

**JOINT COMMITTEE**  
**19th January 2018**

**Subject heading:**

**Customer Satisfaction Report**

**Report author and contact details:**

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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

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

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

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

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

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

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

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

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

## RECOMMENDATIONS

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

## REPORT DETAIL

## Introduction

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

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

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

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

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

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

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

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

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

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

# SATISFACTION SUMMARY

82%

Overall satisfaction



83%

Satisfaction with  
quality


75%

Satisfaction with  
speed


76%

Satisfaction with  
resources


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



55%

Overall  
satisfaction  
(Bexley)


89%

Overall  
satisfaction  
(Havering)


81%

Overall  
satisfaction  
(Newham)

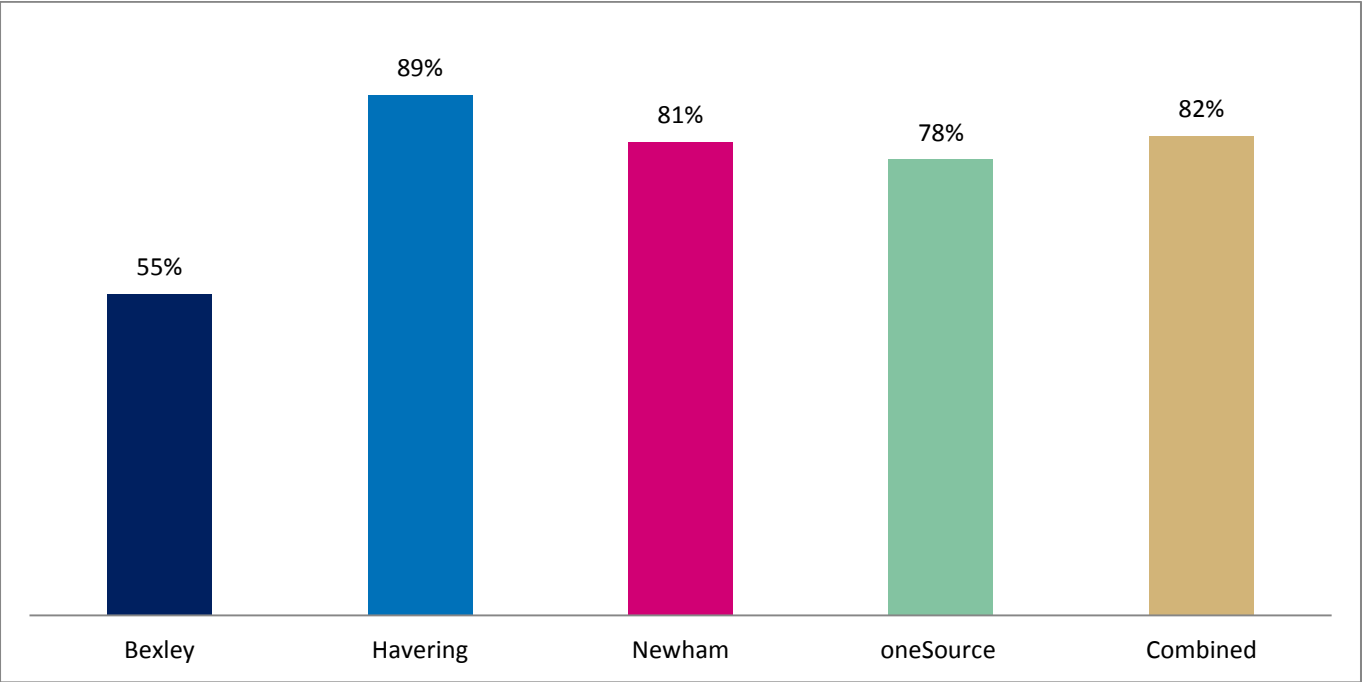

78%

Overall  
satisfaction in  
oneSource

## Overall Satisfaction

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

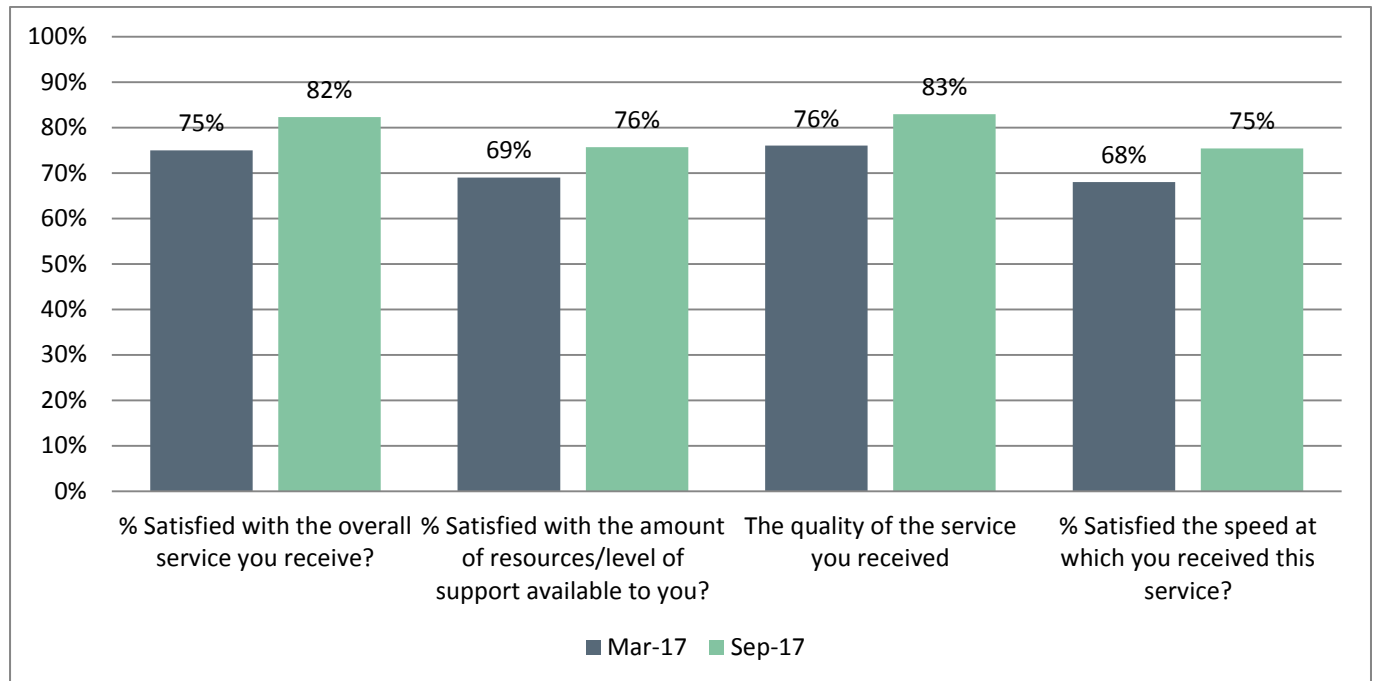
Individually, customer satisfaction with the service received is 89% from Havering Council, 81% from Newham Council, 55% from Bexley Council and 78% from oneSource. Customer satisfaction has increased for Havering and Newham, with satisfaction in both councils exceeding the target. Satisfaction within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



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

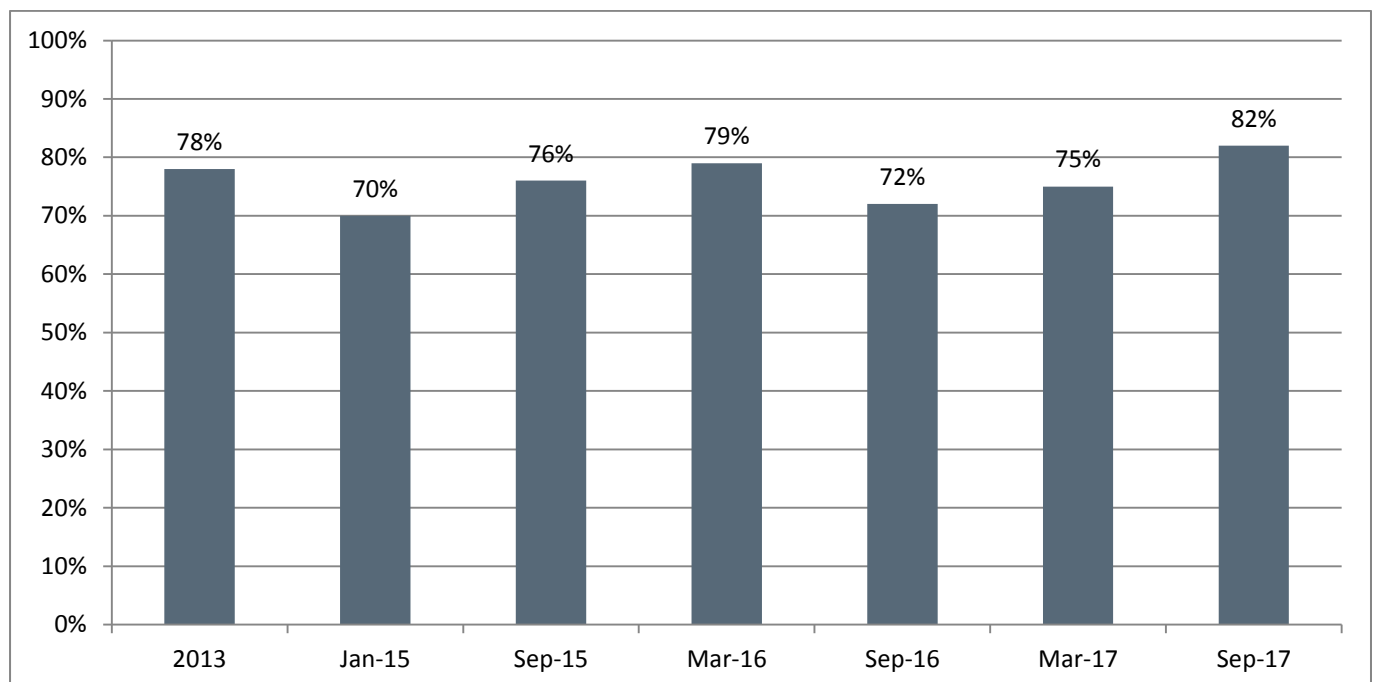
Satisfaction within Havering, Newham and oneSource were within a similar range, bordering near the target; however, within Bexley, satisfaction reduced due to lower than expected results. Therefore further investigation and actions are required to address this.

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



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

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



**Graph 3: Customer Satisfaction by survey**

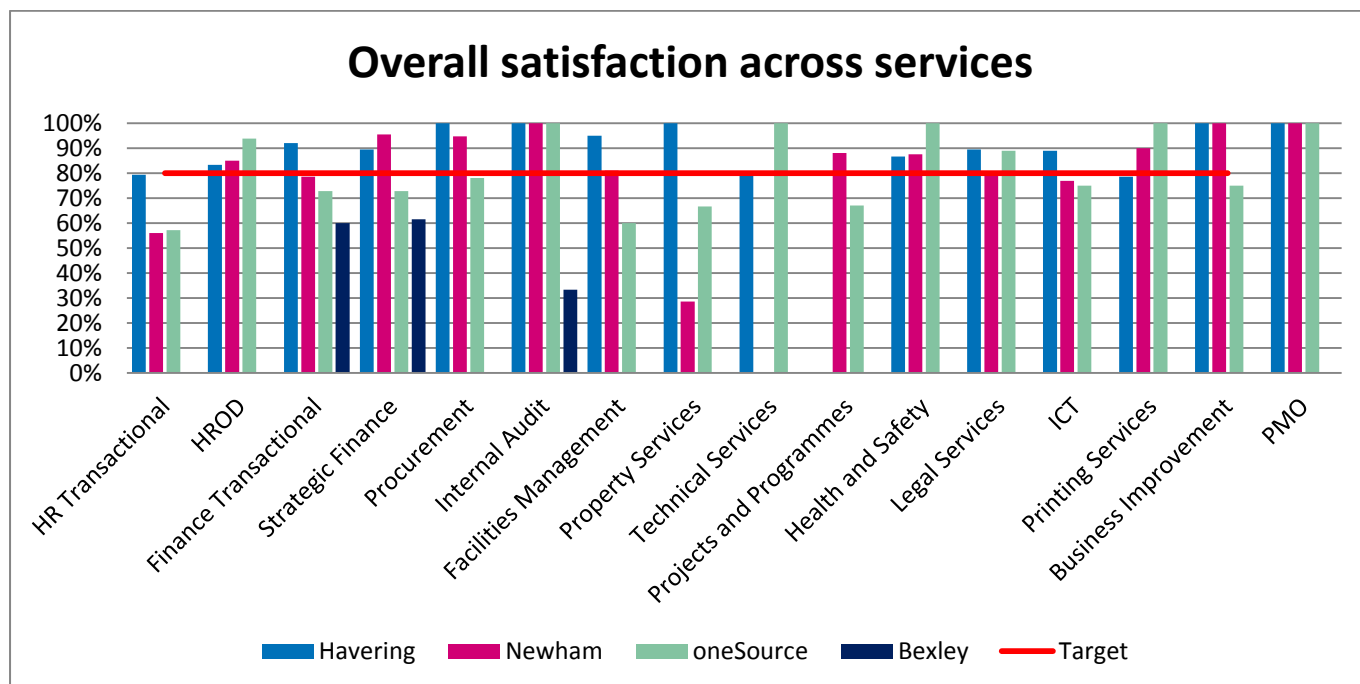
Of the sixteen services surveyed, the number of services meeting or exceeding the 80% target increased from six to fourteen. The fourteen best performing services were HROD (87%). Facilities Management (82%), Projects and Programmes (82%), Technical Services (83%), Legal and Governance (85%), ICT (82%),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

