

## Appendix 2

### Customer Satisfaction Report

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

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

96 senior managers took part (46 from LBN, 29 from LBH, 3 from LBB and 18 from oneSource) answering a potential 36 questions (excluding breakdown questions). This compares to a previous response of 172 senior managers in March 2016.

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

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

The exact satisfaction level was determined using a six point Likert scale.<sup>2</sup>

“Satisfaction with the quality of support received”, Business Improvement, Programme Management Office (PMO) and Technical Services were included for the first time in September 2016. However, only Newham and oneSource provided feedback regarding Business Improvement and PMO as Havering and Bexley customers do not utilise this service.

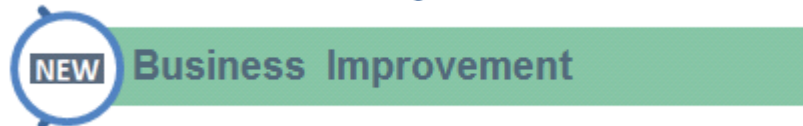
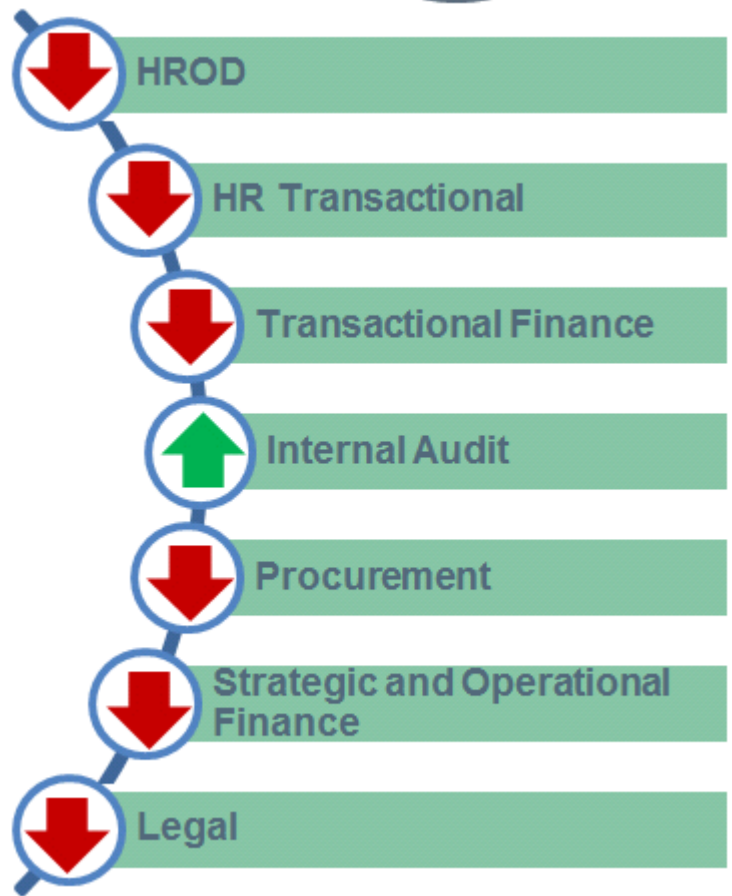
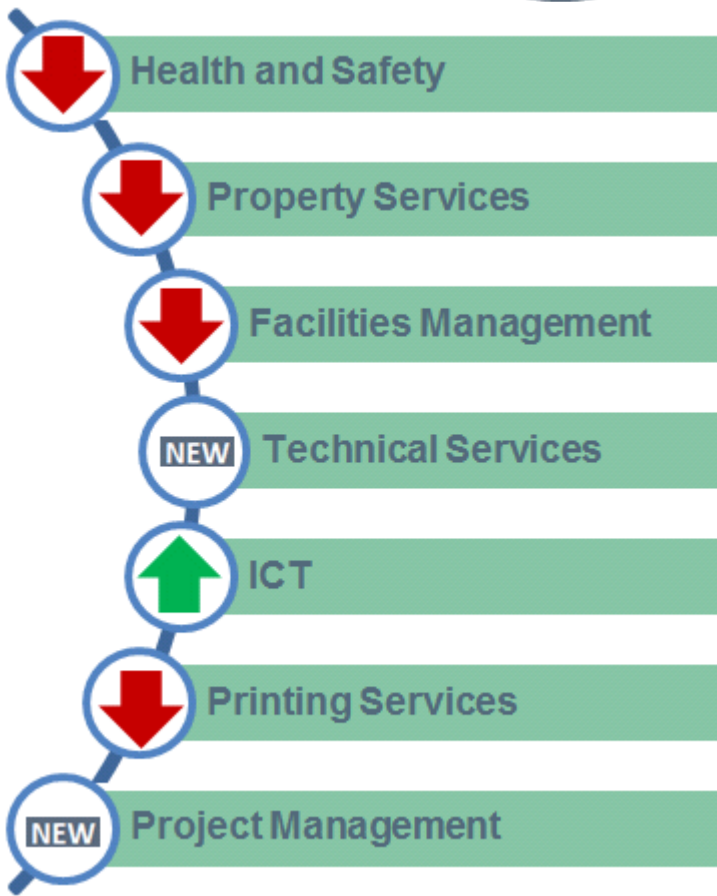
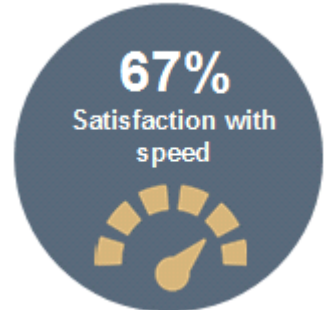
In addition, Bexley Council were surveyed for the first time, having joined the oneSource partnership in April 2016. Bexley Council provided feedback only on Strategic and Operational Finance, Internal Audit and Transactional Finance as these are the only services that they utilised from oneSource.

---

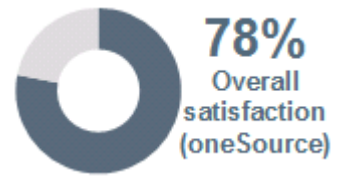
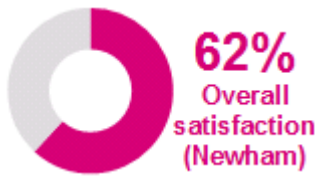
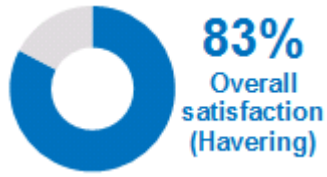
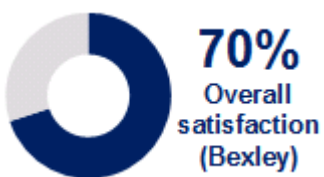
<sup>1</sup> Figures have been rounded up to two significant figures – exact percentages can be found in the appendix.

<sup>2</sup> Likert Scale – six point scale measuring either positive or negative response to a statement. Extremely Satisfied, Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied and Extremely Dissatisfied were used in the scale for the customer satisfaction survey.

# Customer Satisfaction Data

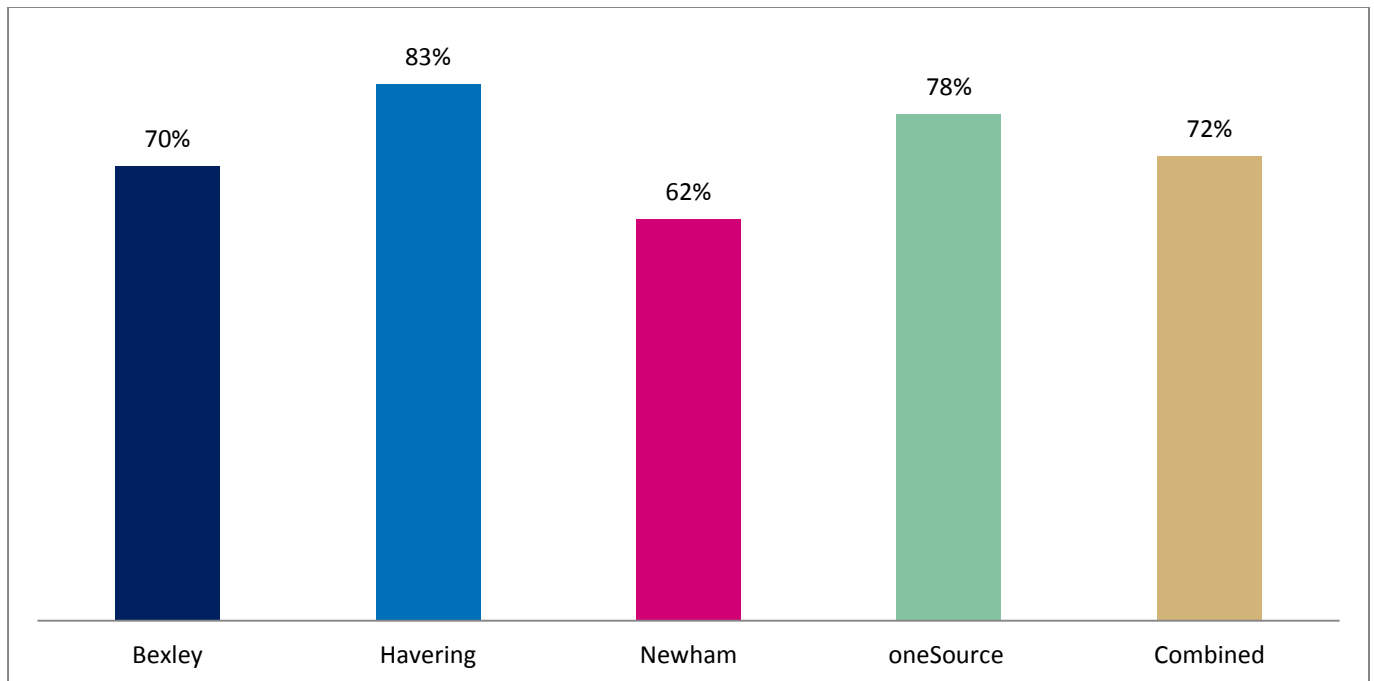


## Overall



The overall satisfaction for oneSource services (combining the four organisations) is 72%, decreasing slightly from that found in the March 2016 survey, where 79% of customers were satisfied with the service they received.

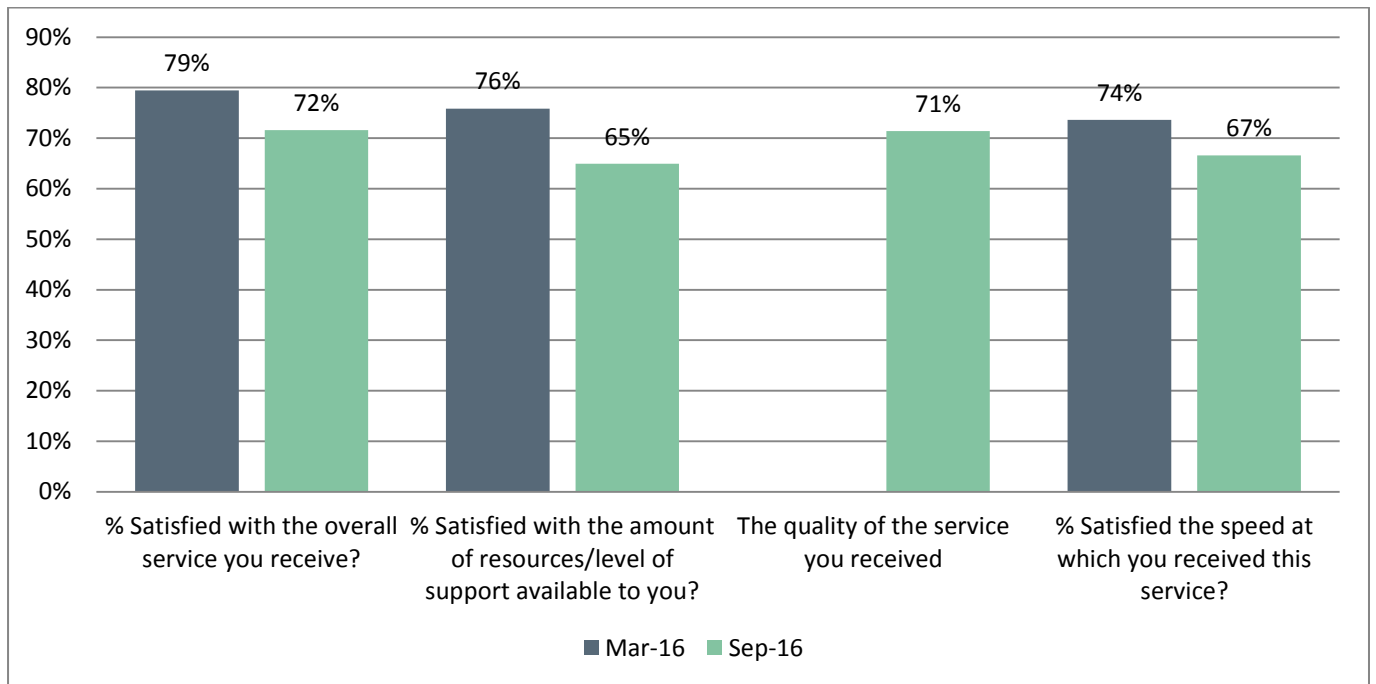
Individually, customer satisfaction with the service received is 83% from Havering Council, 62% from Newham Council, 70% from Bexley Council and 78% from oneSource. Customer satisfaction has increased within Havering but has decreased for oneSource and Newham. Bexley was included for the first time, therefore no historical data is available for comparison. Havering increased by 4% and exceeded the 80% target for customer satisfaction. Satisfaction dropped in oneSource and Newham by 8% and 13% respectively.



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

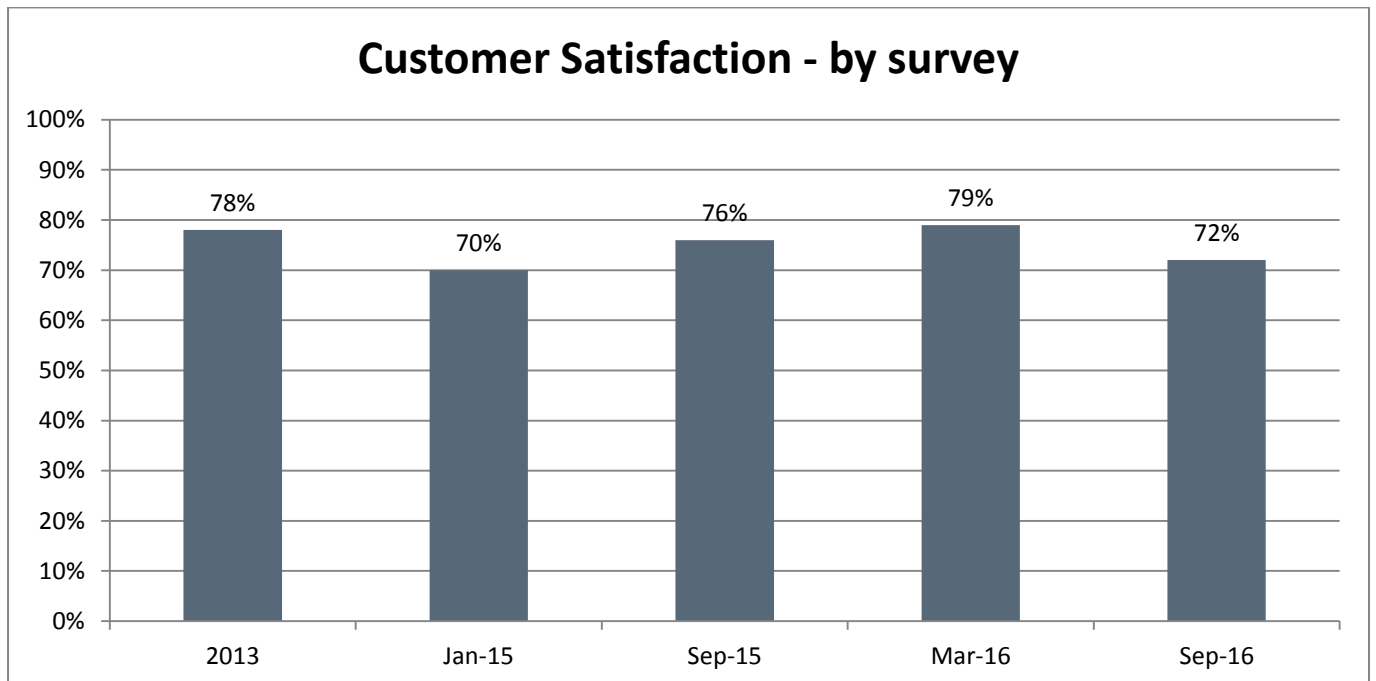
Though customer satisfaction dropped within oneSource, it is marginally below the 80% target. There is a disparity customer satisfaction across the organisations, therefore further actions are required to address this, especially given the recent decrease in oneSource and Newham.

Customer satisfaction has decreased across all three previously reported indicators since March 2016, with 71% satisfaction with quality of the service received.



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

Customer satisfaction has increased since the first oneSource survey, however the most recent survey showed a slight dip.



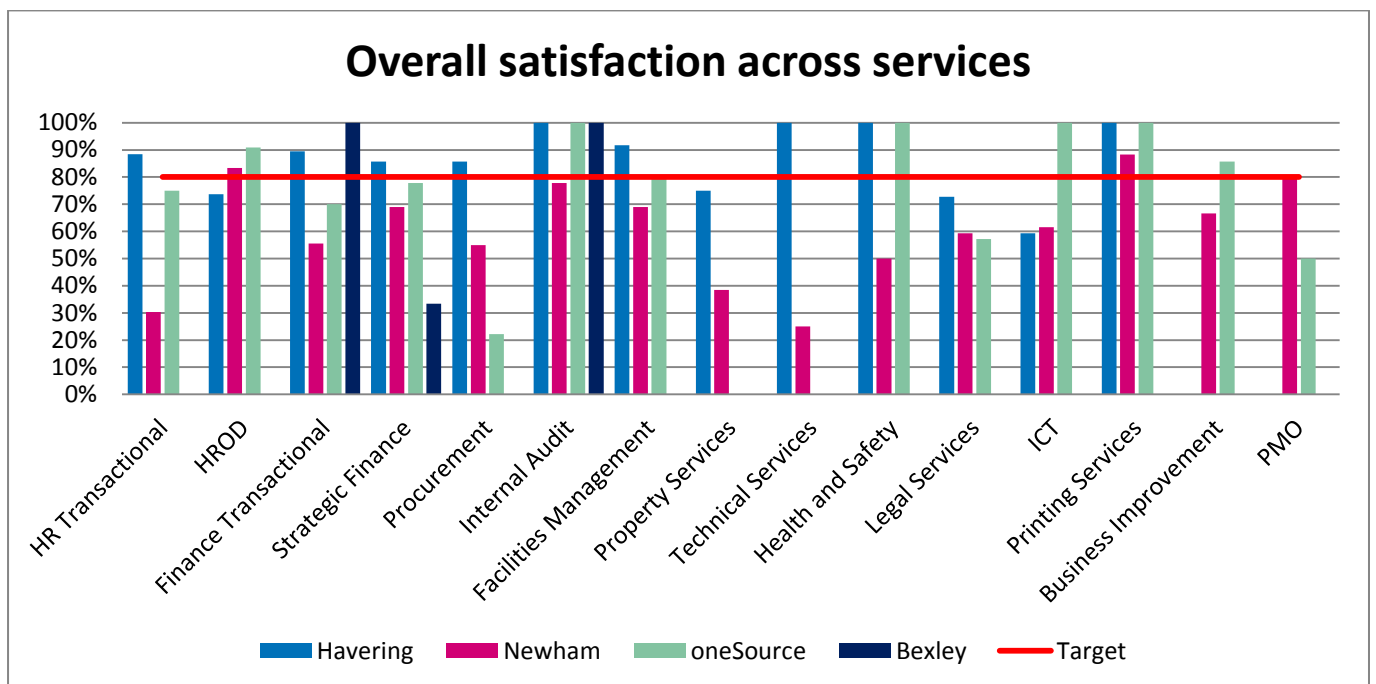
Graph 3: Customer Satisfaction by survey

The overall decrease in customer satisfaction is a result of drops in satisfaction in particular service areas for particular customers, as outlined in this report. Four out of the fourteen services were rated highly overall, either meeting or exceeding the 80% target. The best

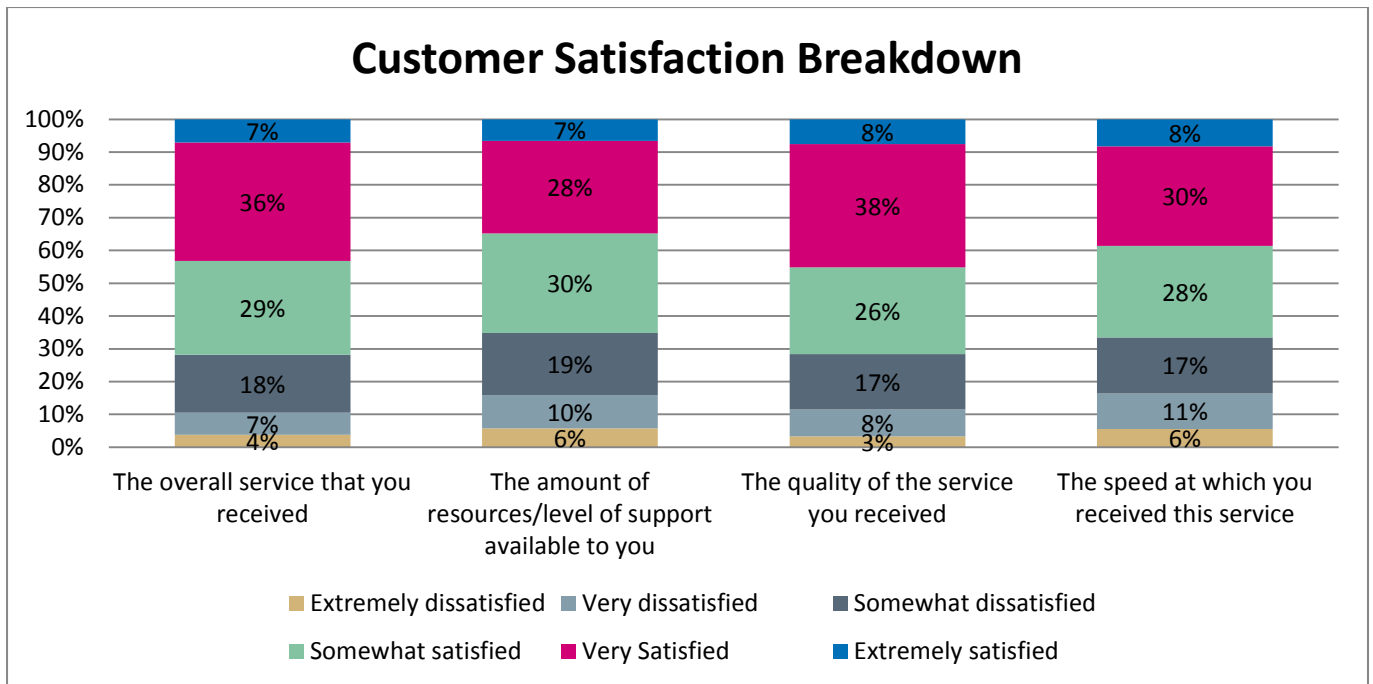
performing services were HROD (82%), Health and Safety (84%), Printing Services (95%), and Internal Audit and Counter Fraud (91%).

In oneSource, the top performing services were HROD (91%), Internal Audit (100%), Facilities Management (80%), Health and Safety (100%), ICT (100%), Printing Services (100%) and Business Improvement (86%). For Newham, the top performing services were HROD (83%), Printing Services (88%) and PMO (80%).

In Havering, the top performing services were HR Transactional (88%), Finance Transactional (89%), Procurement (86%), Internal Audit (100%), Facilities Management (92%), Technical Services (100%), Health and Safety (100%) and Printing Services (100%). Within Bexley, two of the three services rated highly, Finance Transactional (100%) and Internal Audit (100%).



Graph 4: Overall Satisfaction across oneSource Services



**Graph 5: Customer satisfaction breakdown**

Across the oneSource services surveyed:

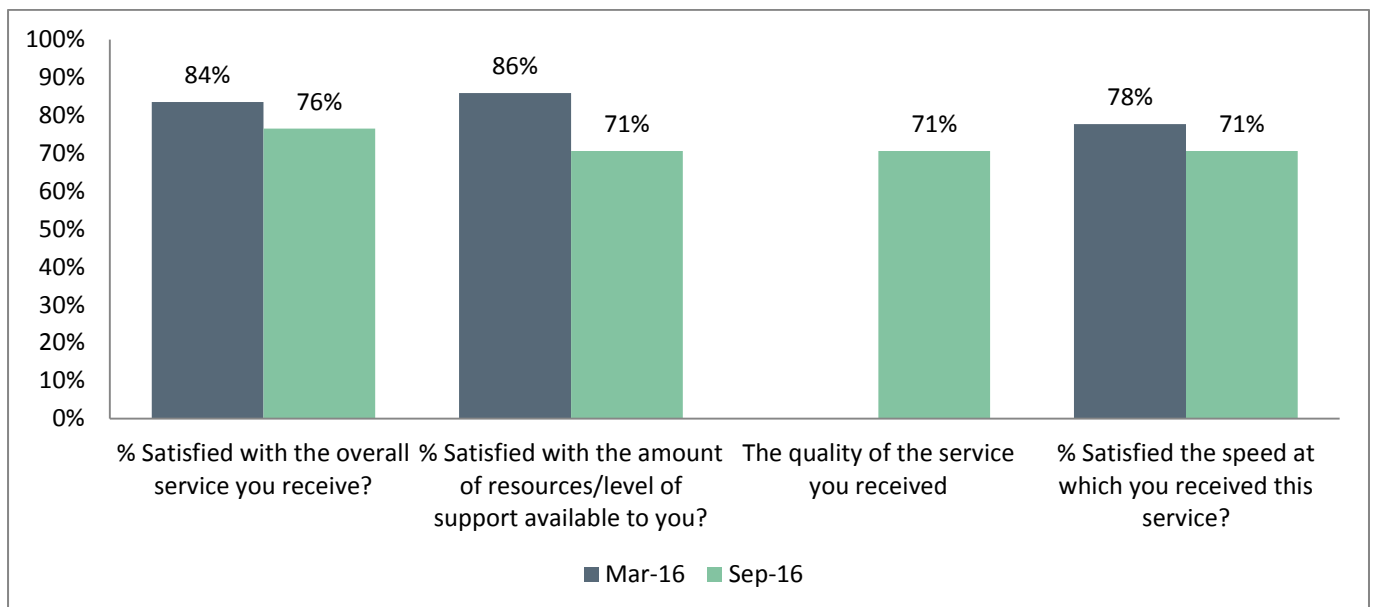
- The lowest combined satisfaction score in all four indicators (overall satisfaction, satisfaction with resources, satisfaction with quality, satisfaction with speed) was Property Services. However, there were only a handful of responses for this service.
- Customers in LBN were least satisfied with Technical Services, despite it achieving 100% in Havering.
- Procurement rated poorly within oneSource despite achieving high levels within Havering.
- Property Services had the most significant decrease in customer satisfaction, falling by 39.3%, with Procurement having the second largest decrease (17.72%) overall.
- Internal Audit has seen a continued improved in customer satisfaction and remaining one of the top performing services.
- In oneSource, the top performing services were HROD, Internal Audit, Facilities Management, Health and Safety, ICT, Printing Services and Business Improvement.
- For Newham, the top performing services were HROD, Printing Services and PMO.
- In Havering, the top performing services were HR Transactional, Finance Transactional, Procurement, Internal Audit, Facilities Management, Technical Services, Health and Safety and Printing Services.
- Within Bexley, two of the three services rated highly, Finance Transactional and Internal Audit.

## Appendix A

# Asset Management

## Facilities Management

Facilities Management received 51 responses with 12 from LBH, 29 from LBN and 10 from oneSource. Facilities Management has decreased in customer satisfaction across three indicators, with overall satisfaction decreasing by 8%. Overall satisfaction within Havering increased by 4%, with satisfaction decreasing in Newham and oneSource by 9% and 4% respectively.



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

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

- Issues not being resolved
- Difficulties in knowing who to contact
- Lack of update on issues on who or when it will be resolved
- Lack of budget to replace or reallocate lost keys for lockers
- Slow response times regarding issues (e.g. blockage in toilet)

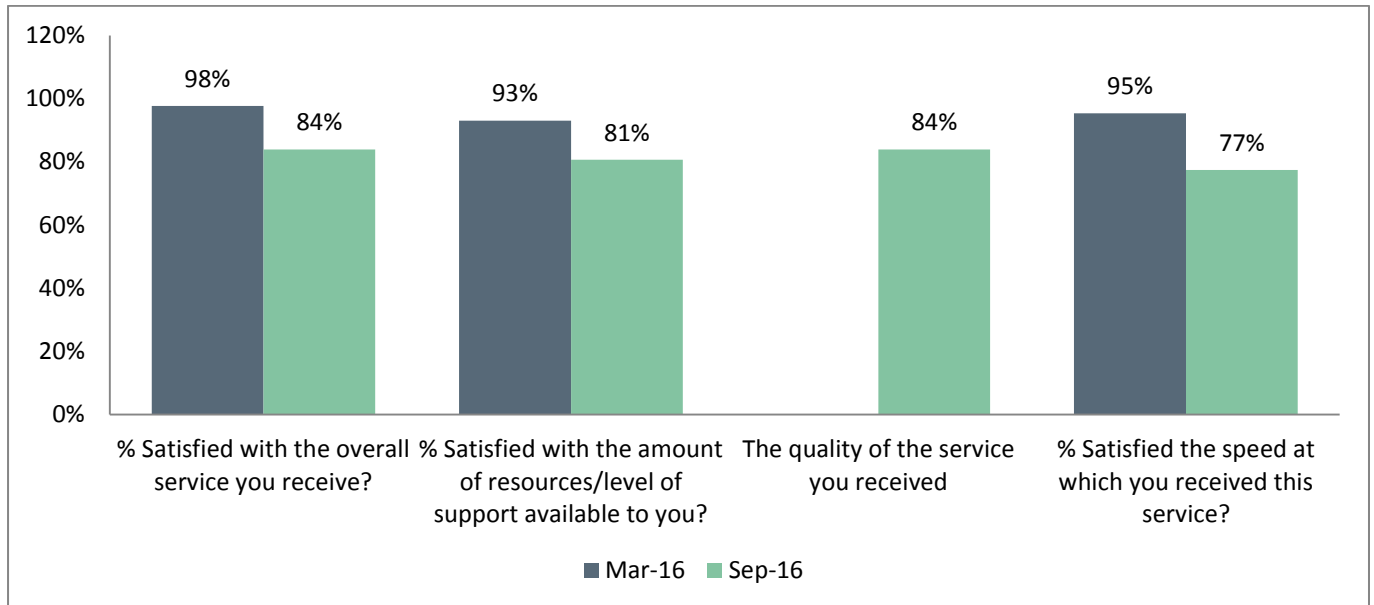
There were several positive comments received about the service including:-

- Complaints dealt with and in a timely manner
- Helpful service, especially in getting a large external meeting set up

The introduction of the Technology Forge helpdesk and its extended use in 2017 will provide customers a universal point of contact. The system will allow improved information flow and tracking for operators. The imminent restructure will allow the development of new processes, routes and procedures to better support customers, but the helpdesk should remain the principle contact for most requests and enquiries.

## Health and Safety

Health and Safety remains a top performing service though there was a decrease in customer satisfaction. It exceeded the 80% target in three of four indicators, with satisfaction with speed only marginally below the target. Satisfaction was impacted by lower scores from Newham Council. Health and Safety received 31 responses in total (16 LBH, 10 LBN and 5 oneSource).



Graph 7: Health and Safety (March 2016 vs. September 2016)

Health and Safety achieved 100% overall customer satisfaction with LBH and oneSource customers, with oneSource also rating 100% satisfaction in all four indicators. Havering also rated 100% satisfaction in quality of the service received, and the remaining two indicators exceeding the 80% target. Within Newham, satisfaction in the three previously reported indicators dropped by almost 42%, with satisfaction at 50% across all four indicators.

