papers

None

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

Document is Restricted

This page is intentionally left blank



ONESOURCE JOINT COMMITTEE

Subject heading:

oneSource update for July 2017

Report author and contact details:

Jane West
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:-

- The governance structures review.
- Oracle
- 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

The Governance Structures Review

A review of oneSource's governance structures was undertaken by New Networks earlier this year. A copy of this report has been provided to Members separately. At the end of the review, the Chief Executives from the three councils asked the oneSource Management Team to draft a response. This has also been provided to Members separately.

Funding is being sought from the three councils to take the review to the next stage which is to develop a business case and a five year strategy for oneSource for approval by the three councils in September 2017. Red Quadrant have been identified by oneSource as the consultancy best placed to assist it through this next stage. The appointment of Red Quadrant will be through the Bloom consultancy framework at a cost of £120,500. Funding will be split between the councils 3:3:1 in proportion to Joint Committee membership.

The two Leaders from Havering and Bexley and the Mayor of Newham met on 17 July to discuss the reports and a verbal update will be provided at the Joint Committee meeting.

Oracle

Gartner was commissioned to undertake a review of Newham's requirements for finance, payroll and HR systems in the future. The results of this review are awaited. Once Newham has taken a view on its preferred way forward, financial systems strategies will be developed for Havering, Newham and Bexley.

Newham and Havering have both agreed to extend the Cap Gemini contract for at least one year and the contract arrangements are being worked through. The contract should be signed off by the end of July.

Commercial developments

oneSource had a presence at the LGA Conference in early July for the first time. This was very successful and we are exploring the possibility of a stand, or a shared stand, at the 2018 LGA conference. We also had a low-cost stand at the CIPFA conference. We received a lot of interest over the two events, from councils wishing to buy services from us, councils wishing to learn from us, sector specialists keen to engage us to assist them in spreading good practice and even private companies wishing to explore the potential for selling services in partnership. A number of leads have been generated which will be followed up.

Existing leads are still being pursued but few firm commitments have yet been crystallised. An update will be provided at the meeting.

oneSource has been shortlisted in the IRRV Awards, specifically for enforcement services. We are up against two private companies and a joint service in Dorset. Regular award nominations are keeping our profile high in the sector.

We also continue to be awarded work by the Newham small businesses as they move to company status. 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.

Legal implications and risks:

None

Financial Implications and risks:

None

HR Implications and risks:

None

Background Papers

None

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank