

**ONESOURCE
JOINT COMMITTEE
28 July 2017**

Subject heading:

Customer Satisfaction Report

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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

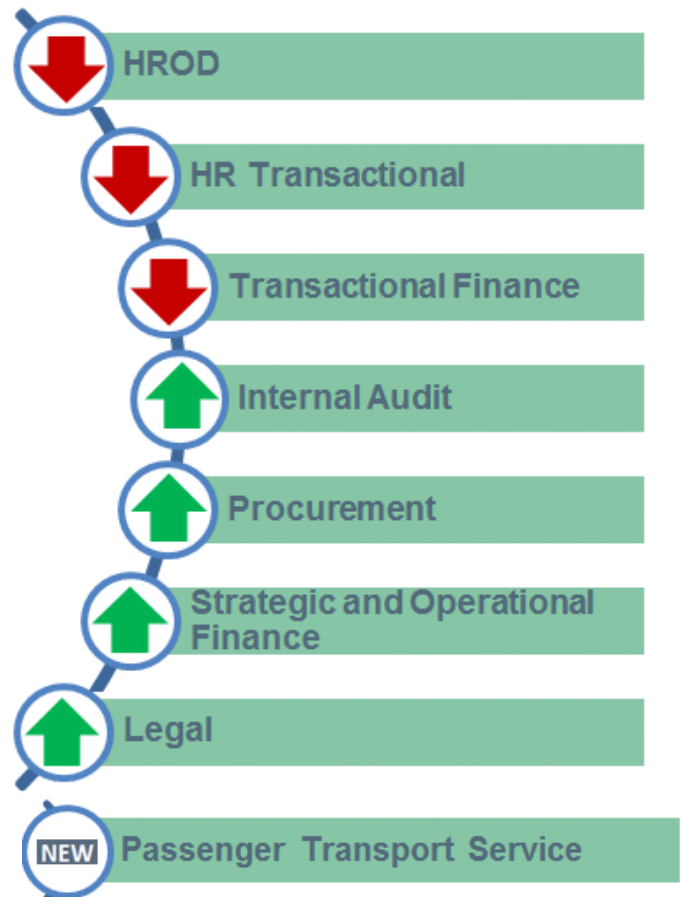
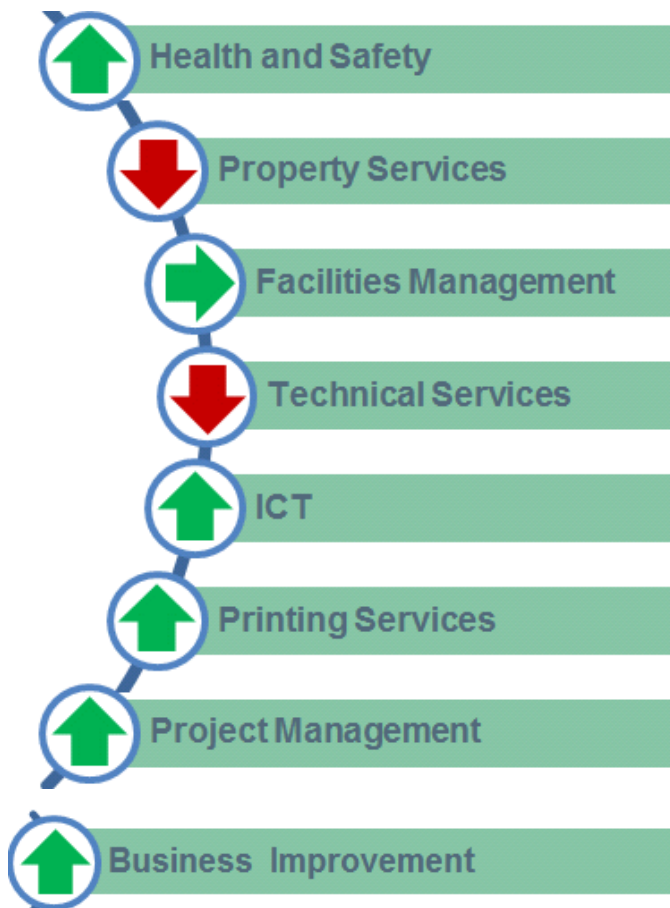
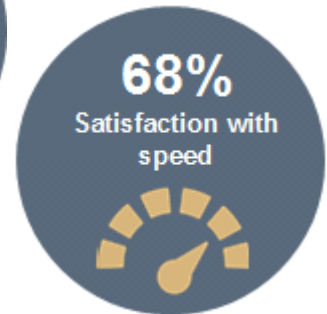
¹ Figures have been rounded up to two significant figures – exact percentages can be found in the appendix.

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.

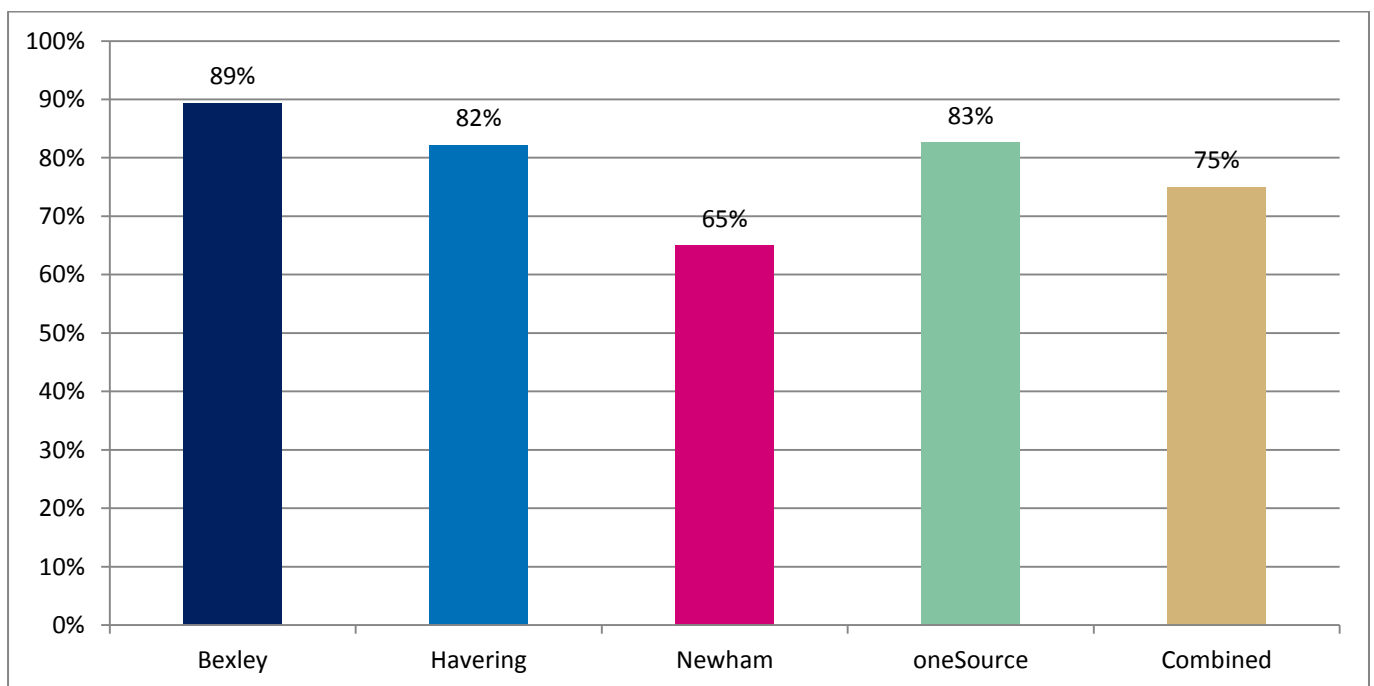
Customer Satisfaction Data



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.

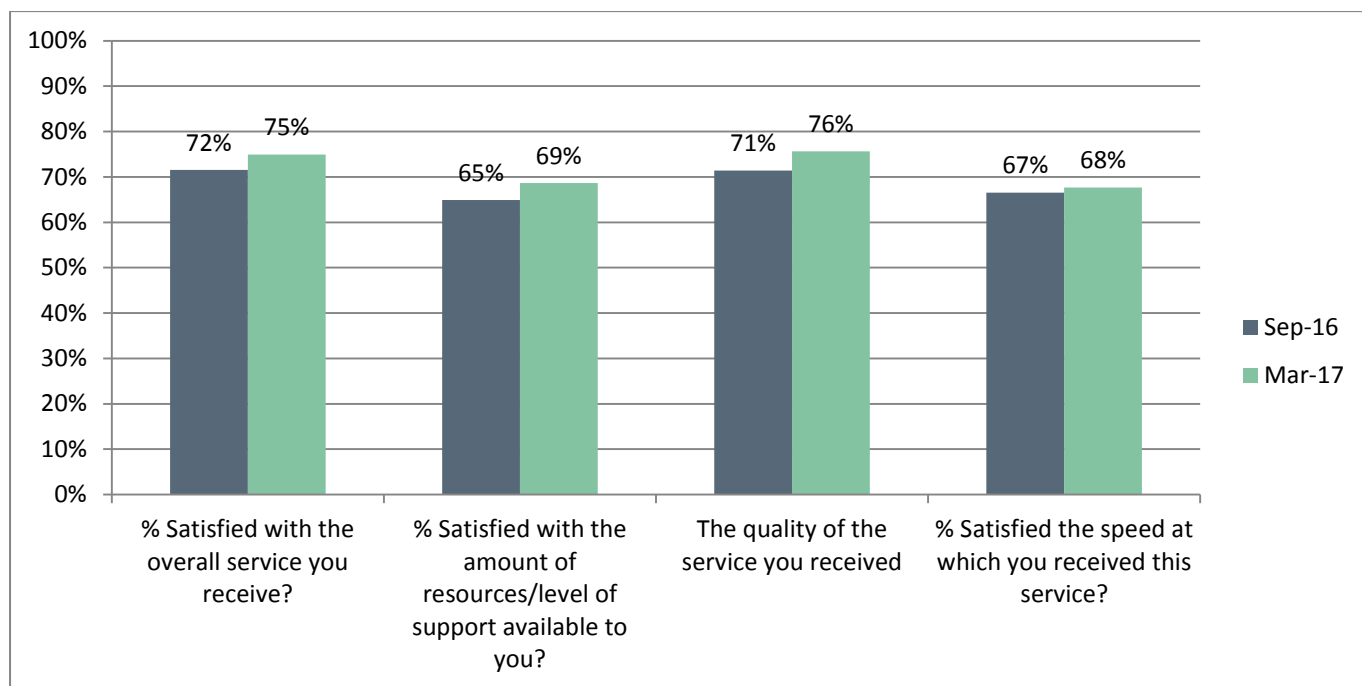
Individually, customer satisfaction with the service received is 82% from Havering Council, 65% from Newham Council, 89% from Bexley Council and 83% from oneSource. Customer satisfaction has increased for Bexley, Newham and oneSource with a marginal decrease for Havering. Customer satisfaction within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

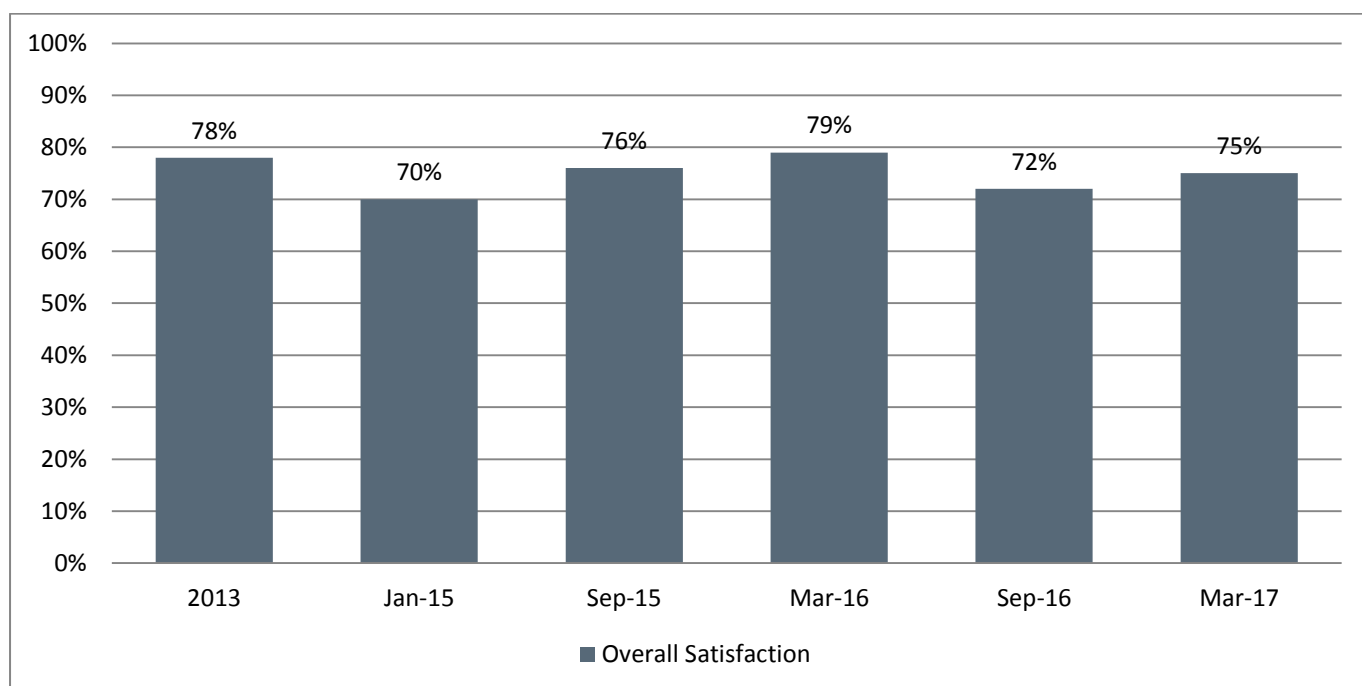
There is a disparity customer satisfaction across the organisations; therefore further actions are required to address this. Newham continues to have significantly lower satisfaction compared to the other three organisations.

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

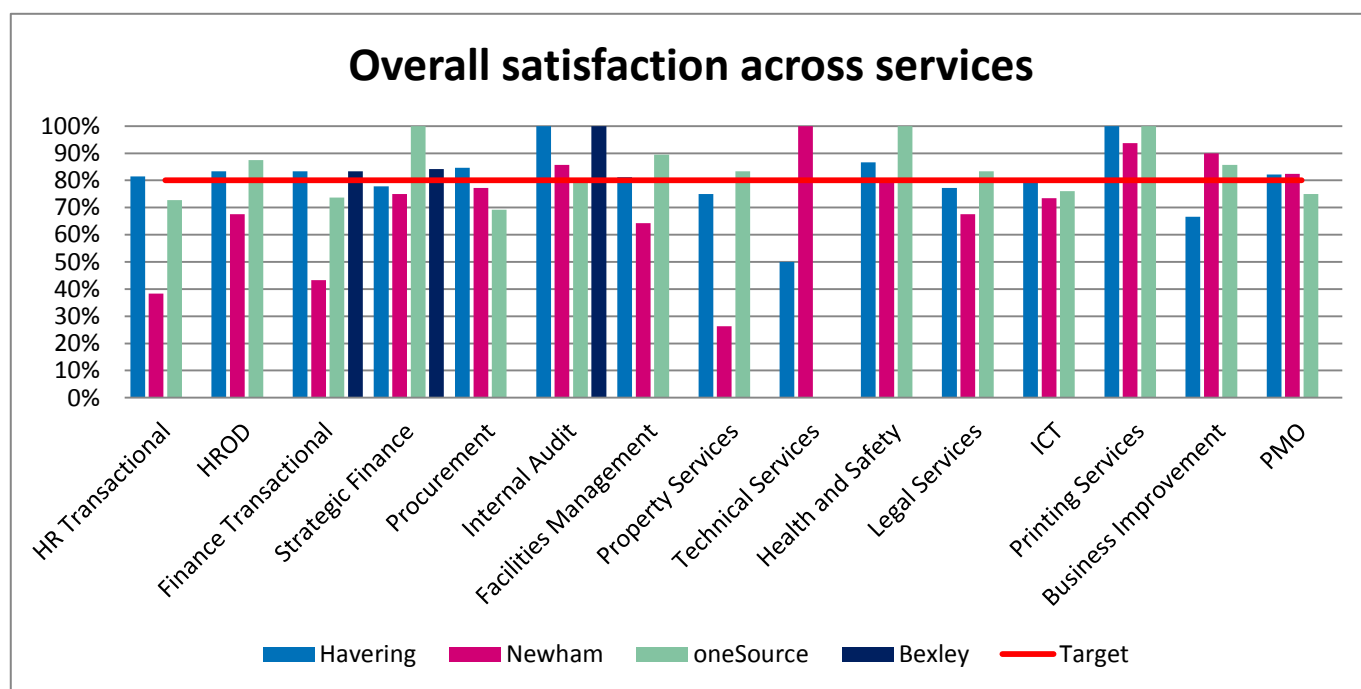
The number of services meeting or exceeding the 80% target increased from four to six. The six best performing services (out of 14) were Strategic Finance (82%), Health and Safety (86%), Printing Services (97%), Internal Audit and Counter Fraud (91%), Business Improvement (85%) and Project Management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

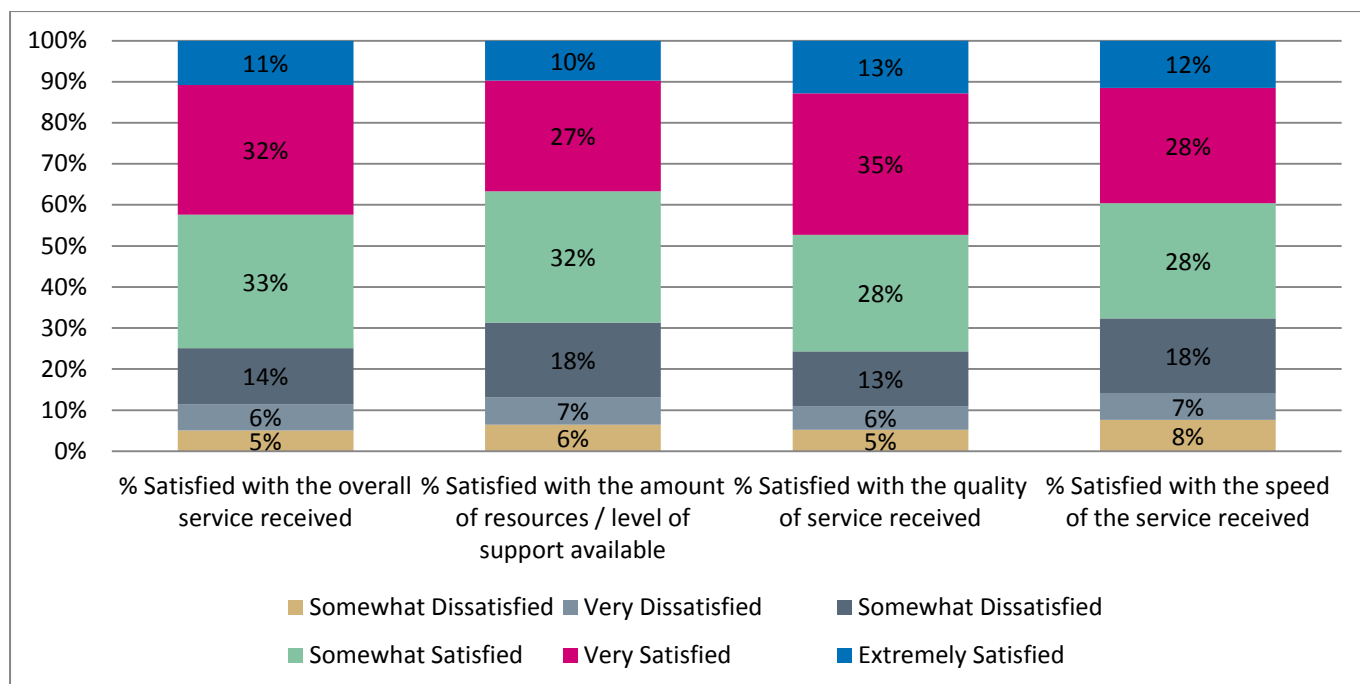
For Newham, the top performing services were Internal Audit and Counter Fraud (86%), Technical Services (100%), Health and Safety (80%), Printing Services (94%), Business Improvement (90%) and PMO (82%). The number of top performing services increased from October 2016 where there were only three services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

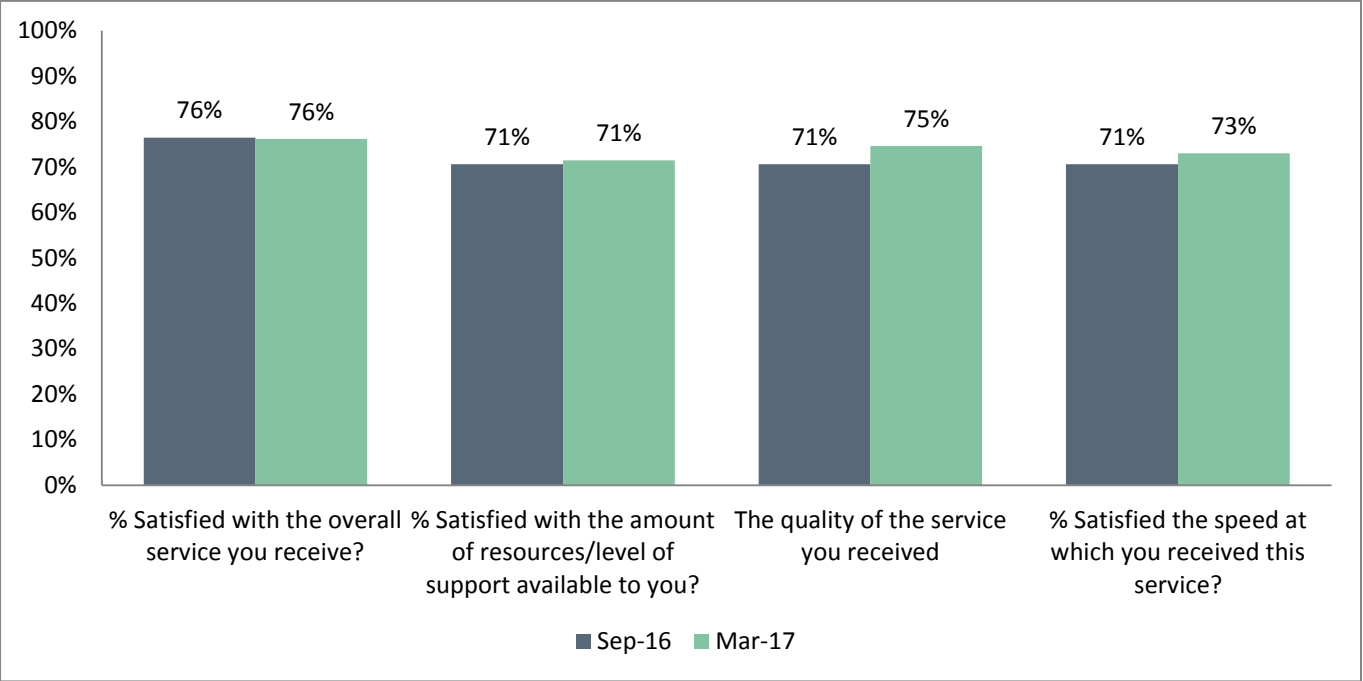
Across the oneSource services surveyed:

- 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

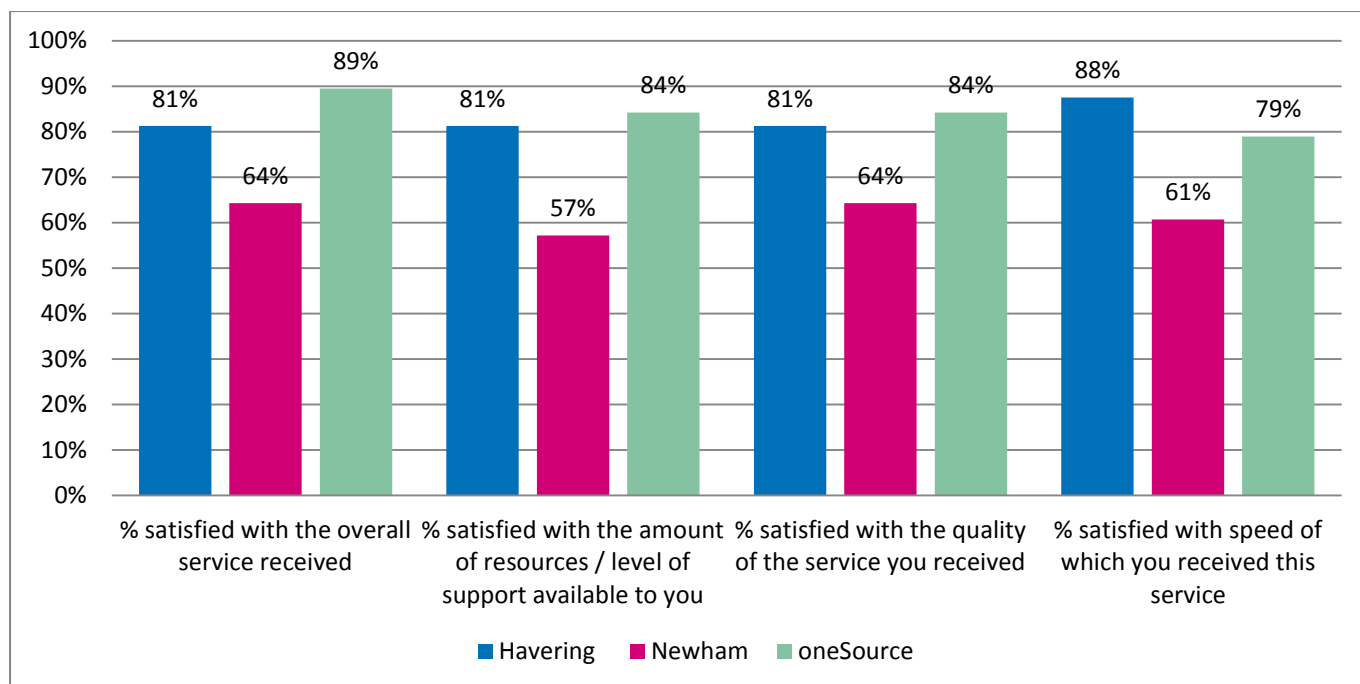
Facilities Management received 51 responses with 16 from LBH, 28 from LBN and 19 from oneSource. Facilities Management has increased customer satisfaction in two indicators (satisfaction with quality and satisfaction with speed), with overall satisfaction and satisfaction with resources remaining the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

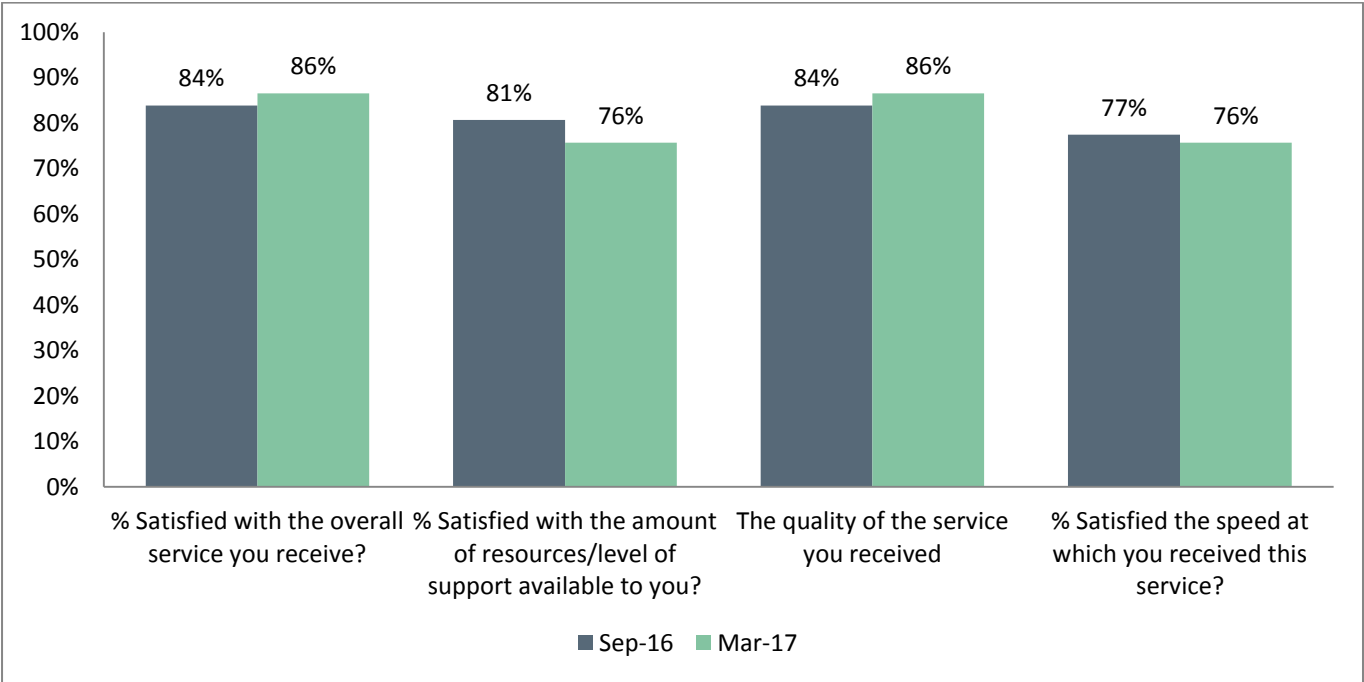
Facilities Management achieved £500k in savings by revising the frequency of the cleaning to non-public areas within Dockside and other measures such as removing paper towels installing Dyson Airblades, and changing. The service will monitor cleaning contracts to ensure standards remain within range.

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.

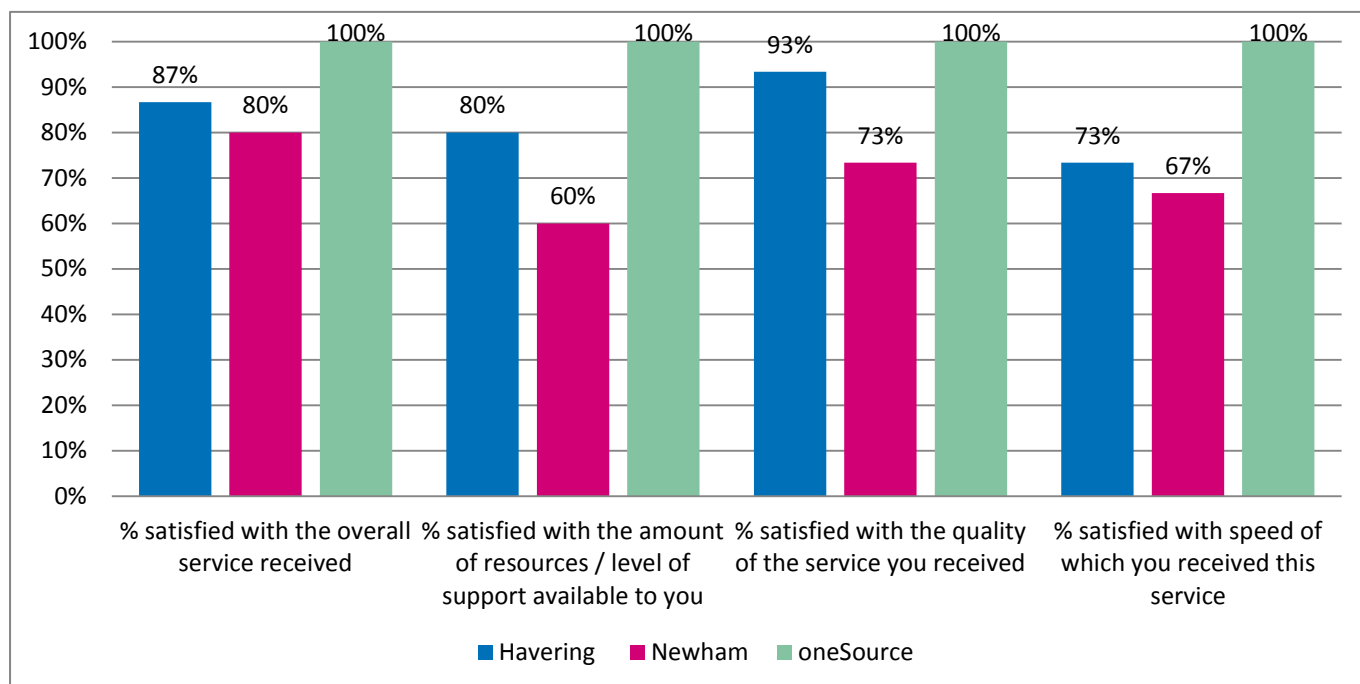
Health and Safety

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

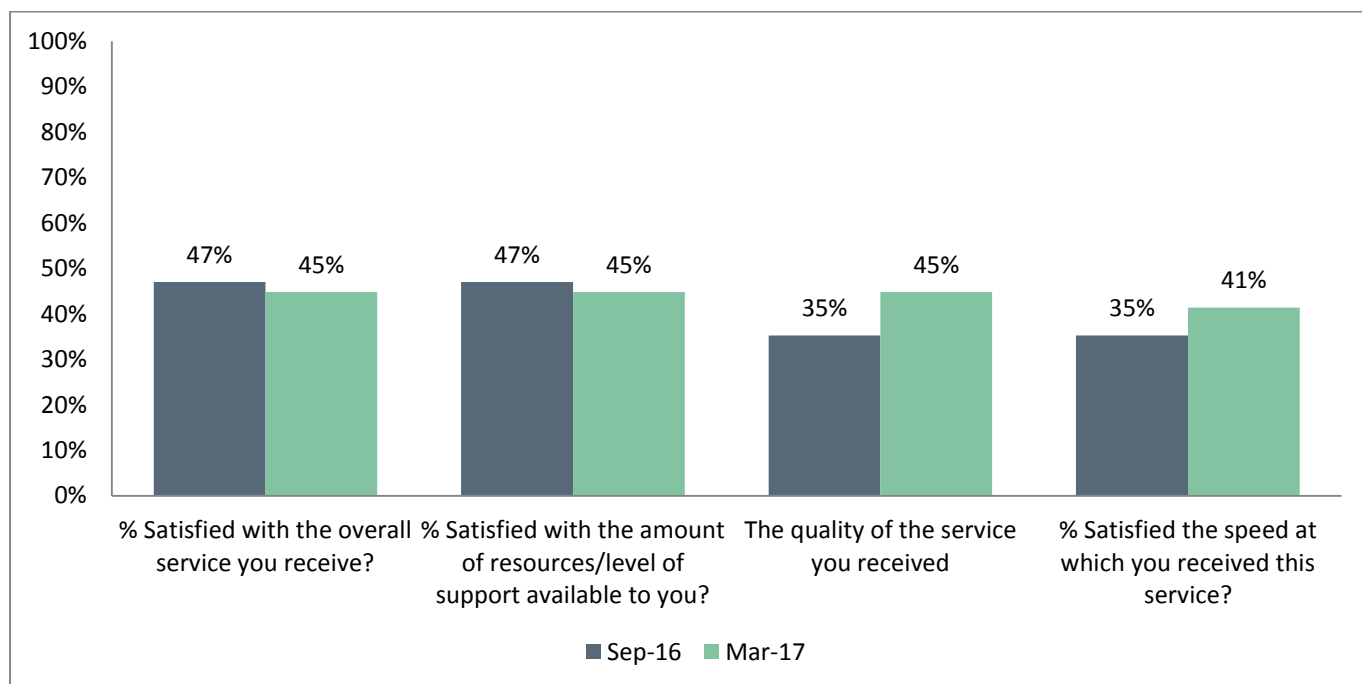
Health and Safety has launched a framework of audits and will continue its schedule. This will be followed by a gap analysis to identify issues and to develop workstreams. Initially, the service was inundated with SRA requests and was unable to confirm dates for availability. This issue has now been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

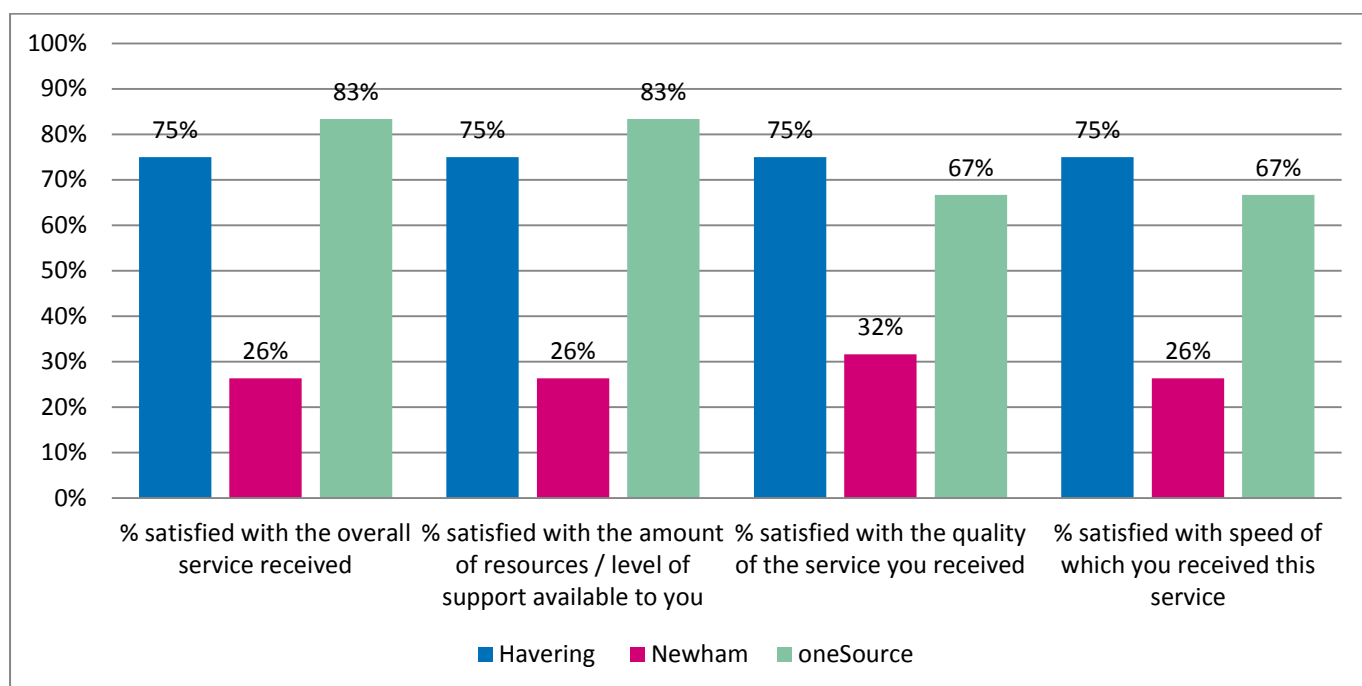
Property Services had a marginal decrease (2%) in overall customer satisfaction and satisfaction with resources. However, satisfaction with quality and speed has increased by 10% and 6% respectively. Property Services was the lowest rated service across the 14 services, with results significantly affected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

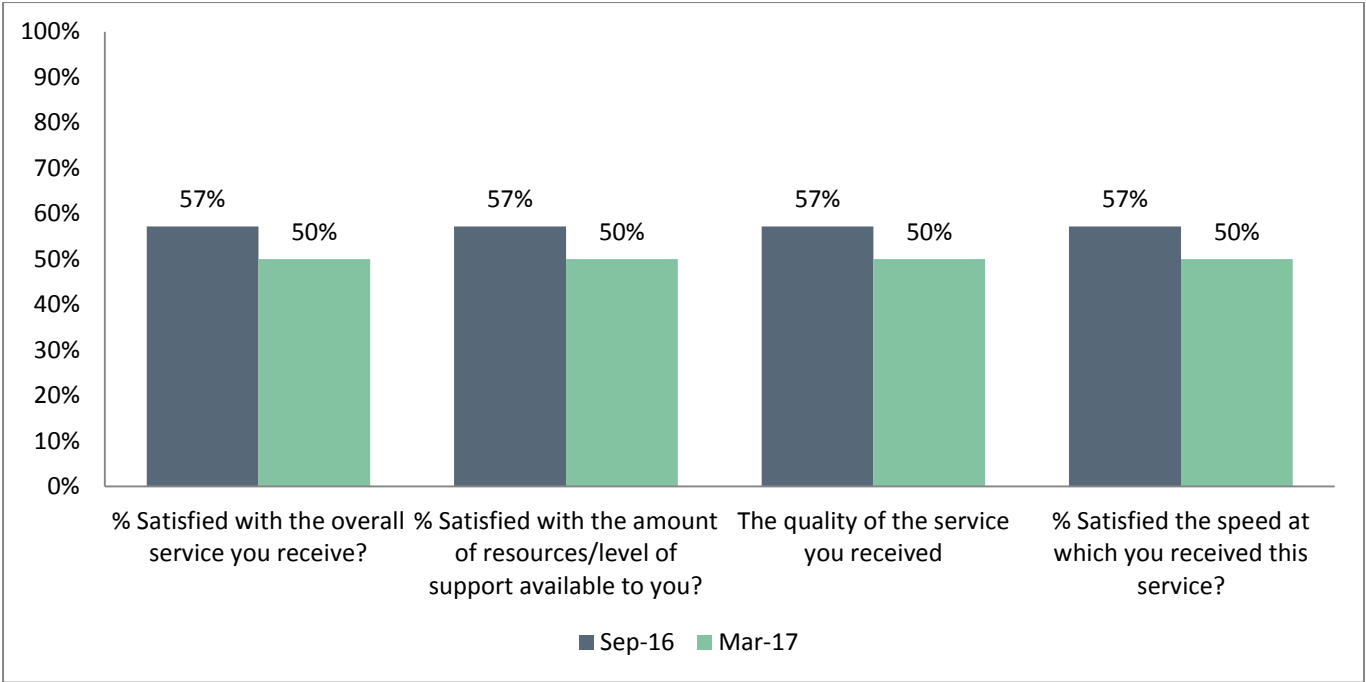
Following workshops with commissioning officers, additional resource has been employed to manage key programmes of work including Mayoral Priority Projects and the Red Door Ventures delivery programme.

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.

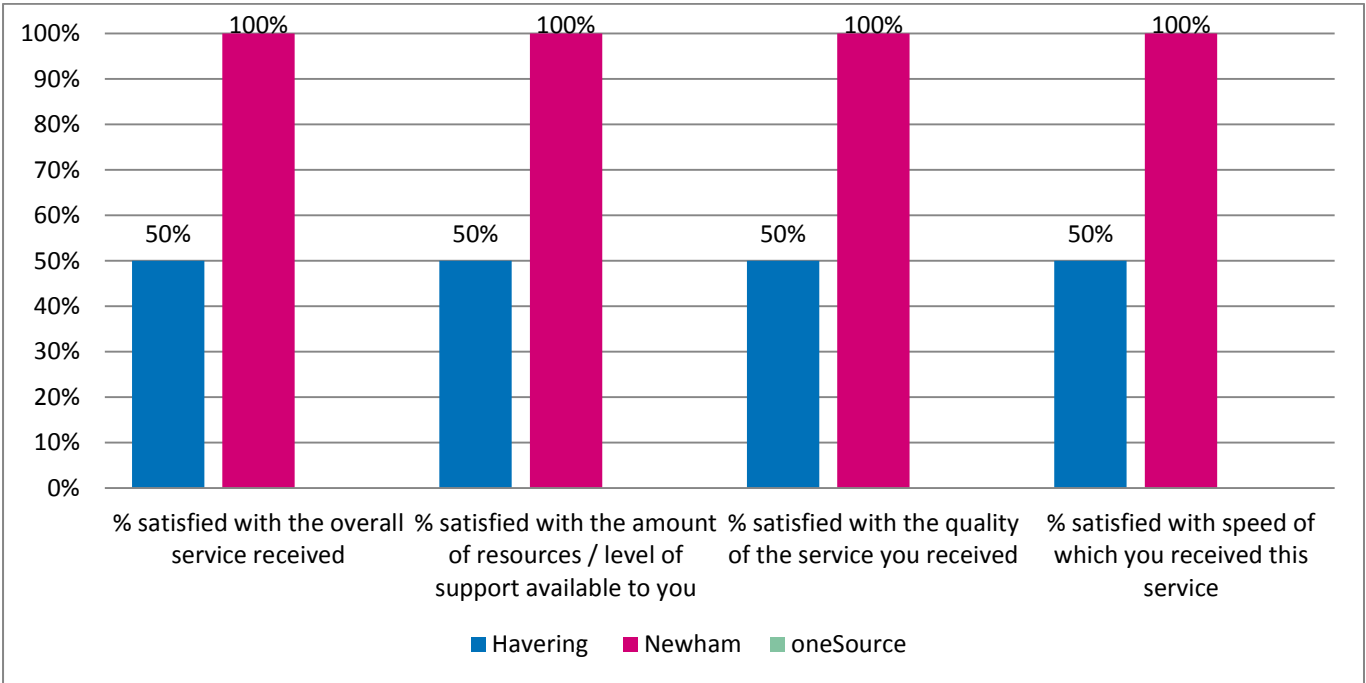
Technical Services

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”.

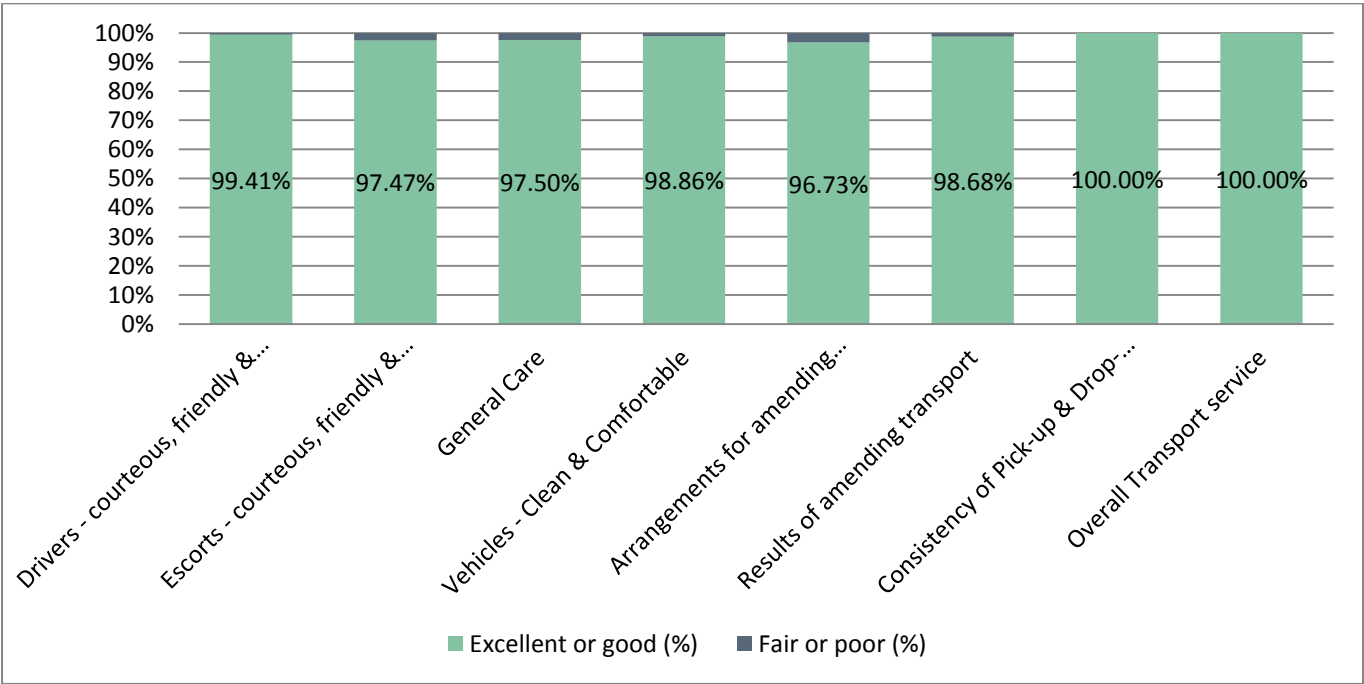
The Havering team has recently restructured, resulting in some staff vacancies and there have been broader issues impacting upon delivery of the schools expansion programme within Havering during the current year. These have been escalated and discussed with client officers at the relevant Project Board 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.

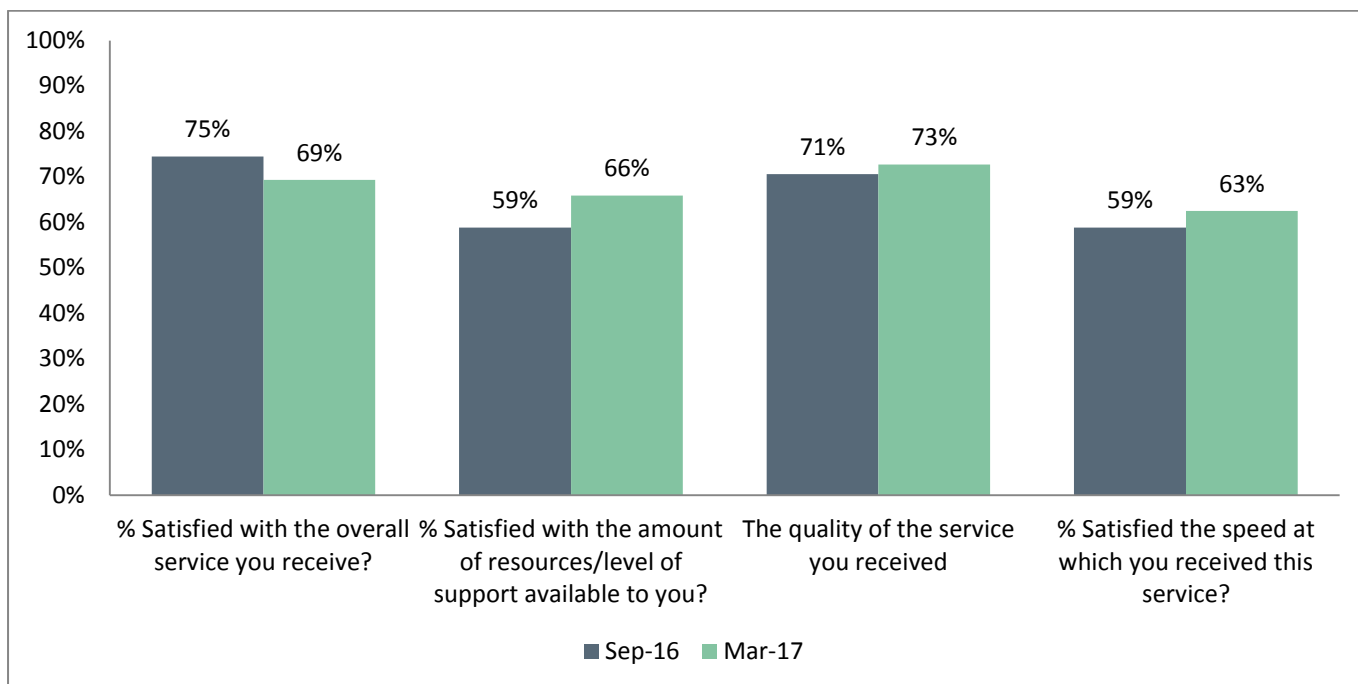
The service rated highly across the varying criteria with satisfaction in the high 90s. Overall satisfaction of the service is 98.63%, taking into account the range of indicators.



Exchequer and Transactional

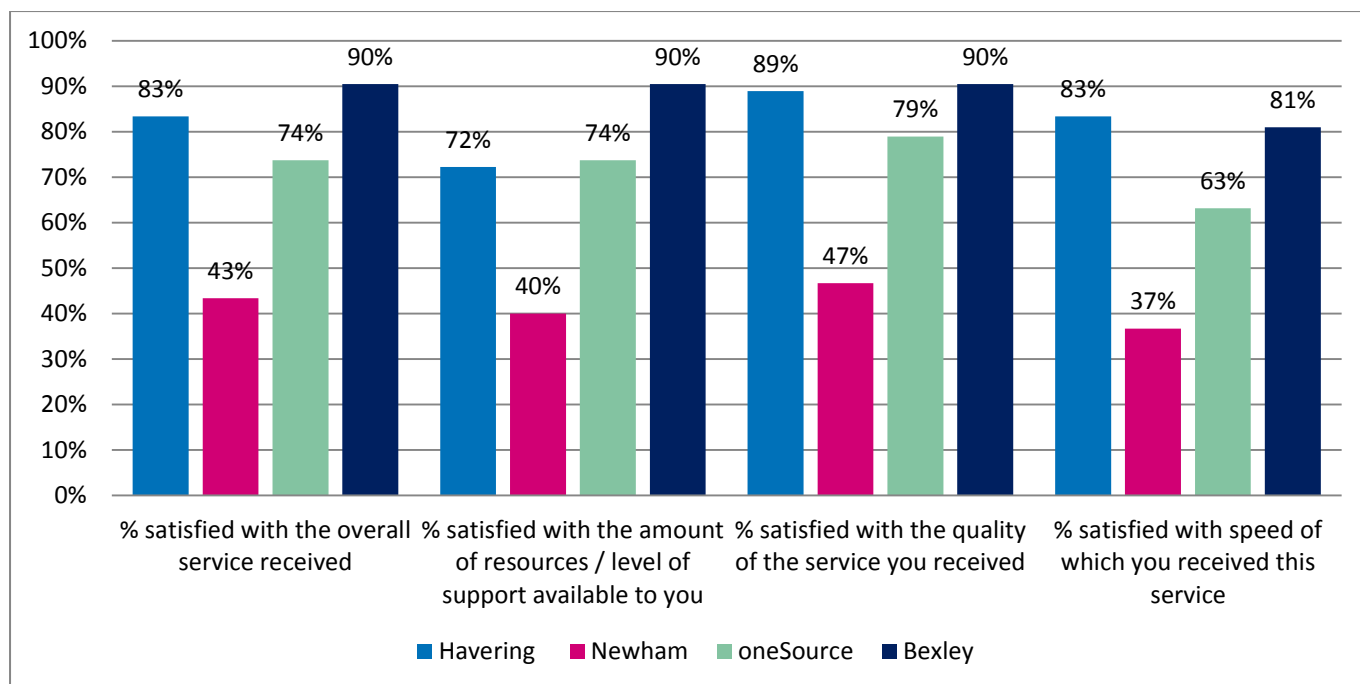
Finance Transactional

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

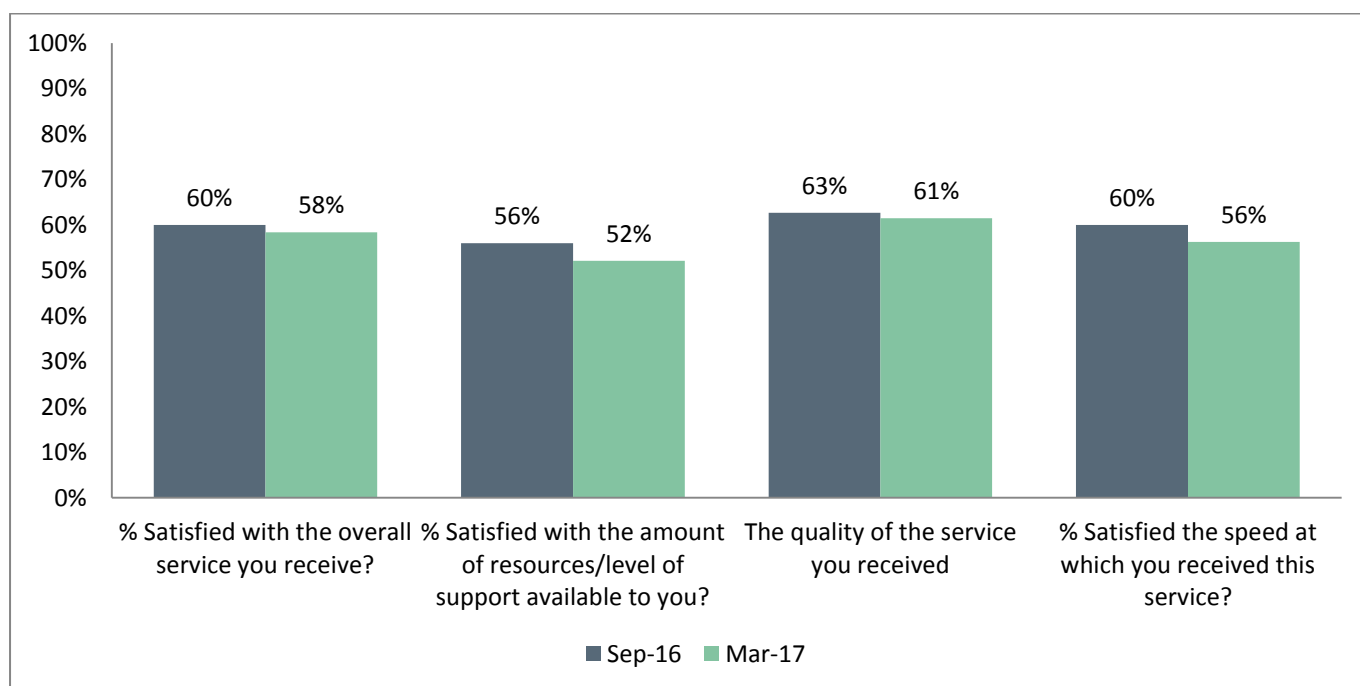
Transactional services recognise that satisfaction scores have decreased since the implementation of One Oracle and self-service; and the restructure, which was completed and went live in October 2016, with resources reduced and savings achieved. The service has implemented a number of supportive measures 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

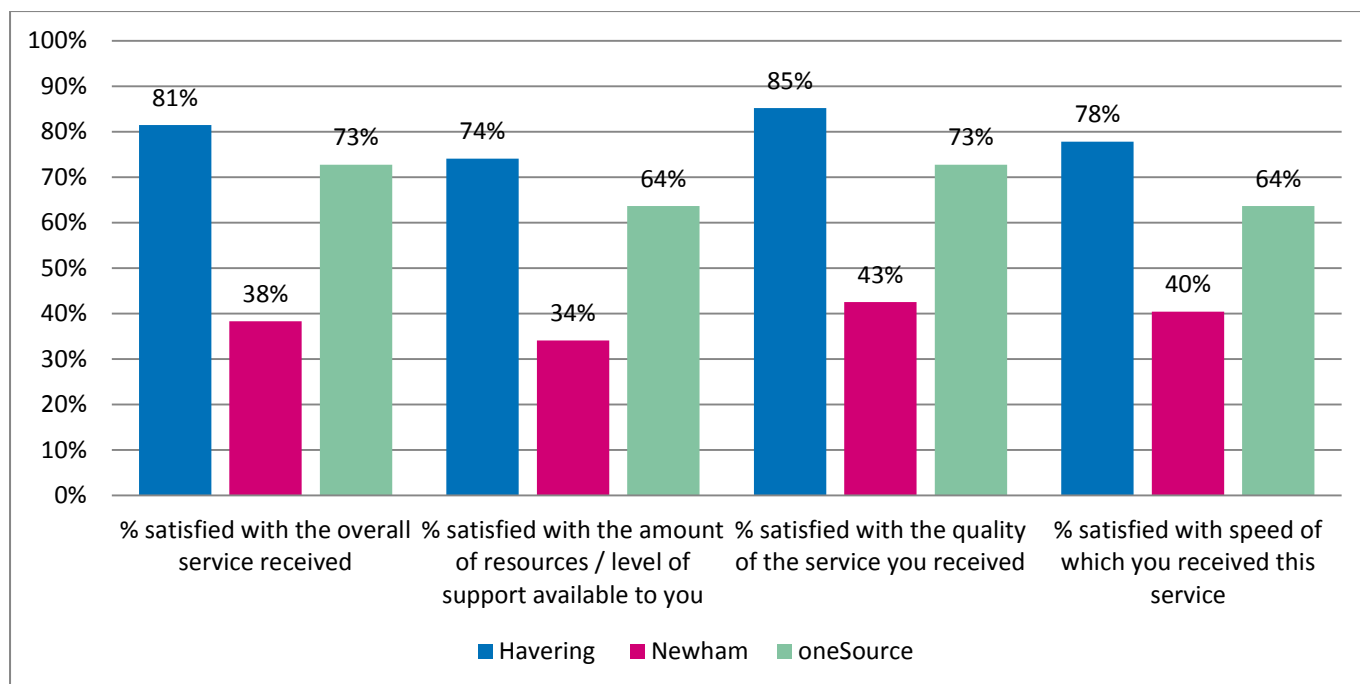
HR Transactional received 96 responses across Havering (27), Newham (47) and oneSource (22). The combined overall customer satisfaction for HR Transactional marginally dropped by 2%, with decreases in the other three reported indicators. Combined satisfaction scores were severely impacted by continued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

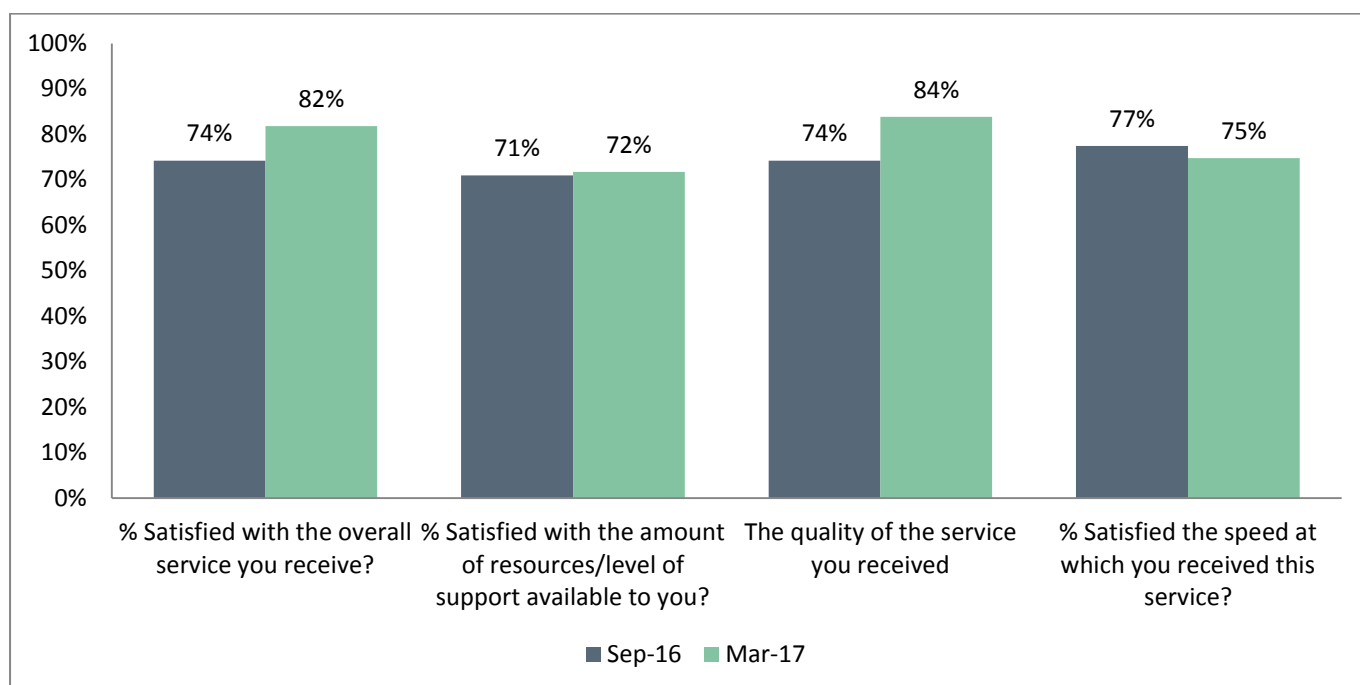
Over the next six months, the focus for Transactional services is to improve processes and eliminate waste and duplication; use a consistent approach across councils in the use of IT

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

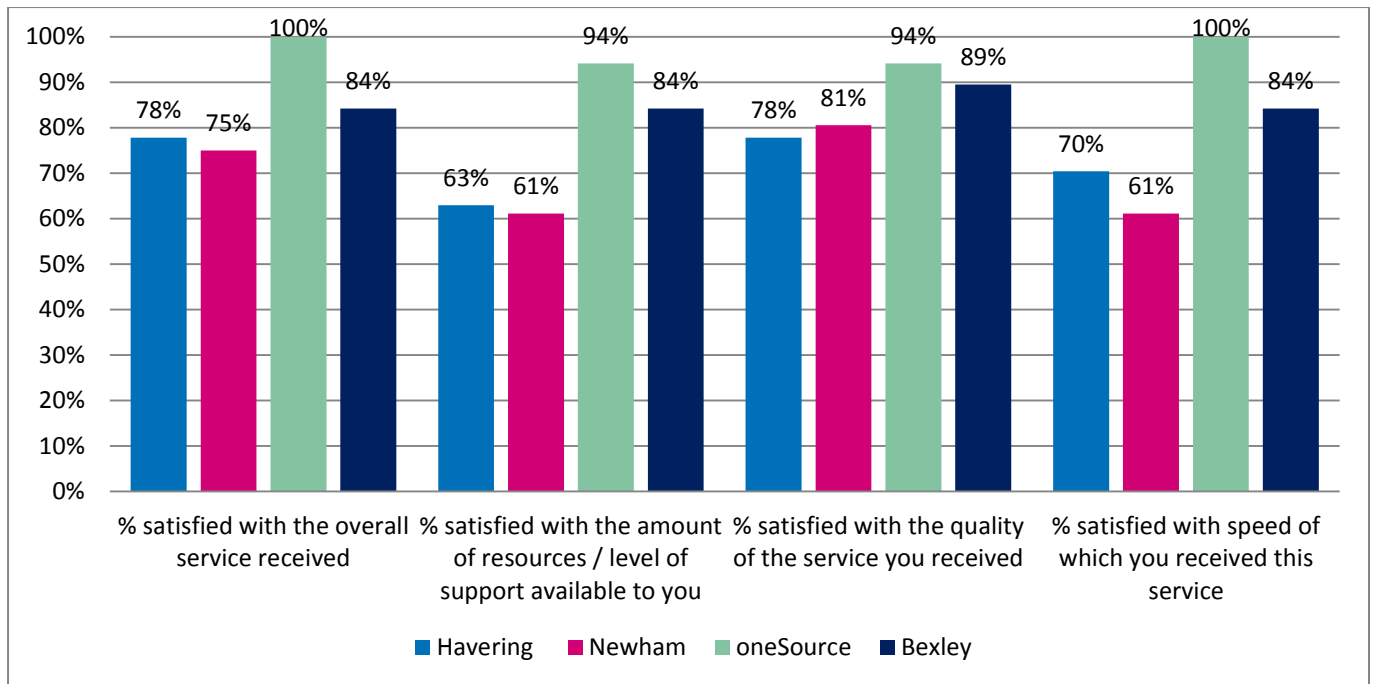
Strategic and Operational Finance

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.

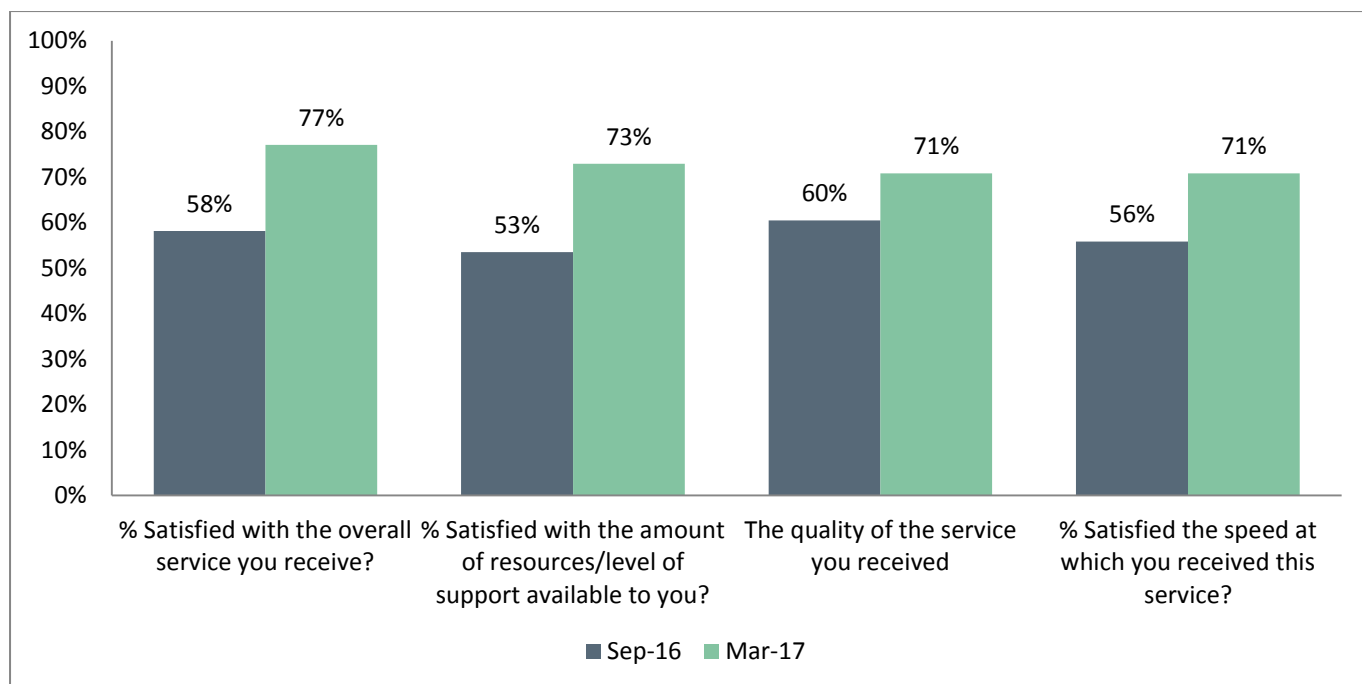
The finance restructure has now been in place for six months and in line with best practice we need to review the structure at this time to ensure it is meeting the original objectives set out in the restructure document, the service has sufficient capacity to meet the service needs for both now and 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.

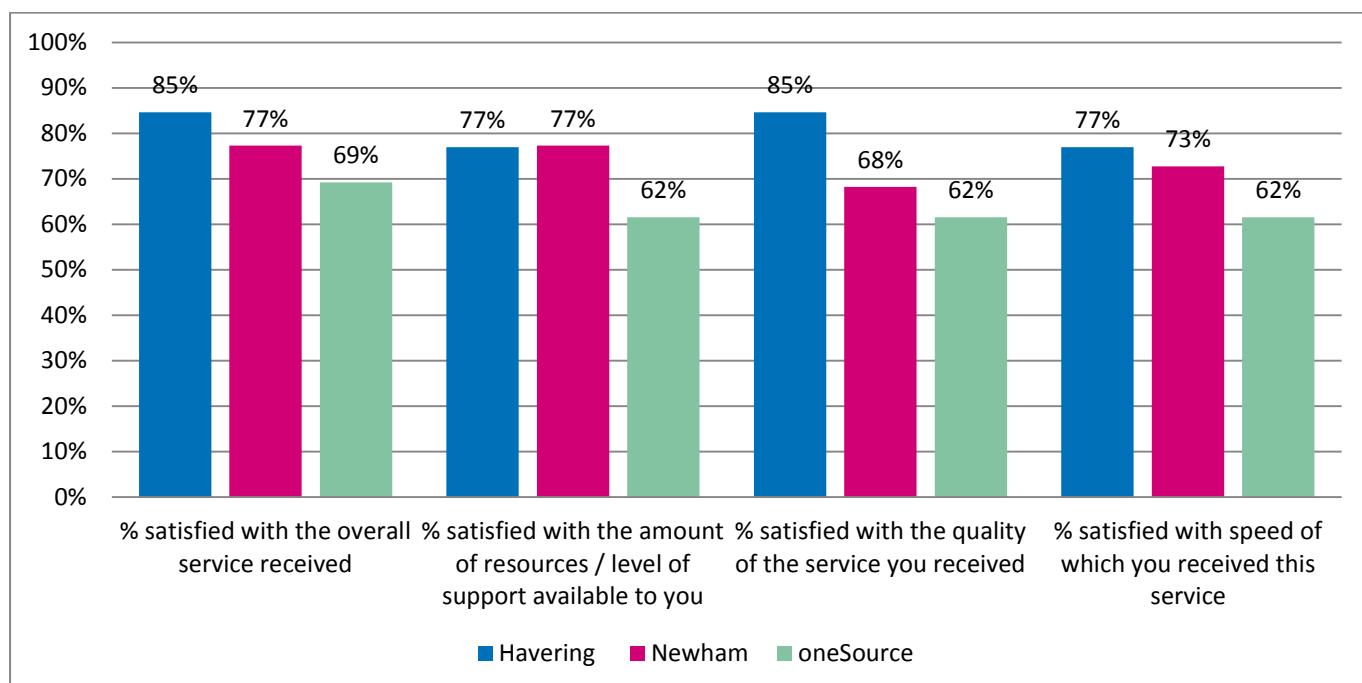
Procurement

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)

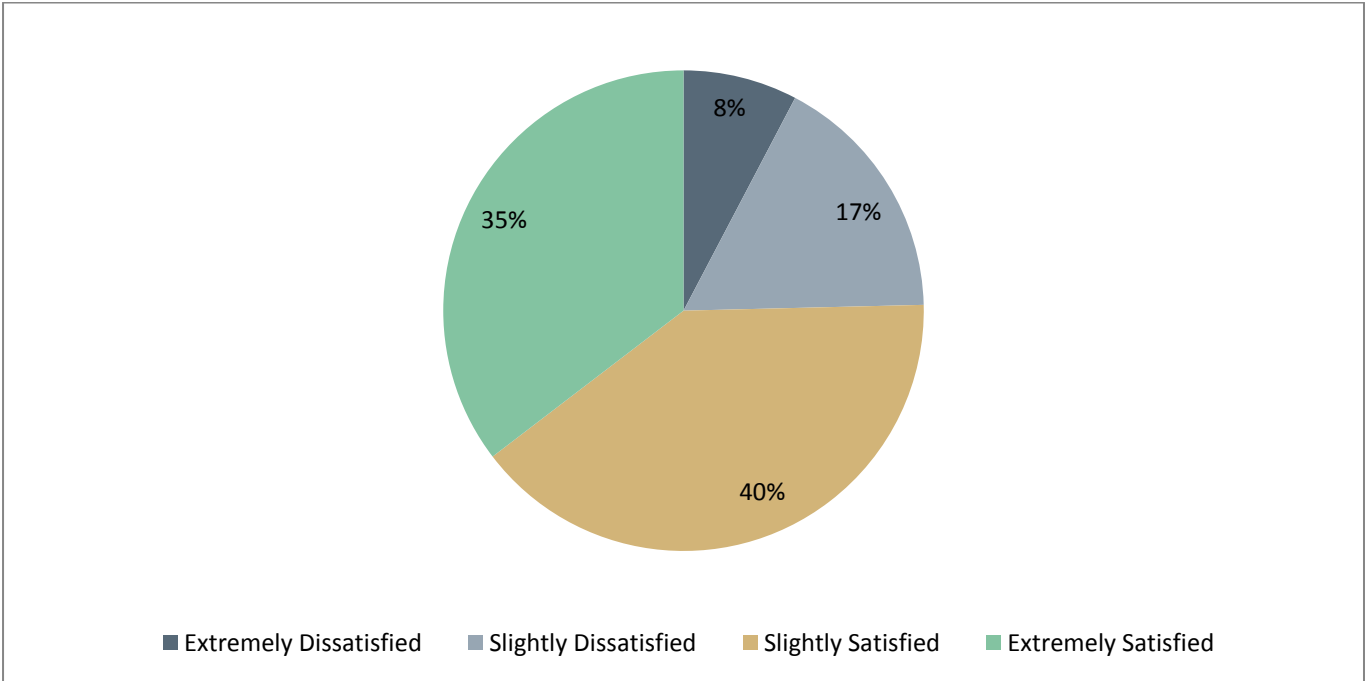
Satisfaction with Procurement increased significantly in Newham with 22% increase in overall customer satisfaction and satisfaction with resources. The most significant increase was with oneSource customers, where satisfaction increased from 22% to 69% in overall customer satisfaction. The other indicators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