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:

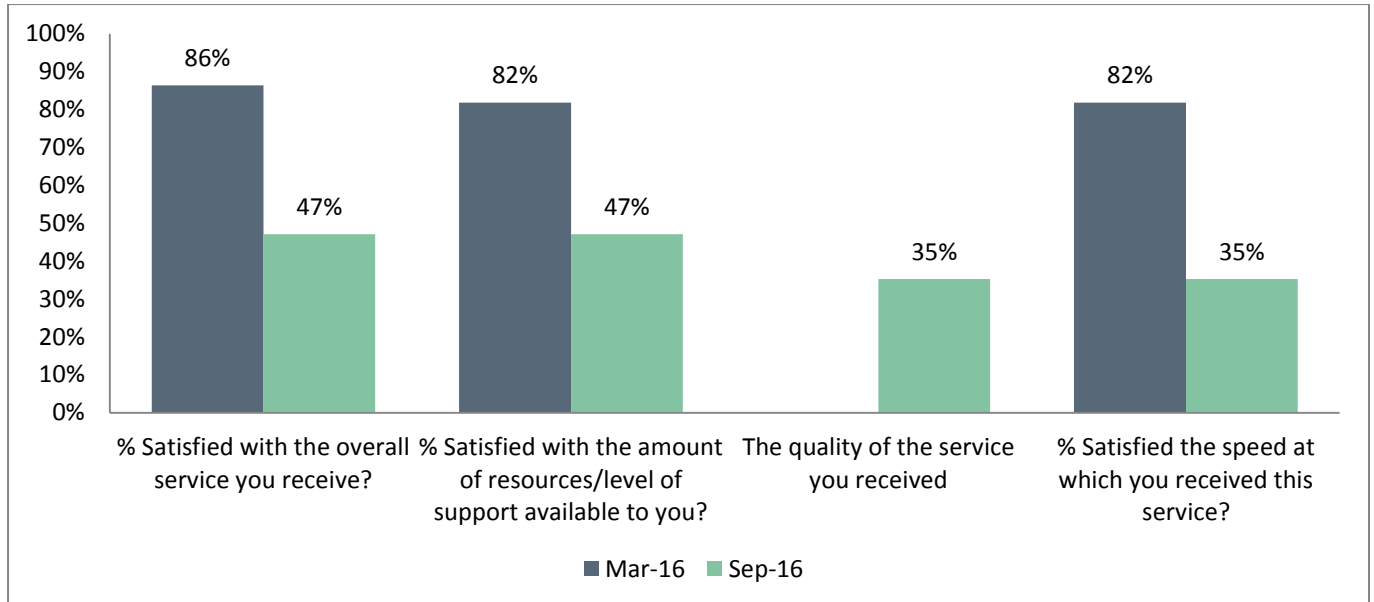
- Burdensome approach to Framework audits
- No zero tolerance approach developed for dealing with public abusing staff
- Unclear who to approach for advice

Some Havering initiatives have been introduced in Newham, and vice versa, including IOSH Training and CCD. Utilising consistent systems and support enables the team to continue to work across Havering and Newham.



## Property Services

In general, Property Services significantly decreased in overall customer satisfaction by 39%, with similar levels of dissatisfaction with the other three indicators. However, the service received only 17 responses with none from oneSource.



Graph 8: Property Services (March 2016 vs. September 2016)

There were no responses from oneSource regarding satisfaction with Property Services, which may have impacted results as oneSource previously scored the service as 100% in all three indicators. Having satisfaction was 75% in all four indicators and not much lower than the target, though satisfaction did decrease by 25% in the three previously reported indicators. Within Newham, satisfaction was very low with only 38% in overall satisfaction and satisfaction with resources. Property Services will need to address the disparity in service.

Reasons cited for dissatisfaction with the service included: -

- Poor advice;
- Delayed responses creating risks;
- Poor management, especially regarding subcontractor issues and project management; and
- Difficulties in obtaining advice

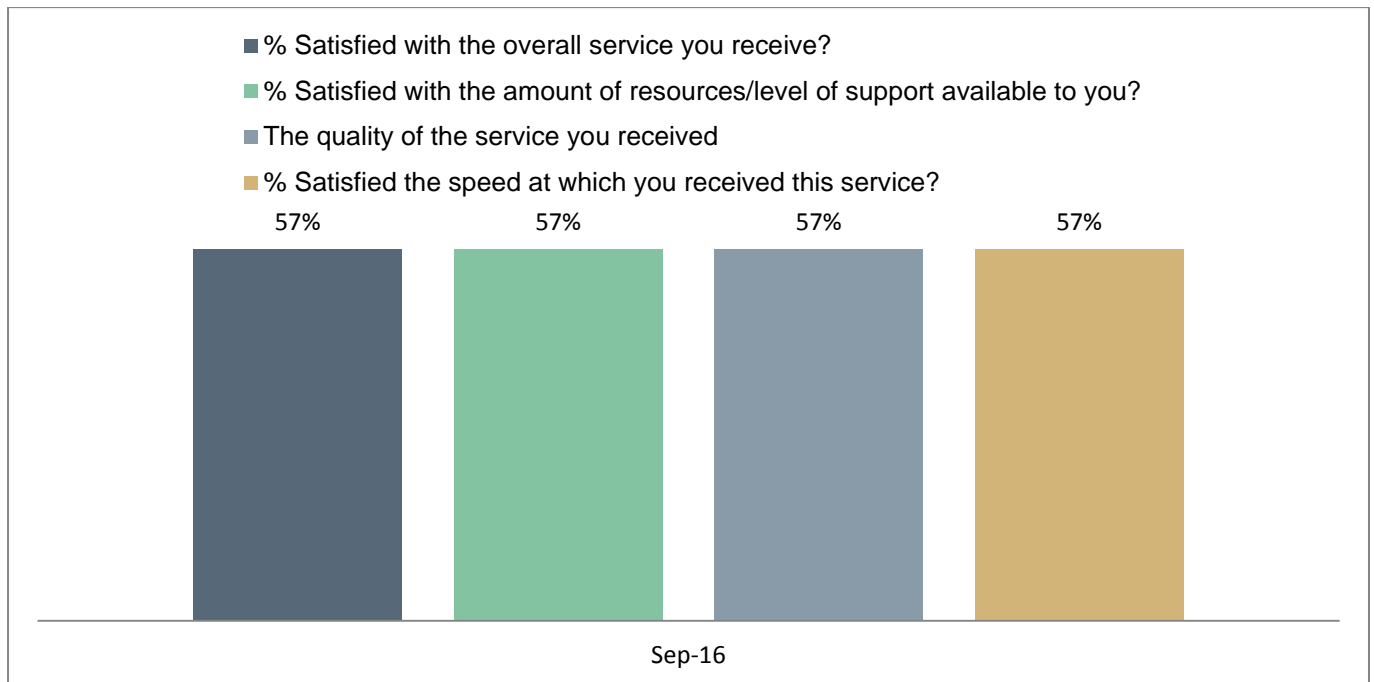
Part of these comments reflects a mismatch in expectations and what the service can offer. In particular, there is an expectation that all property information is held within Property Services. GIS information showing the location of LBN assets is held and 'owned' by the corporate GIS team within LBN which Property Services themselves have to pay to access. Land Registry information is held by Legal Services. Asset Management will work with other services with the aim of broadening access to this information.

Resourcing within the Property Services team has been an issue with an over-reliance on agency workers generating a turnover of resources and lack of continuity. Revised

arrangements are due to be in place during early 2017 which should serve to address resourcing issues.

## Technical Services

Technical Services was included for the first time within the oneSource customer satisfaction survey, with a combined satisfaction score of 57% across all four indicators. It only received a handful of responses, with only 7 in total (3 LBH and 4 LBN) and none of which were from oneSource. Therefore it should be noted the results are unlikely to be representative of the service provided.



**Graph 9: Technical Services (September 2016)**

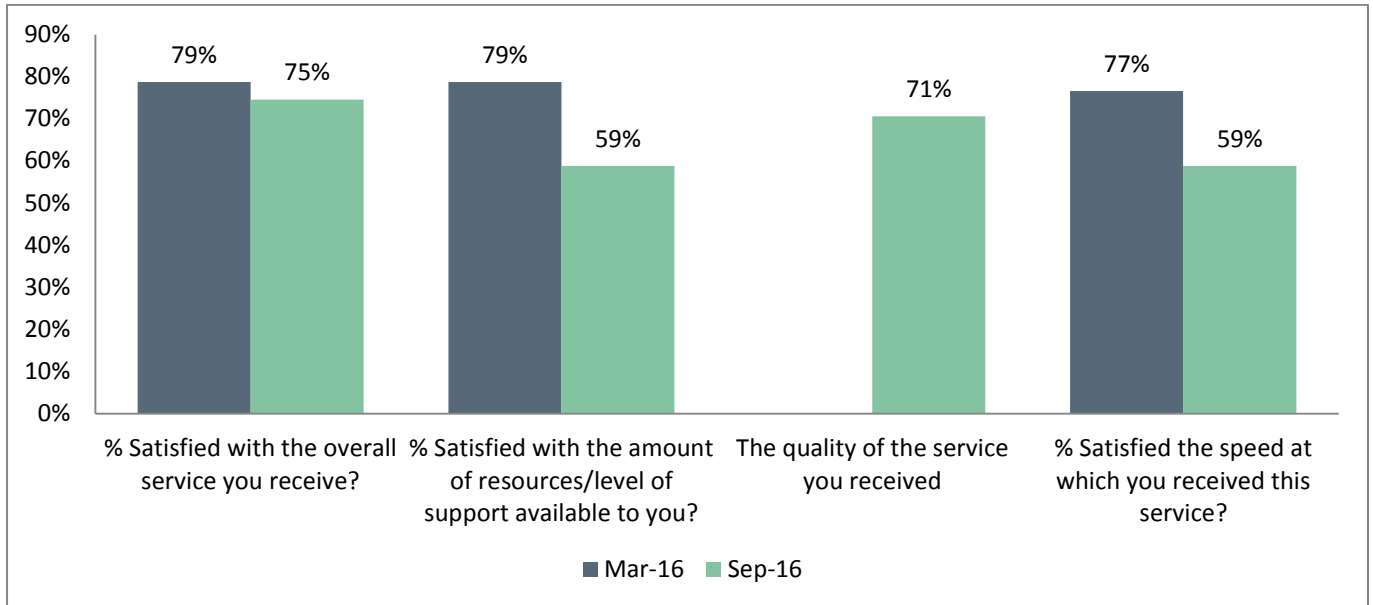
Of the responses received, Technical Services was one of the top performing services within Havering with 100% satisfaction in all four indicators. In Newham, the service rated poorly with the four customers that responded with only 25% satisfaction in all four indicators. There were no responses received from oneSource respondents, despite previously rating 100%.

No comments were given to explain the poor satisfaction within Newham, therefore further investigation is needed.

## Exchequer and Transactional

### Finance Transactional

Finance Transactional included results from Bexley Council for the first time, since the council joined the partnership in April 2016. In total there were 50 responses from across the organisations with 19 from LBH, 18 from LBN, 10 from oneSource and 3 from LBB. Combined overall satisfaction marginally decreased by 4%, but there were lower scores in satisfaction with resources and satisfaction with speed.



**Graph 10: Finance Transactional (March 2016 vs. September 2016)**

Finance Transactional was one of the top performing services within Havering and Bexley, with 89% and 100% overall customer satisfaction respectively. Within Havering, Finance Transactional significantly increased in customer satisfaction by 22%. In Bexley, it achieved 100% satisfaction in all four indicators. However, in oneSource and Newham, overall customer satisfaction decreased by 9% and 35% respectively. In Newham, Finance Transactional dropped from being one its top performing service; this is likely due to the implementation of 1Oracle in April 2016 impacting ways of working and navigation of processes.

There were a few issues raised regarding Finance Transactional including:

- Lack of readily available advice on standard transactional queries;
- Transitional issues with 1Oracle;
- Slow or differing response times to queries;
- Differing customer service;
- Difficulties on how to access or use services;
- Poor or lack of user guides, especially regarding the switch to 1Oracle; and
- Difficulties in navigating 1Oracle.

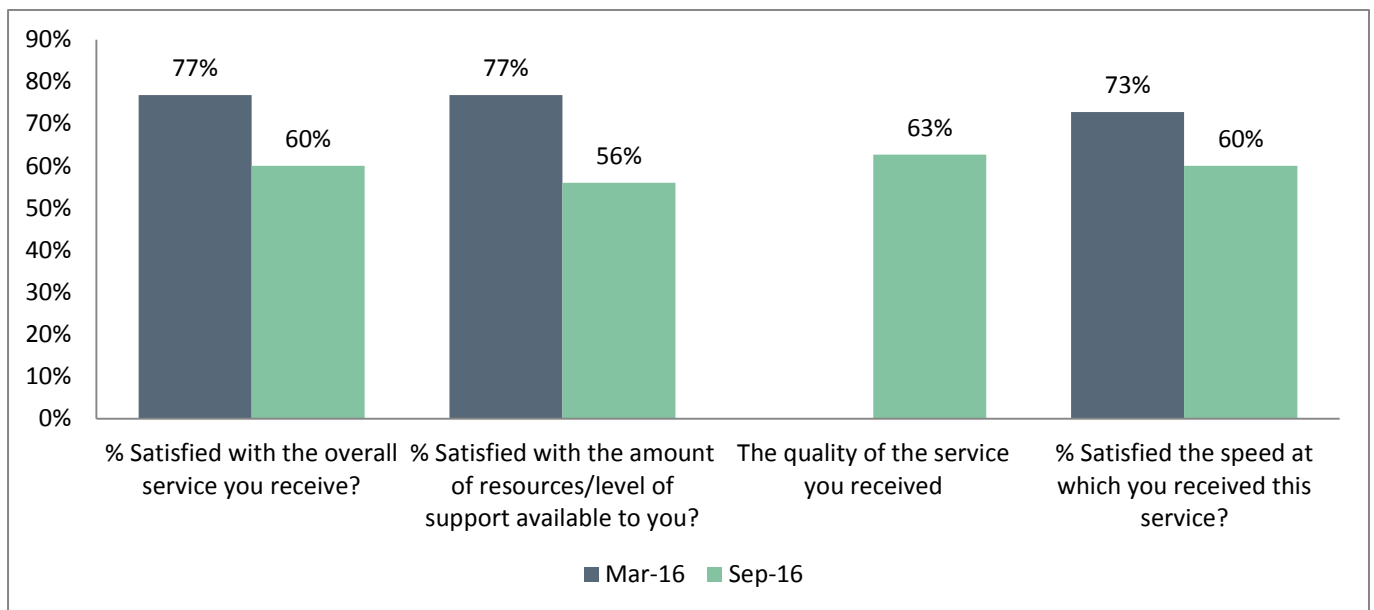
The implementation of 1Oracle at Newham Council has led to backlog of work, particularly in Newham. oneSource Havering staff have greatly been supporting this work and the implementation of 1Oracle. Alongside this, the service underwent a complete restructure that was launched in May 2016 and went live on 1<sup>st</sup> October. This has meant changes in roles, processes and systems as the service operates across three boroughs.

In view of the major change in systems, processes, management, culture and environment; it is inevitable that there is a decrease in customer satisfaction and this has been noted by Exchequer and Transactional's Management team.

It is intended that once full recruitment has completed, and with staff training and development, the team will work collaboratively and focus on providing consistent systems and processes. An increase in performance and customer satisfaction is anticipated.

## HR Transactional

HR Transactional received 75 responses across Havering (26), Newham (33) and oneSource (16). The combined overall customer satisfaction for HR Transactional dropped by 17%, with a decrease in the other two previously reported indicators. Combined satisfaction scores were severely impacted by lower than expected results from Newham Council.



Graph 11: HR Transactional (March 2016 vs. September 2016)

Since March 2015, HR Transactional has made significant improvements in overall customer satisfaction in Havering and has further increased by 12% since March 2016. Satisfaction also increased in satisfaction with speed; with satisfaction with quality exceeding the 80% target. However, customer satisfaction has decreased by 36% in Newham and 11% in oneSource. The customer satisfaction decrease in Newham may be due to the implementation of 1Oracle, which may have impacted ways of working and navigation through processes.

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

- Lack of awareness of differing policies across the councils;
- Unclear processes and procedures;
- Poor record keeping (e.g. recruitment);
- Significant problems after implementation of 1Oracle (e.g. issue affecting payroll);
- Mistakes in recruitment, pension and payroll;
- Delays in recruitment process; and
- Poor advice and support.

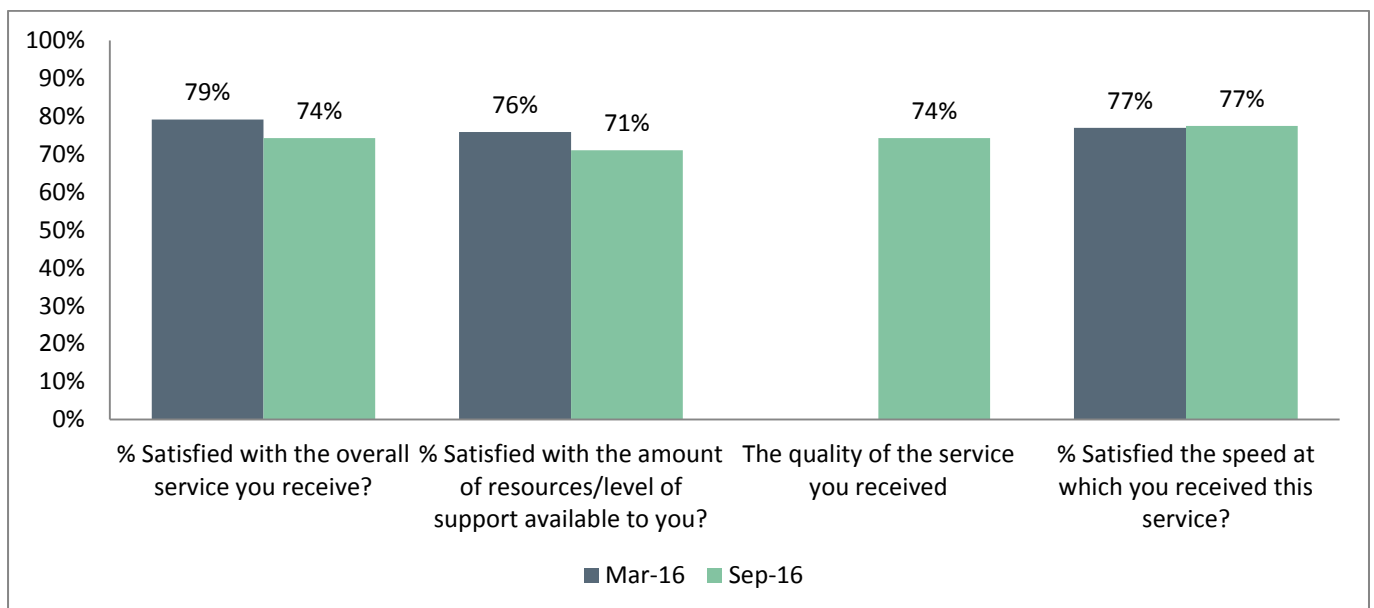
As mentioned, the implementation of 1Oracle and restructures within the service has meant changes in roles, processes and systems as the service operates across three boroughs. The service welcomes comments raised by customers for the service to learn and improve; and will continue its efforts to work collaboratively with staff and customers to improve.

HR Transactional have outlined a number of actions to target the issues raised including implementing an e-resourcing portal and a DBS project. The DBS project will move DBSs online and will re-evaluate all positions within Newham to assess their DBS position. This will then ensure that all employees have the right level of checks for their role.

## Finance

### Strategic and Operational Finance

Strategic and Operational Finance included results from Bexley Council for the first time, 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 a marginal decrease in two of its indicators with a 5% decrease in overall satisfaction.



Graph 12: Strategic Finance (March 2016 vs. September 2016)

Within Havering, Strategic and Operational Finance exceeded its 80% target in three indicators and became one its top performing services. Overall customer satisfaction and satisfaction with speed increased by 7%. In Newham, satisfaction decreased in the three previously reported indicators with overall satisfaction at 69%. Within oneSource, satisfaction is marginally below the 80% target; decreasing by 10% in the three previously reported indicators. Strategic and Operational Finance rated poorly within Bexley with 33% across all four indicators; this rating is heavily skewed by the fact only three people responded regarding the service area.

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

- Competing resources and limited time to assist;
- Limited understanding of requirements; and
- Issues with budget codes and CP

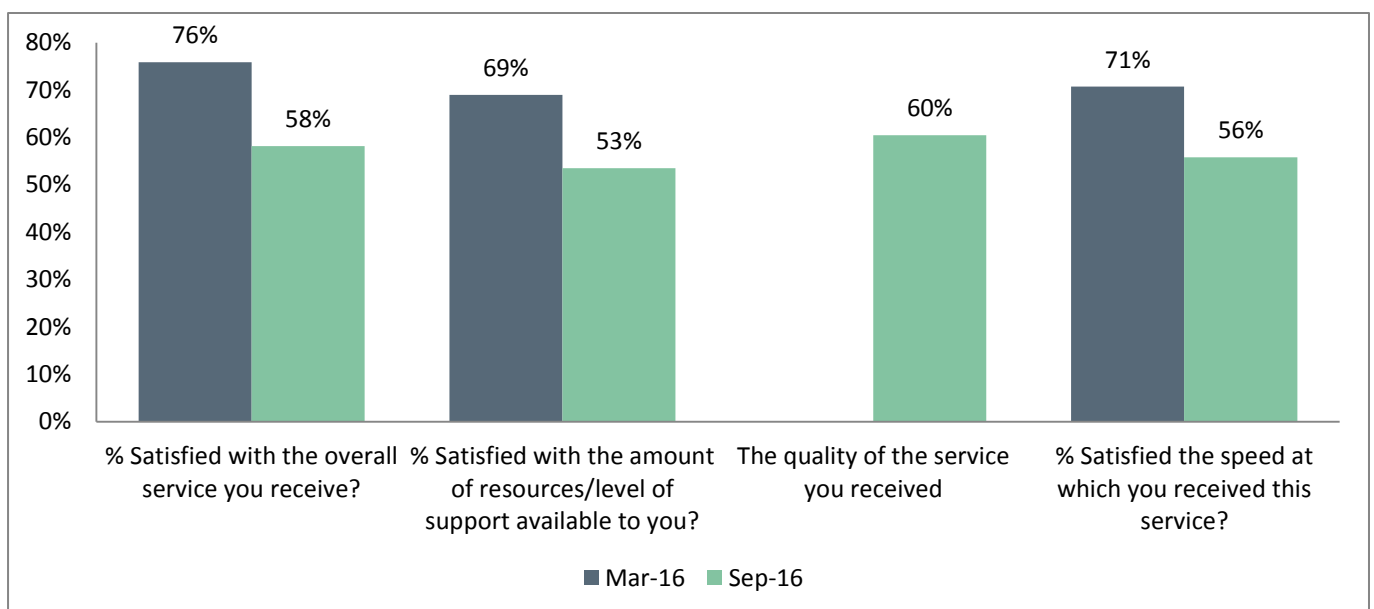
A number of comments praised staff on their helpfulness but indicated that the limited resources available have impacted service delivery.