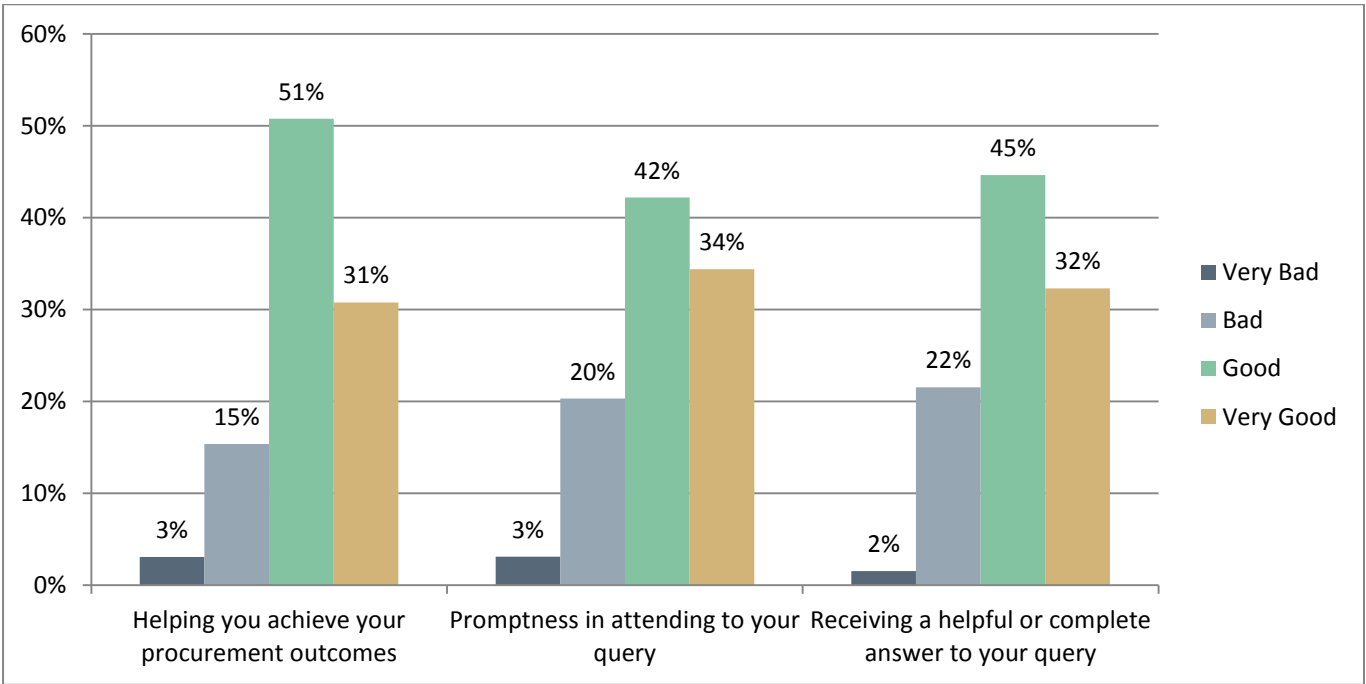
Graph 19: Procurement – Satisfaction by Individual Organisation

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:

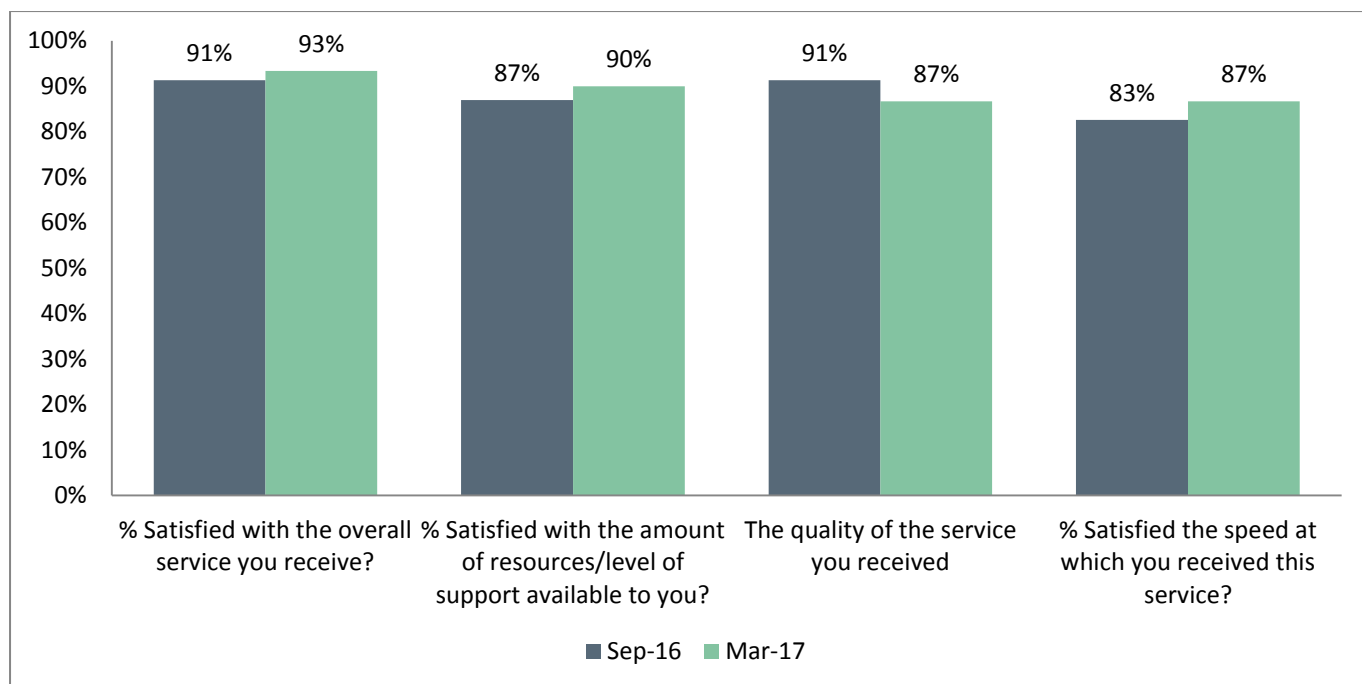
- Blocking suppliers without any notification
- No progress reports
- No support or training on checkpoint process
- Slight delays responses or pieces of work

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.

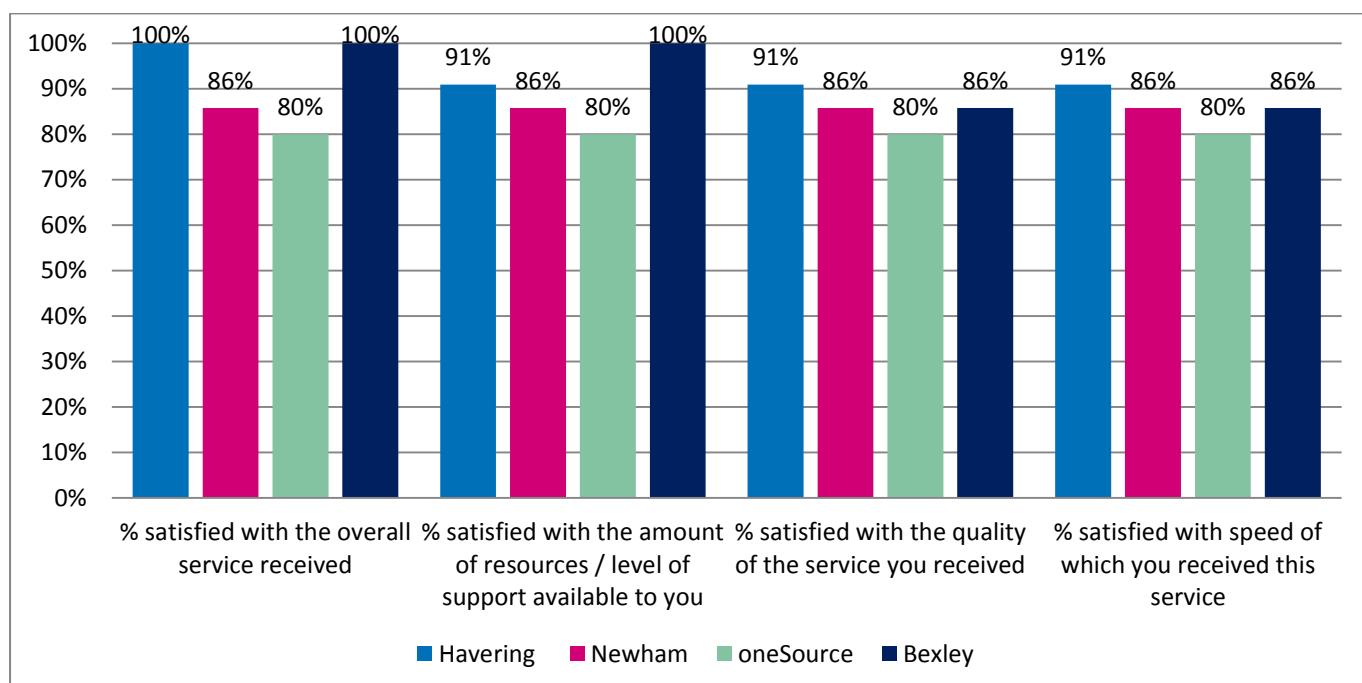
Internal Audit, Risk, Insurance and Counter Fraud

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.

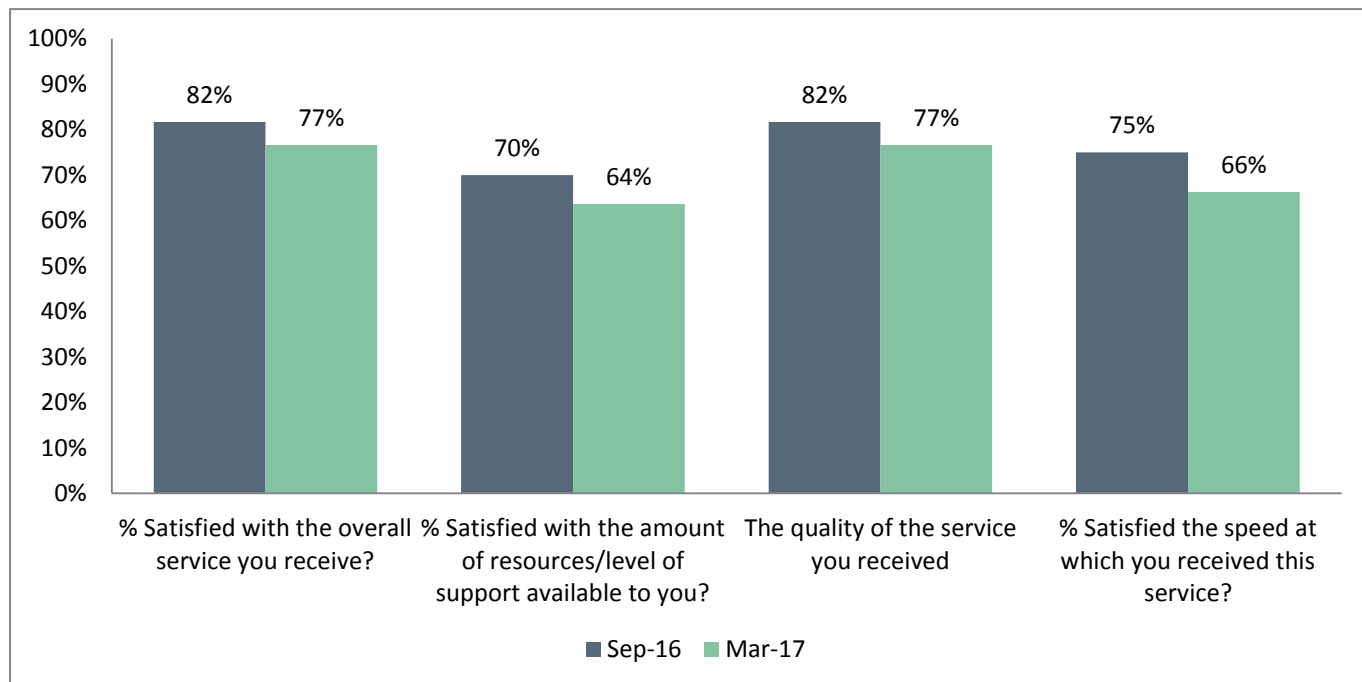
The risk management offer needs to be reviewed not only for Newham but for Havering and Bexley, this is being taken by the Head of Assurance as part of the service plan for 2017/18. There was previously an Assurance & Governance Board in Newham facilitated by the Director of Legal and Governance, this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

Human Resources

HROD

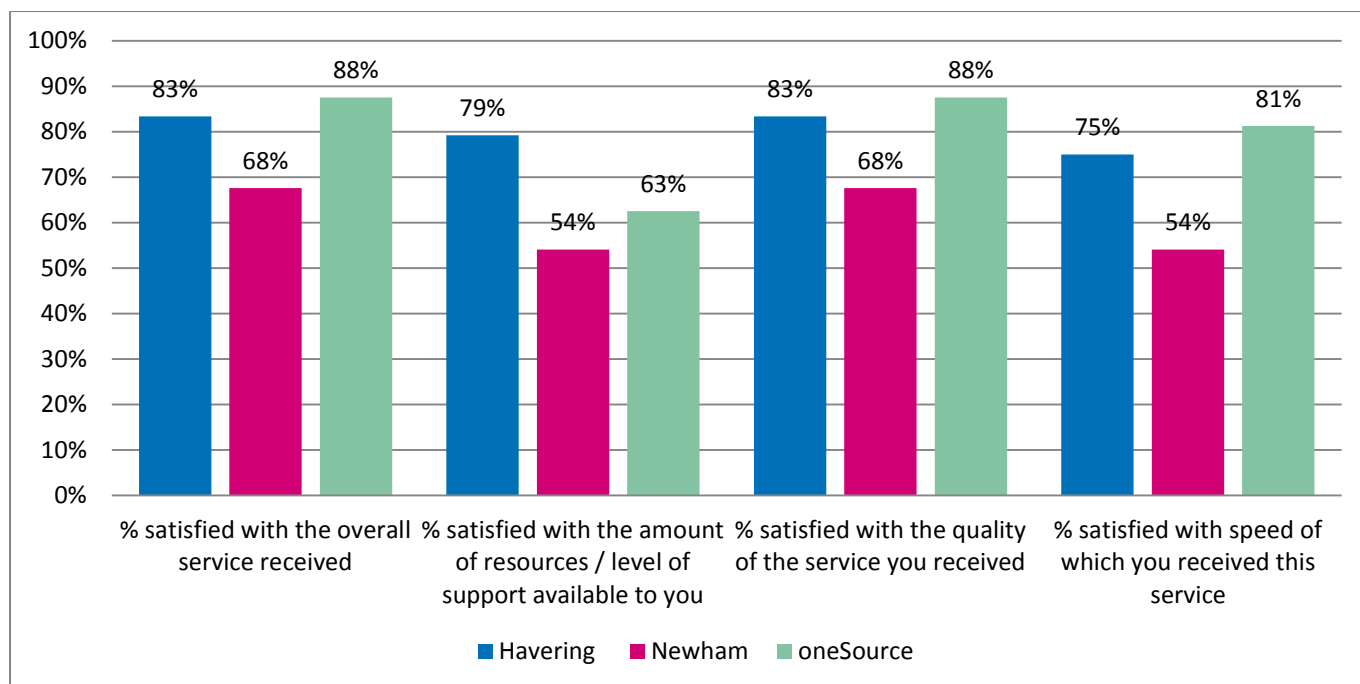
HROD decreased in customer satisfaction by 5% to being marginally below the 80% target. The service reduced in satisfaction in all four indicators. Overall combined satisfaction decreased by 5%, due to lower than expected results in Newham. Satisfaction with resources and satisfaction with speed decreased 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

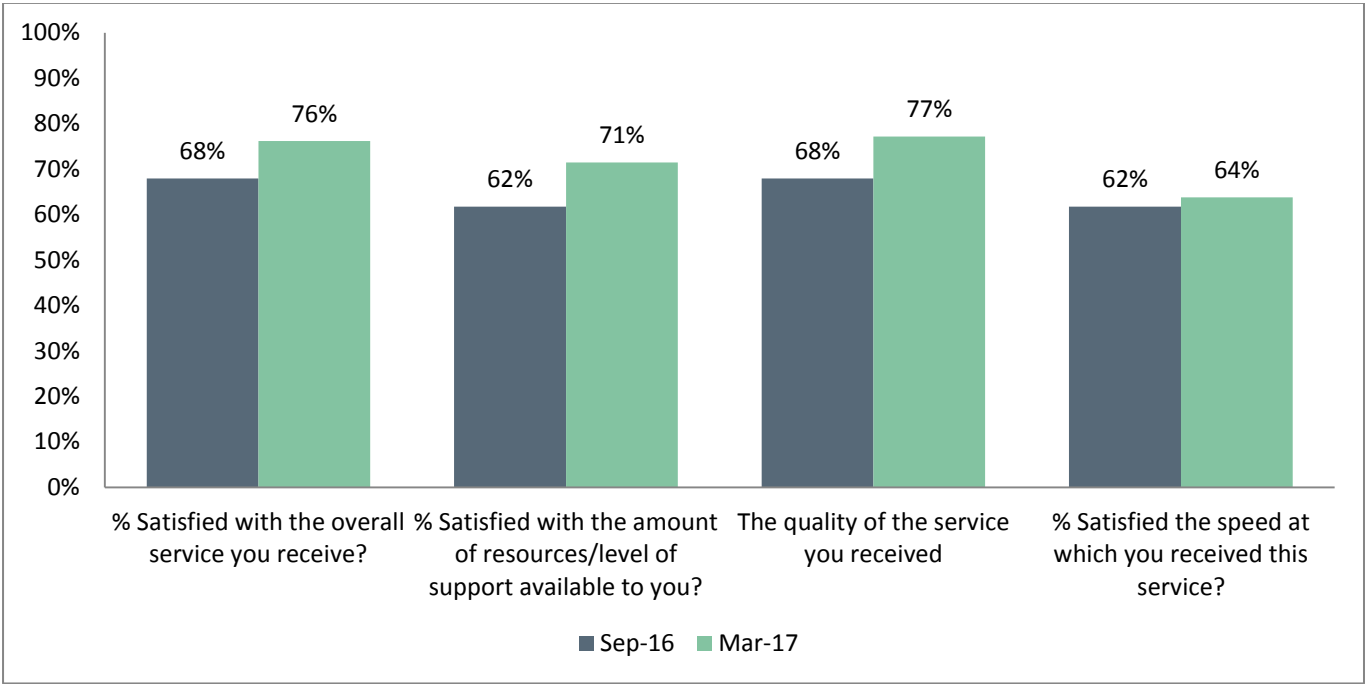
- Monthly drop-in sessions with managers to discuss issues or problems accessing services
- Circulation of structure charts

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

Technology and Innovation

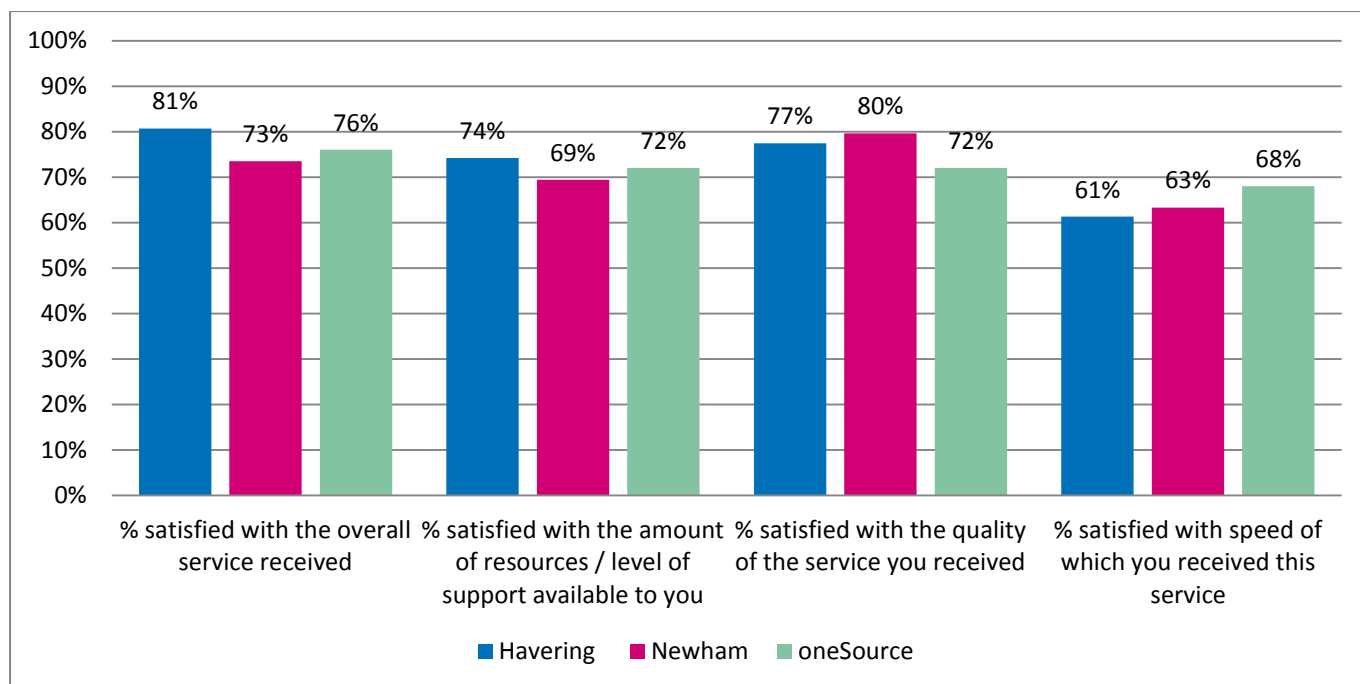
ICT

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.

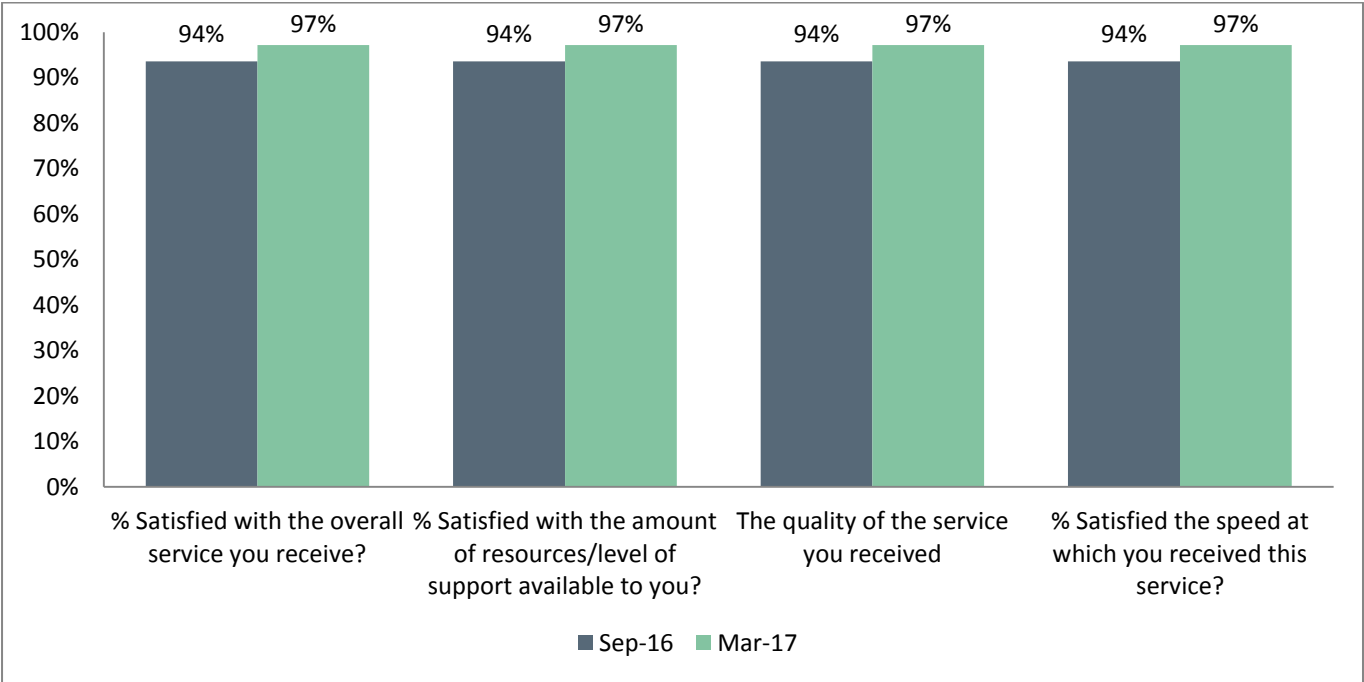
There have been improvements to the operation delivery/ resolution of incidents and requests through improved reporting and monitoring. This will continue whilst also focusing on problem management which looks at identifying the underlying reason for any incidents and puts measures in place to stop them 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.

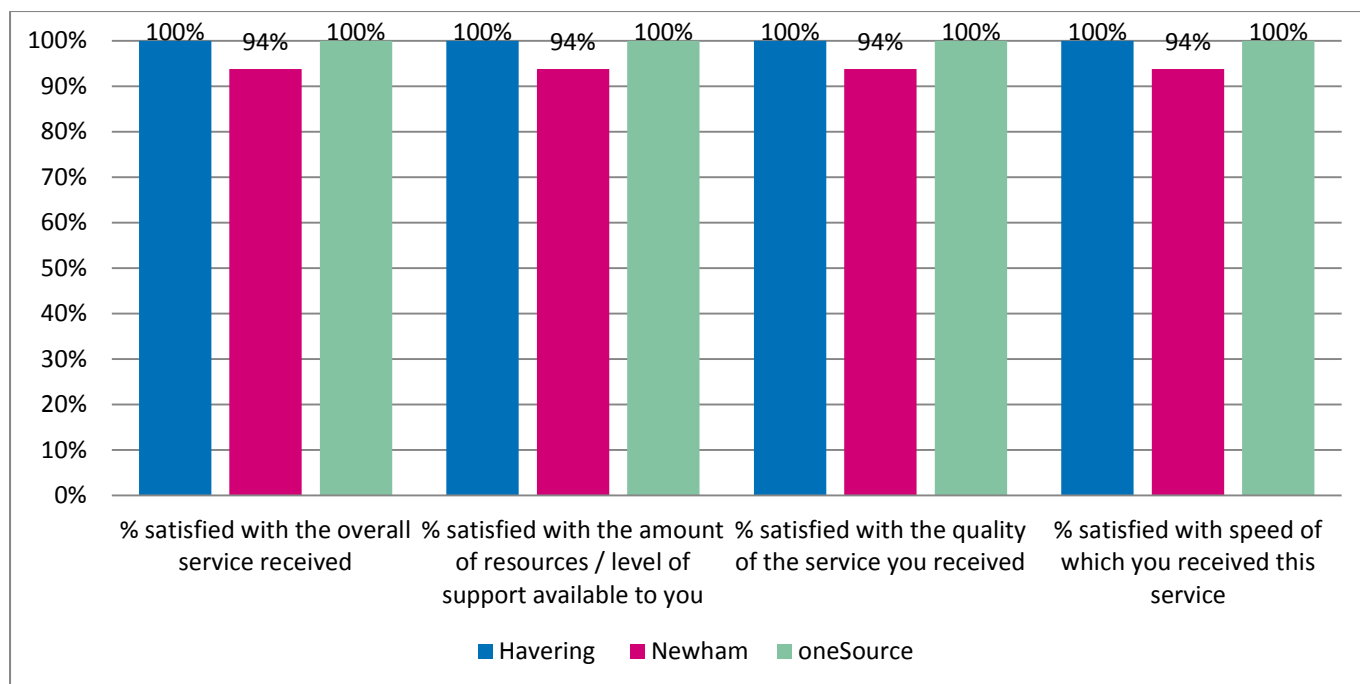
Printing Services

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.



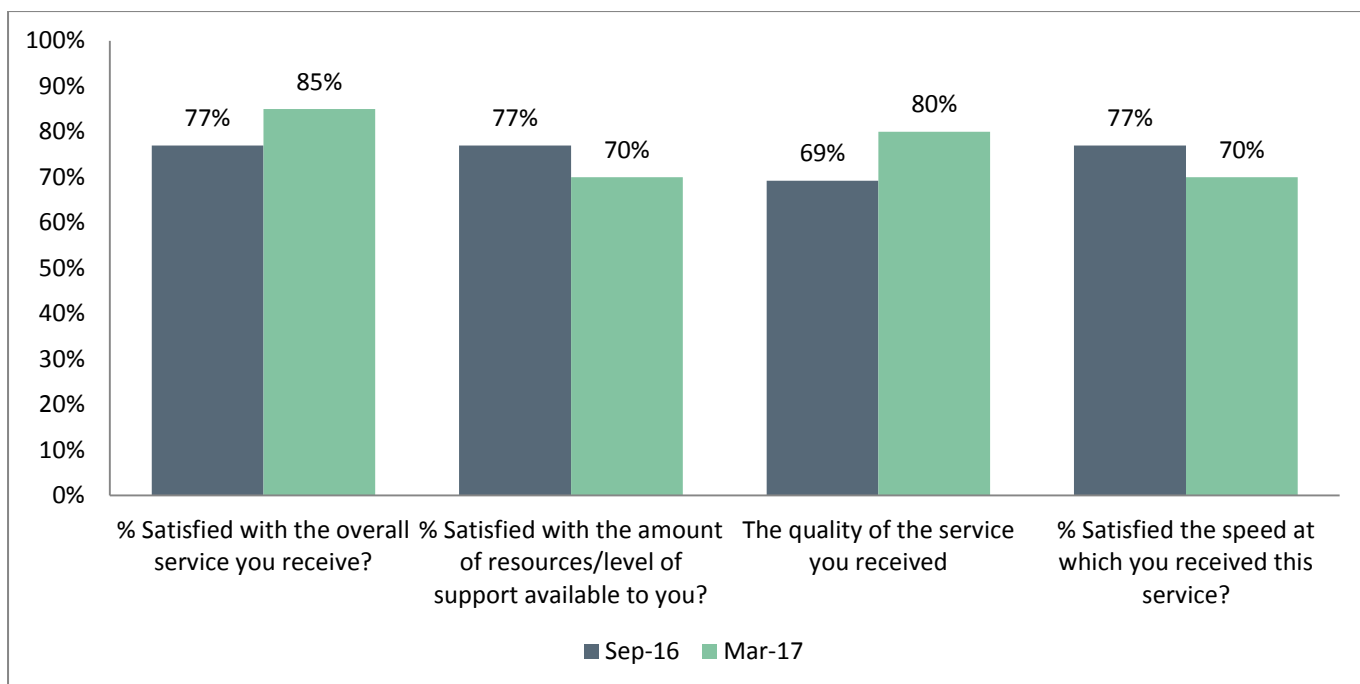
Graph 27: Printing Services – Satisfaction by Individual Organisation

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.