Survey results show some issues with Finance. As the service is currently nearing the end of a long reorganisation, and Newham have moved to 1Oracle during the period covered by the survey, this is not unexpected. The small number of replies from Bexley means analysis of these would be of limited value.

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 new structure. It is noted that several comments reflect the satisfaction or otherwise of the 'self service' model. Comments in respect of assurance were limited (two in total). Satisfaction levels varied, and again as the service has been undergoing a protracted review, a dip in satisfaction was expected. Management will address customer satisfaction during the integration of the combined service.

## Procurement

Procurement decreased in customer satisfaction across the three previously reported indicators, with satisfaction with quality of service at 60%. The service received 43 responses overall with 14 from Havering, 20 from Newham and 9 from oneSource.



Graph 13: Procurement (March 2016 vs. September 2016)

Satisfaction with Procurement increased in Havering, with the service become one of its top performers and satisfaction increasing significantly by 19%. Within oneSource, Procurement significantly decreased in customer satisfaction to 22% in overall satisfaction and satisfaction with resources, with the remaining two indicators at 33%. This is a decrease in 62% in overall customer satisfaction since the previous survey. Within

Newham, customer satisfaction also decreased by 21% in overall customer satisfaction, with satisfaction at 55% in all four indicators.

Other important issues identified include:

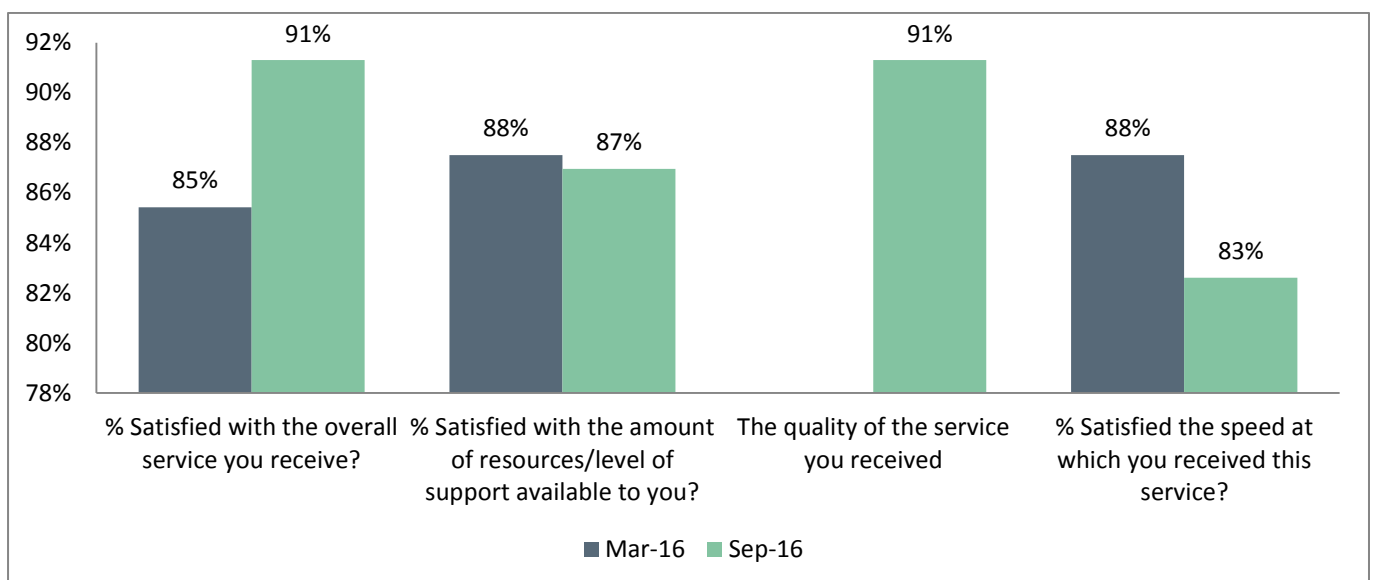
- Quality of advice is officer dependent or poor;
- Delayed responses;
- Not informing customers of procedures (e.g. purchase orders over £25k are held to check that it's not in breach of EU limits); and
- Delay in providing a replacement officer when procurement lead is pulled away or on leave

There were a number of positive comments singling out staff for their “efficiency”, “helpfulness” and “knowledge”. There is a disparity in customer satisfaction and further action is required to address this.

Procurement has undertaken a more specific voice of the customer review which is being analysed and will form part of their plan to improve customer satisfaction. The results are being analysed, and will inform how the service interacts with customers in future.

### Internal Audit, Risk, Insurance and Counter Fraud

The overall customer satisfaction for Internal Audit, Risk, Insurance and Counter Fraud has improved by 6%; 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 14: Internal Audit, Risk, Insurance and Counter Fraud (March 2016 vs. September 2016)

Individually, Internal Audit exceeded the target in all four indicators in Havering and oneSource, with 100% satisfaction across the board in Havering. In Newham, overall customer satisfaction increased to 78% by a significant 18% rise. The service received 24 responses overall with 6 from Havering, 9 from Newham, 3 from Bexley and 6 from oneSource.

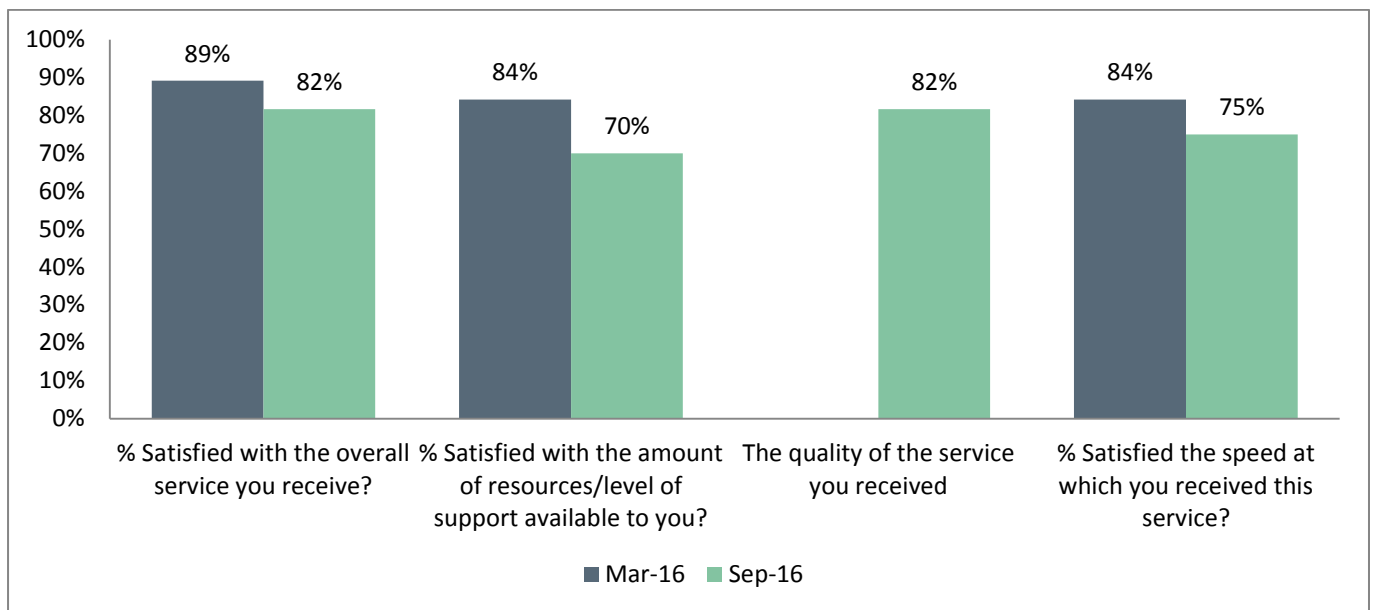
Only two comments were received regarding Internal Audit, with differing opinions. One comment remarked on the “excellent support on school internal audits” and the other comment stated the service is “not fit for purpose.

## Human Resources

### HROD

HROD is one of the top performing services in oneSource, and rated highly with oneSource and Newham customers. The service exceeded the 80% target in two of its indicators (overall satisfaction and satisfaction with quality). Overall combined satisfaction decreased by 7%, due to lower than expected results in Havering. Satisfaction with resources and satisfaction with speed decreased by 14% and 9% respectively.

During this reporting period, HROD underwent 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 15: HROD (March 2016 vs. September 2016)

HROD exceeded targets in all four indicators in oneSource and two indicators in Newham. However in Havering, customer satisfaction decreased in the three previously reported indicators. Overall satisfaction, satisfaction with resources and satisfaction with speed dropped by 10%, 16% and 11% respectively.

The issues raised were in regards to:

- Not providing enough support
- Lack of digital forms;
- Speed of responses; and
- Lack of information (e.g. which HR officer needs to be contacted, whether an officer is dealing with a submitted request).



There were a number of positive comments about staff within the service and the quality of work they provide, with different staff being singled out for the support and help.

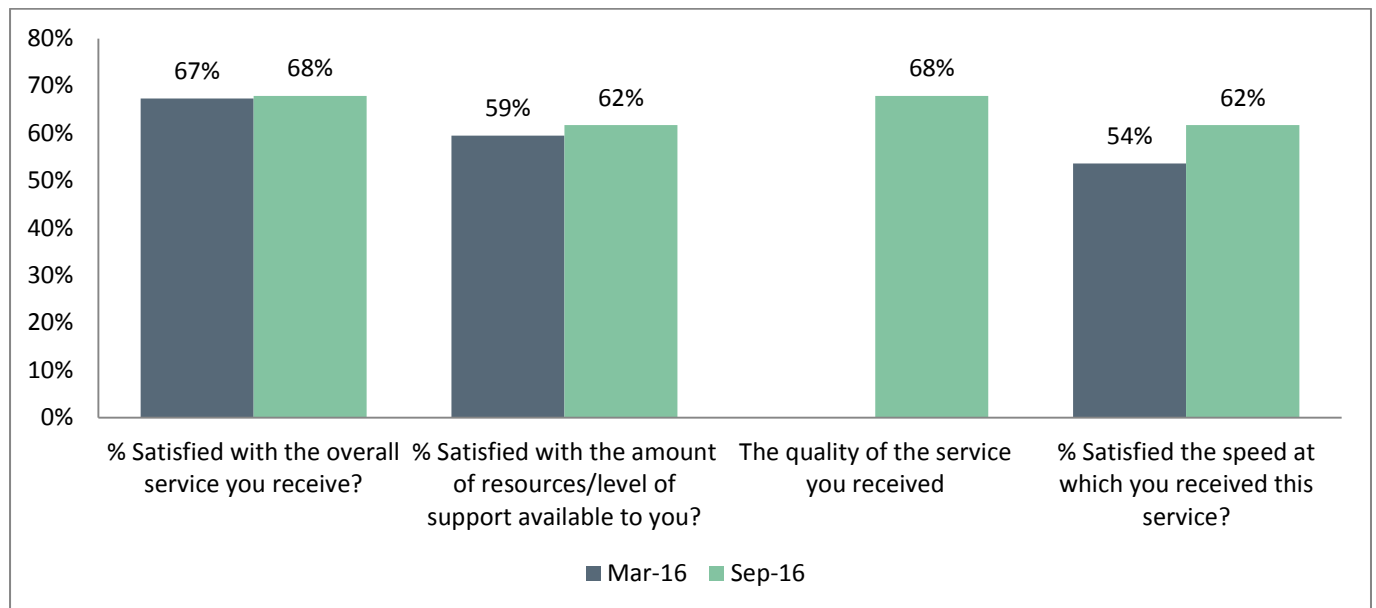
HROD have outlined a number of actions to target the issues raised and will be discussing the customer satisfaction results at their away day session including:

- Monthly drop-in sessions have been organised for managers to discuss any issues or problems with accessing services;
- 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.