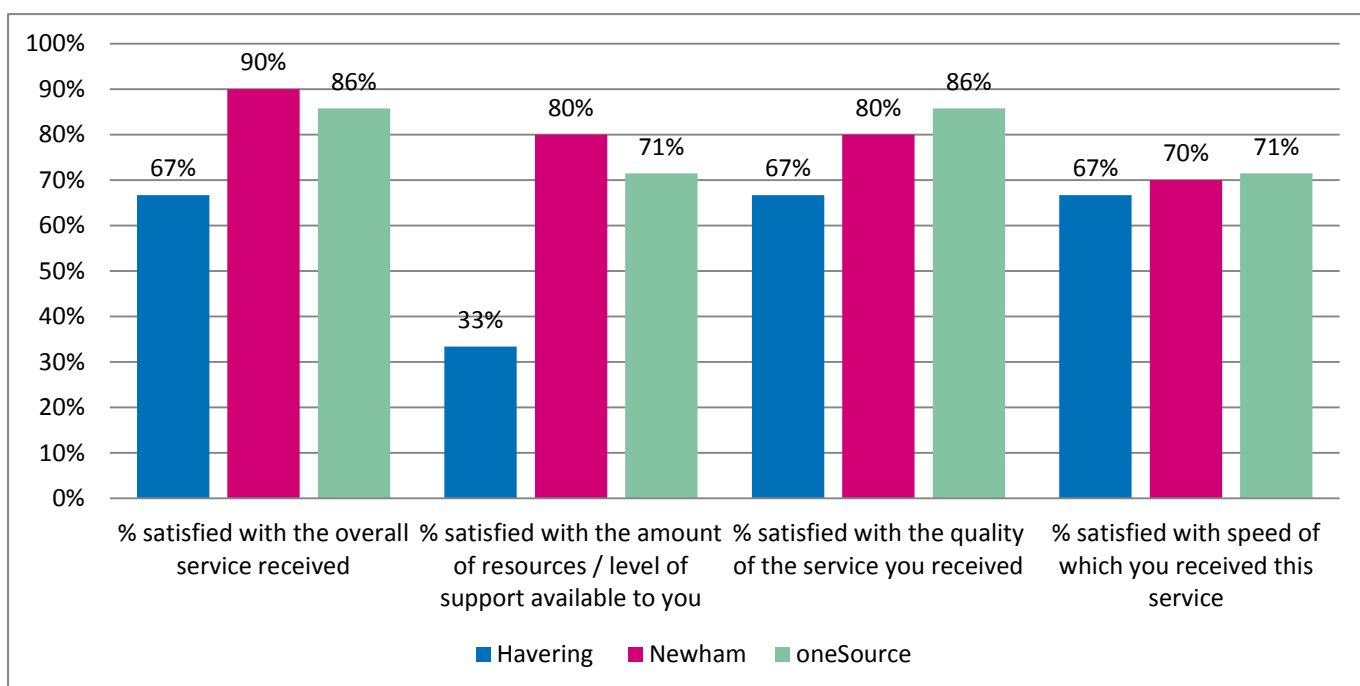
Business Improvement

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.

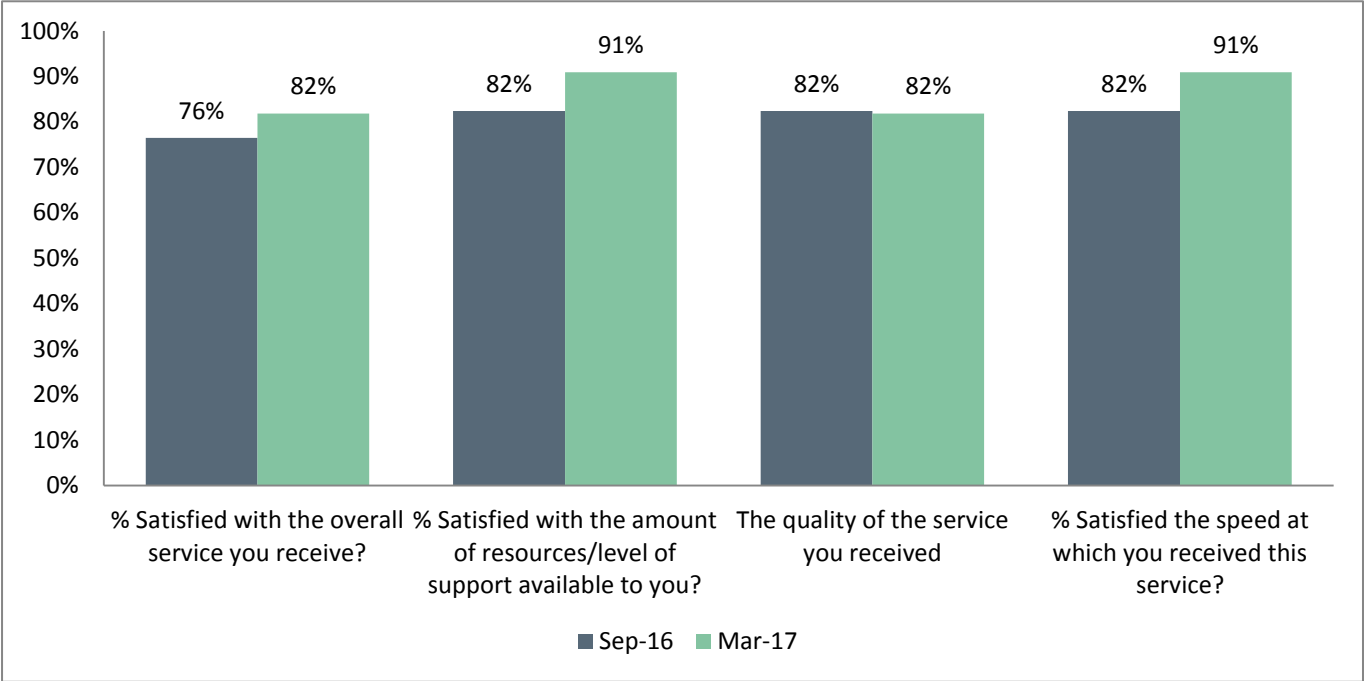
The only issues raised were regarding the lack of communication and poor implementation. Comments indicated that Business Improvement needs to communicate better concerning what they do with the data and how they could help other service improve.



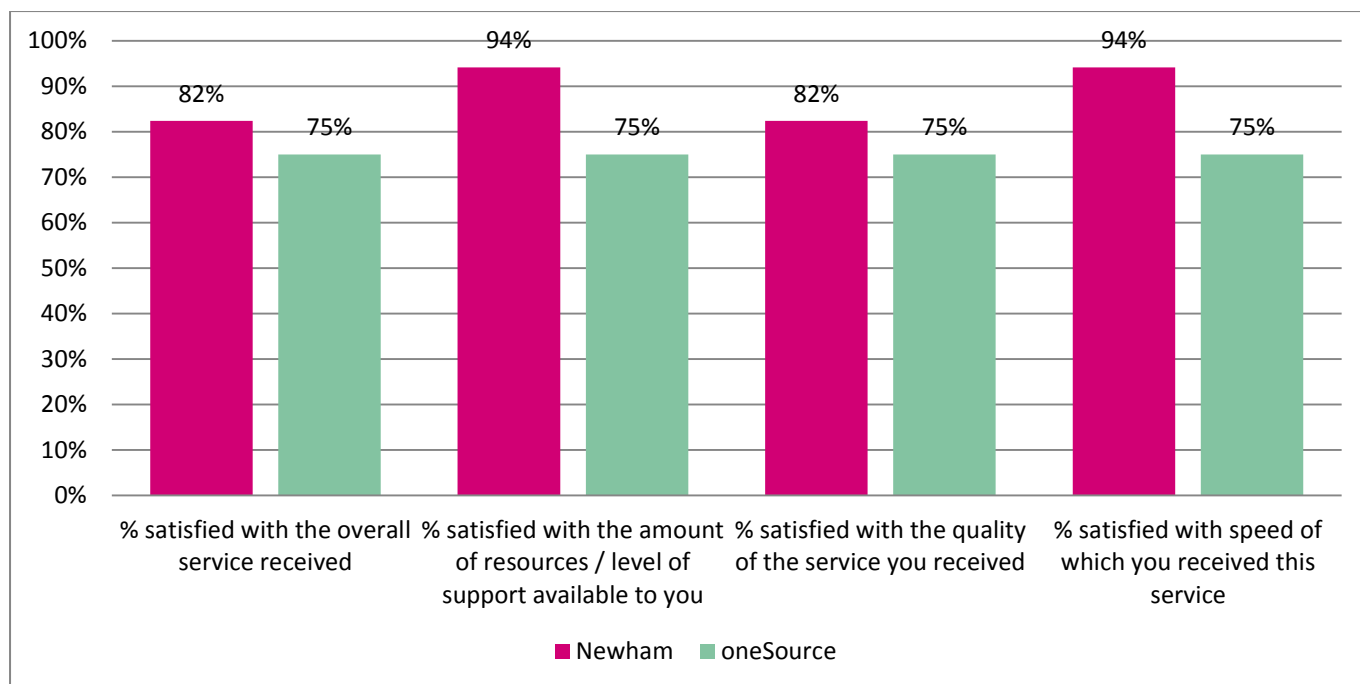
The Business improvement team is currently supporting the delivery of the second phase of the transformational journey in oneSource. The service is currently working on the automation of processes, including the starters and leavers process in an agile environment including extensive communications with 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.



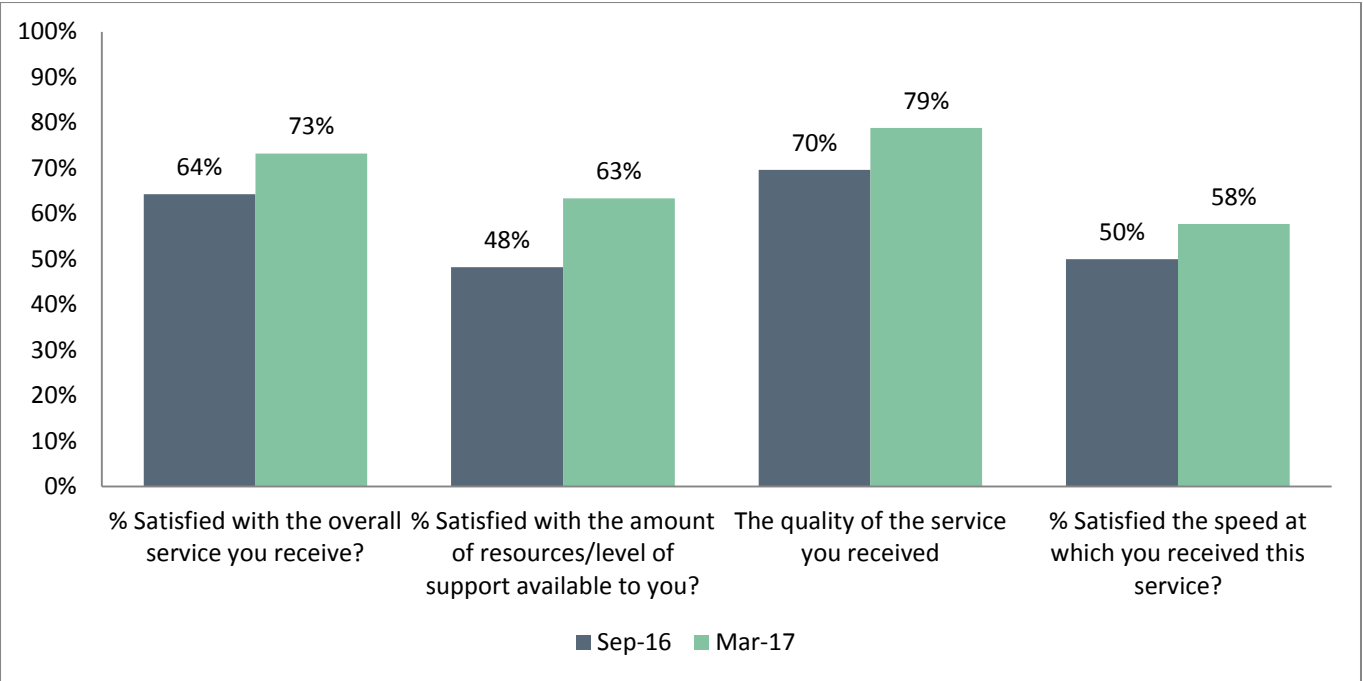
There was particular praise given to officers within the team for being “helpful”, “knowledgeable”, “providing a proactive, solutions focused service” and “providing an excellent service”. The only issues were regarding the Verto system being too time intensive and rigid and inflexible approach to project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

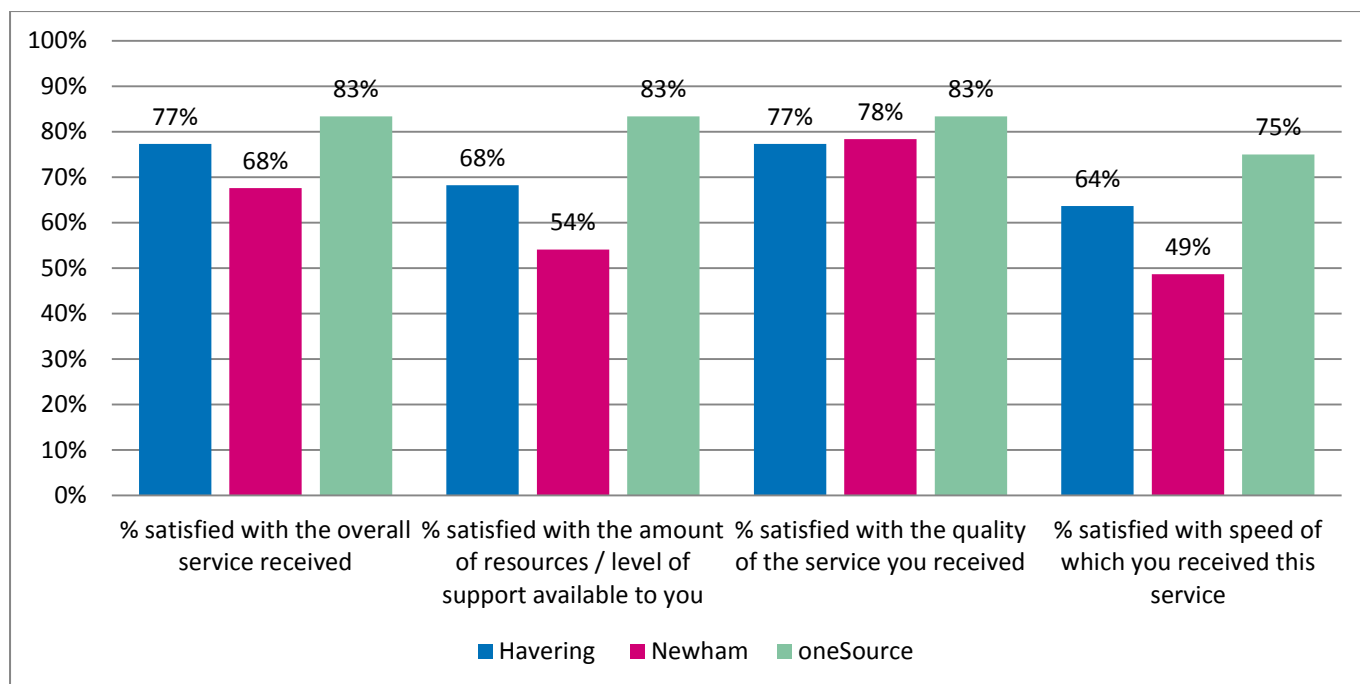
Legal Services

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%