## Technology and Innovation

### ICT

ICT has marginally increased in satisfaction in three previously reported indicators. The service received 81 responses in total (27 LBH, 39 LBN and 15 oneSource). Overall satisfaction has increased by 1% since March 2016; with 3% and 8% increase in satisfaction with resources and satisfaction with speed of service respectively. This is a result of increase satisfaction within oneSource.



Graph 16: ICT (March 2016 vs. September 2016)

Within Havering, overall satisfaction decreased by 11% with greater decreases in satisfaction with resources (17%) and satisfaction with speed (11%). Within Newham, satisfaction increased in two indicators, with satisfaction with resources and satisfaction with speed increasing by 10% and 14% respectively. Overall satisfaction marginally decreased by 1%. oneSource rated satisfaction highly within all four indicators, with satisfaction exceeding the 80% target in all four. However, most of the responses received from oneSource were from individuals within ICT, therefore indicating an inherent bias.

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

- Delays in resolving service requests;
- Managers needing to “chase” up service requests;
- Issues not resolved correctly;
- Poor customer service;
- Applications freezing or slow; and
- Cost of hardware

There were a number of positive comments stating that individuals within the service are good at delivering a service, but indicating that ICT as a whole has poorer delivery.

There has been a significant drive to reduce the backlog of Service Requests and Incidents to within target Service Levels. The average completion time is down from 12 to 3 days. The target operating model is for incidents to be cleared the same day.

The management team recognises that communication has been poor and calls will not now be closed without first contacting the customer and confirming everything is working correctly. This has resulted in improved call customer satisfaction rising from 5.71 in February to 6.33 in October.

ICT has recruited permanent staff to fill vacancies in general and specialist groups reducing the dependence upon a few key individuals and ensuring appropriate cover is available when needed.

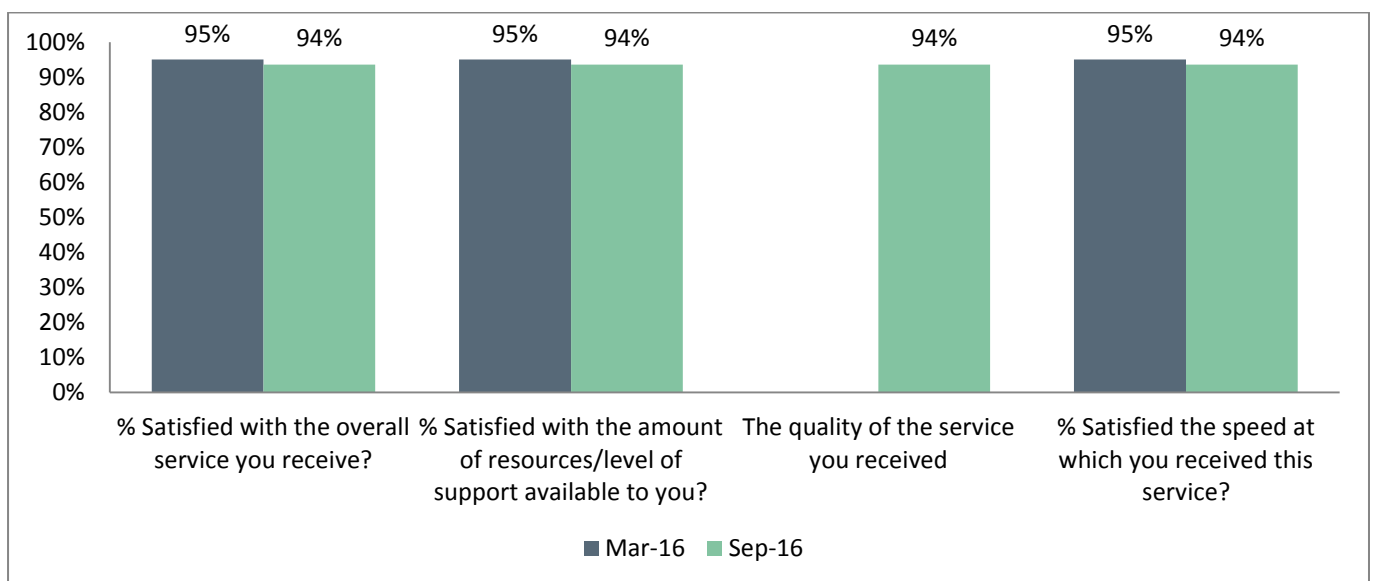
Positive strides have been made in the last 3 months around ownership, delivery and customer service but there is still much work to be done. This will continue on an ongoing basis.

There are a number of ongoing initiatives to improve ICT service delivery, specifically:

- 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.

## Printing Services

Printing Services has remained in the 90% range and exceeded the 80% target though there was marginal 1% decrease in customer satisfaction. Customer satisfaction was 94% in all four indicators. The service received 47 responses overall with 19 from Havering, 18 from Newham and 10 from oneSource.



Graph 17: Printing Services (March 2016 vs. September 2016)

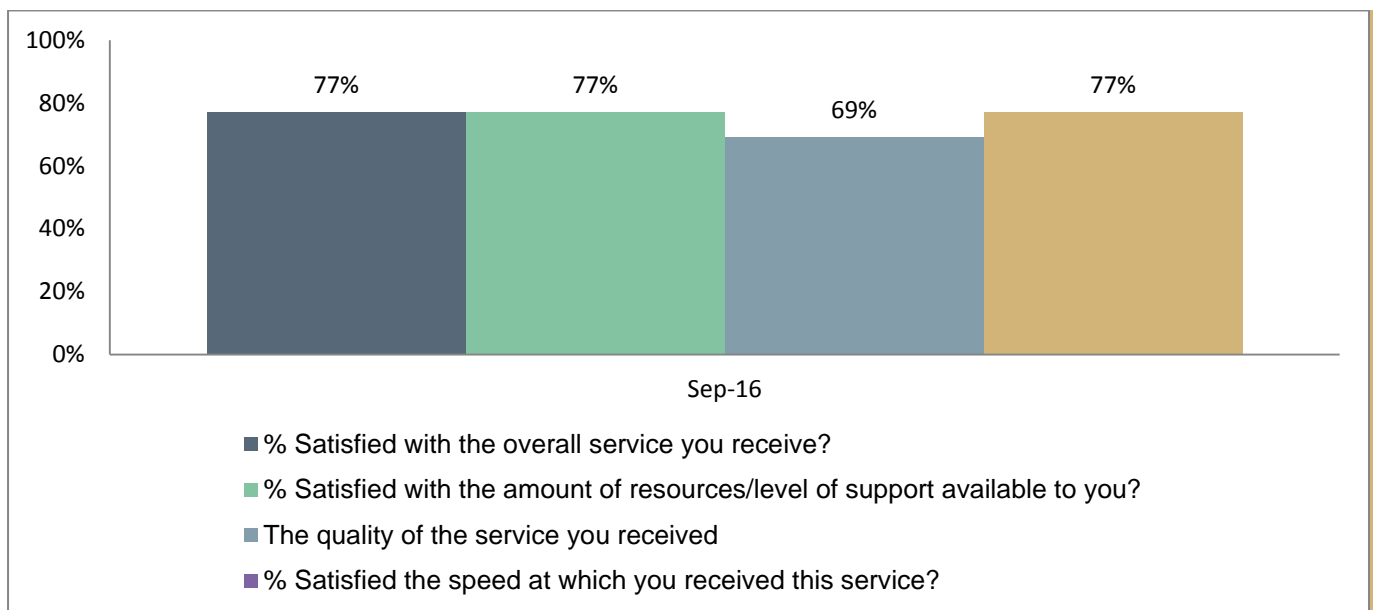
Individually, Printing Services scored highly and achieved 100% in all four indicators in Havering and oneSource. In Newham, Printing Services surpassed the target in all four indicators with 88% satisfaction.

The only issues raised were in regards to speed of delivery and responsiveness. However, a number of the comments were positive, with comments stating “outstanding service” and “top class service”.

The SLA standard is for a 3 day turnaround and whilst the service tries to accommodate requests for a faster turnaround, this is limited by the resources available and work demands.

### Business Improvement

Business Improvement was surveyed for the first time for customer satisfaction. The service was marginally below the 80% target figure in three of four indicators. The only issues raised were in regards to the poor customer engagement for data needed and how manual processes can be improved.



**Graph 18: Business Improvement (September 2016)**

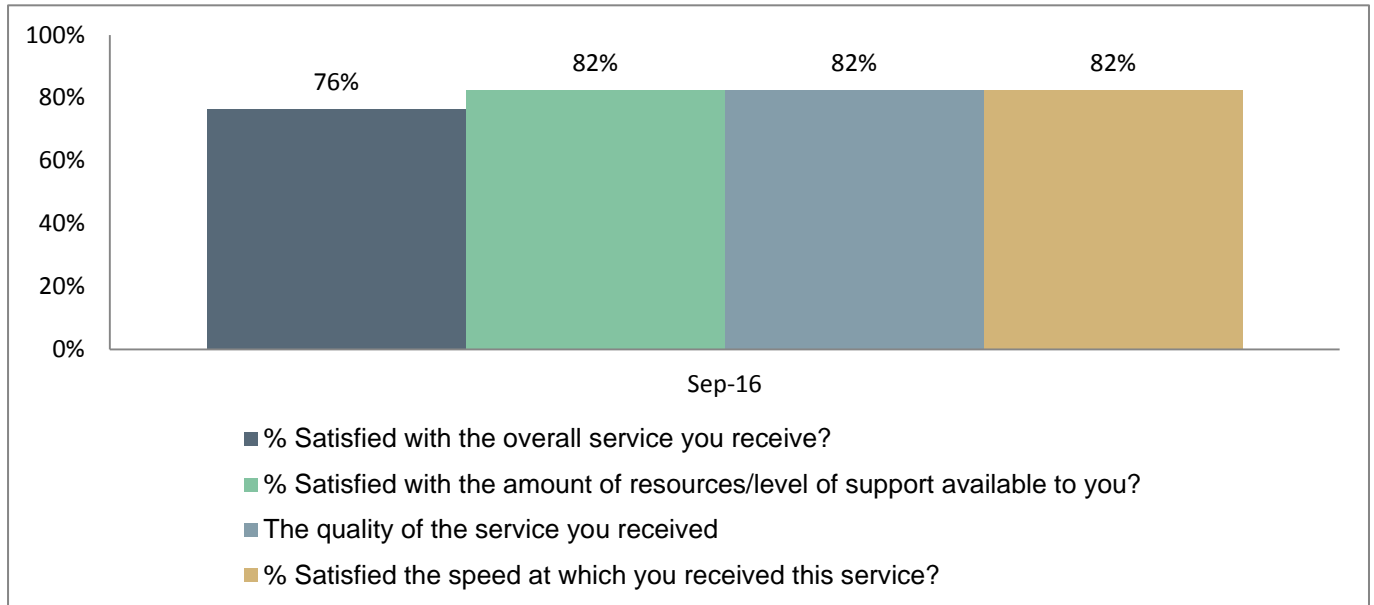
Individually, Business Improvement rated highly within oneSource with 86% overall satisfaction and exceeding the 80% target in satisfaction with resources and satisfaction with speed. The Business Improvement team is predominantly utilised by oneSource as the team helps deliver the transformation projects. Within Newham, satisfaction was 67% in all four indicators. Havering Council and Bexley do not utilise this function and therefore no results were provided. The service received 13 responses overall with 6 from Newham and 7 from oneSource.

The data is used to form an overview of processes, transactional flows, demand levels and activity over time; establishing trends and determining what success is for business improvement engagement. Greater transparency and communication around the ‘art of the

*possible* and what Business Improvement can do will assist services to achieve service improvements.

## Programme Management Office (PMO)

The Programme Management Office was surveyed for the first time for customer satisfaction. The service exceeded the 80% target figure in three of four indicators, with overall satisfaction marginally below. Issues raised were in regards to the Verto process which appeared to be over bureaucratic and complex.



**Graph 19: Programme Management Office (September 2016)**

Individually, PMO rated highly within Newham with 80% overall satisfaction and 87% in the remaining three indicators (satisfaction with speed, quality and resources). Within oneSource, customer satisfaction was 50% in all four indicators. Havering Council does not utilise the PMO function and therefore no results were provided. Overall there were 17 responses for PMO with 15 from Newham and 2 from oneSource.

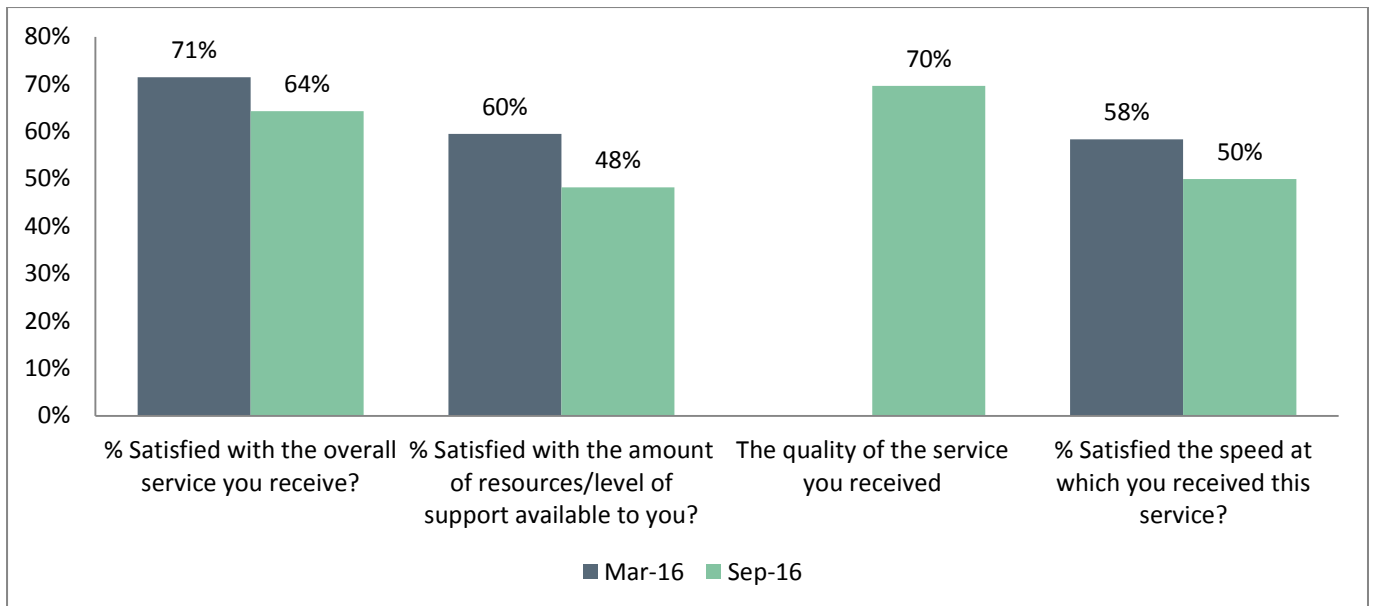
The PMO has gathered feedback from services and the wider professional project management community to adopt leaner templates proportionate to good project governance. Governance is determined by the requirements of the financial regulations. The PMO offers advice but does not determine corporate policy.

Verto was chosen as the best solution for the council. It provides the necessary functional features such as toolkit, governance, approvals, along with integration with CP, finance and reporting. The expectation that all projects are managed using the Council methodology MAAP and Verto is a corporate decision. The PMO provides support and training on request to meet services' needs.

## Legal and Governance

### Legal Services

Legal Services has dropped in overall customer satisfaction by 7%, with satisfaction also dropping in the other two previously reported indicators. Customer satisfaction with quality of work was 70%. Legal Services has 56 responses, with 22 from Havering, 27 from Newham and 7 from oneSource.



Graph 20: Legal Services (March 2016 vs. September 2016)

Satisfaction with resources available and speed were low for all three organisations. However satisfaction with quality rated highly in Havering with 82%. There is a disparity in customer satisfaction across the three organisations and needs to be addressed.

The issues identified included:

- Slow responses and delays in work;
- Delays in clearing reports
- Difficulties in engaging service or obtaining advice;
- Limited capacity impacting speed at which supported;

This has impacted on other services ability to deliver on time, as they are continuously awaiting advice or instructions. However, there were a number of positive comments, particularly from Newham customer, indicating that there is a “turnaround” and the service is making steady improvement.

It is evident that the current SLA resource is short of the demand for the service, leading to delays in key areas (e.g. commercial work). A significant number of posts are funded by additional resources from directorates rather than the service’s base budget and oneSource is also funding 5 legal posts to meet demand. This is creating an overspend which is not sustainable.

Legal services will be working with departments and authorities to ensure that the resources available and the demand match as far as possible. Where there is a gap, the service will need to agree with the relevant authority on whether there additional resources are made available or demand is reduced. The service is currently in the early stages of building resources, and improving poor systems and its backlog.

In addition, the service will be working on the following initiatives to improve customer satisfaction and communication: -

- 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.

## 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 "individuals go above and beyond", "staff and managers trying hard", "helpful", "responsive" and "customer focused". In regards to operational style, there was a clear understanding from oneSource customers who praised the opportunities and benefits of the shared service.

For "what do you like least about the service provided", customers have indicated there is a fragmentation of services within oneSource and the differing political agendas have impacted on delivery. In addition, the restructures and continual changes within oneSource has left staff unsure of the main contacts for service delivery. 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.

Customers would like more support from oneSource, with clear points of contacts for services. Given the changes and the implementation of new systems and processes, comments have also indicated that customer would like better communication regarding these and training where appropriate.

Finally, for how oneSource can improve its service delivery, comments indicate a clear list of responsibilities are needed to understand self-service and for greater transparency. In addition, customers would like greater flexibility when dealing with requests and for staff to improve customer service (e.g. to listen to customers and manage their expectations).

For Havering customers, there have several comments regarding delays in delivering services and the capacity of staff to deliver. Comments from Newham customers indicate that they believe that oneSource is shifting responsibility from oneSource to managers, thus not supporting managers, and there is a lack of clarity regarding lines of responsibility. For oneSource, understandably the comments are centred on needing greater communication and top-level information, with less bureaucracy and more streamlining of processes.

## Conclusion

Overall, customer satisfaction has decreased since March 2016. Several service areas have decreased in customer satisfaction though there were more top performing services in Havering. Despite the decrease, there is a difference in how customers rate oneSource from each organisation. Within Newham, Property Services and HR Transactional rated poorly despite having high scores within Havering and oneSource (in the case of HR Transactional). It is clear that the disparity in the different services provided needs to be addressed, but given the lower response it should be noted that the results may not be representational of the service. The general issue with the decrease in customer satisfaction appears to be delays in responses and lack of information available, whether this is clarity on roles and responsibilities, or service request updates. Each service has developed a list of actions to tackle the issues raised within the customer satisfaction survey.



## Action Plan

Service Area	Director	Actions
Asset Management	Mark Butler	<ul style="list-style-type: none"> <li>• Implementation of Technology Forge helpdesk to provide a universal point of contact and improve information flow.</li> <li>• Review of lockers and deposit system</li> <li>• Work with other services to broaden access to GIS systems and Land Registry information.</li> </ul>
Exchequer and Transactional	Sarah Bryant	<ul style="list-style-type: none"> <li>• A project plan has been established to identify and support customers priorities for service improvement.</li> <li>• Transactional Services Managers will be working closely with managers across the councils to identify issues and address them through training, support and help.</li> <li>• Additional resources are working to reduce backlogs of work until the restructure is embedded and resourced.</li> </ul>
HROD	Caroline Nugent	<ul style="list-style-type: none"> <li>• Monthly drop-in sessions have been organised for managers to discuss any issues or problems with accessing services;</li> <li>• E-resourcing form will remove paper forms and duplication, therefore result in fewer queries;</li> <li>• Management at both Havering and Newham met with the new HROD teams;</li> <li>• A structure chart with pictures will be circulated once recruitment has been finalised;</li> <li>• A document is being developed with Exchequer and Transactional outlining the roles and responsibilities for self-service (officers and managers), HROD and HR Transactional.</li> </ul>
Technology and Innovation	Priya Javeri	<ul style="list-style-type: none"> <li>• Better understanding partners' needs, allocation of resources according to project needs, prioritisation of programmes and projects with partners' agreement.</li> <li>• Review and replacement of the current ICT infrastructure to improve system speed and availability with a drive to move to cloud services improving availability.</li> <li>• Creation of clear ICT and Digital strategies which support the business aims and direction.</li> </ul>

<p><b>Legal</b></p>	<p>Daniel Fenwick</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Highlighting customer satisfaction at team meetings to ensure officers are aware of client perceptions and can improve accordingly.</li> <li>• Emphasising the importance of maintaining customer contact, even if tasks are in the middle of completion.</li> <li>• 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.</li> </ul>
<p><b>Strategic and Operational Finance</b></p>	<p>Paul Thorogood</p>	<ul style="list-style-type: none"> <li>• 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 new structure</li> </ul>