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

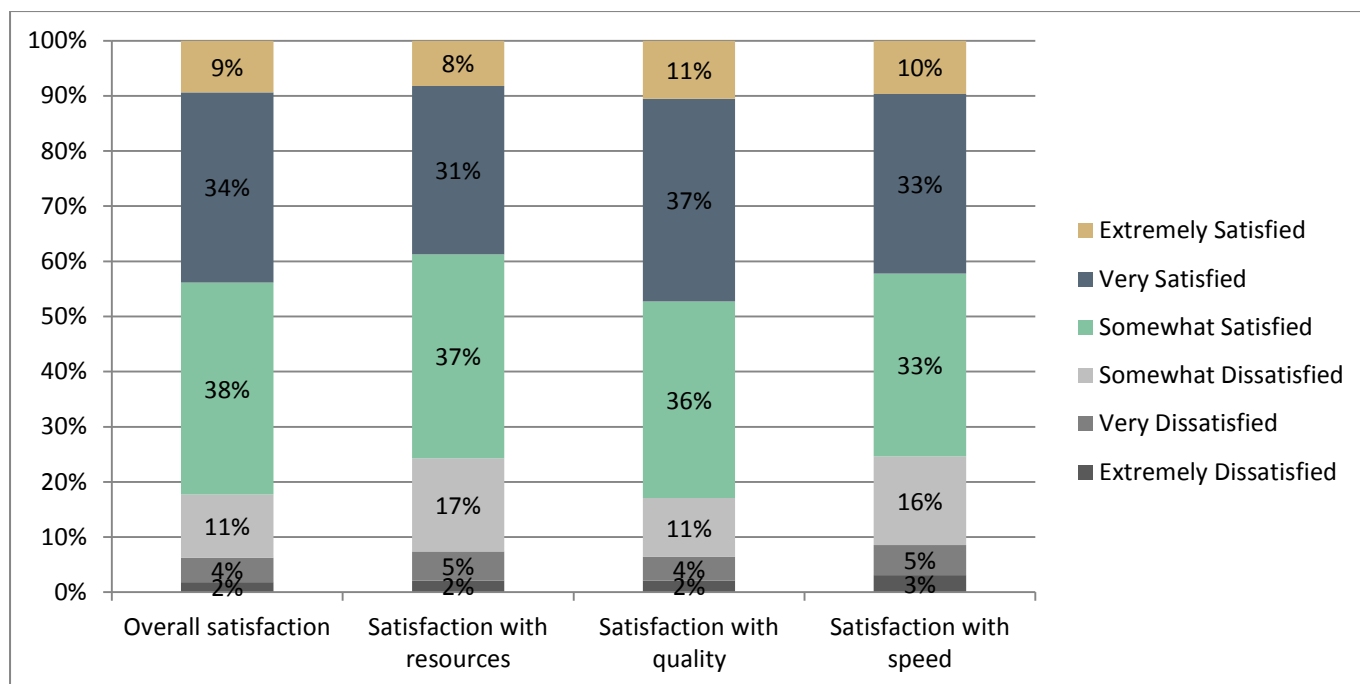
For Newham, the top performing services were HROD (85%), Strategic Finance (95%), Internal Audit and Counter Fraud (100%), Procurement (95%), Projects and Programmes (88%), Health and Safety (88%), Legal and Governance (80%), Printing Services (90%), Business Improvement (100%) and PMO (100%). The number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

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

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



**Graph 4: Overall Satisfaction across oneSource Services**



Graph 5: Customer satisfaction breakdown

Across the oneSource services surveyed:

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

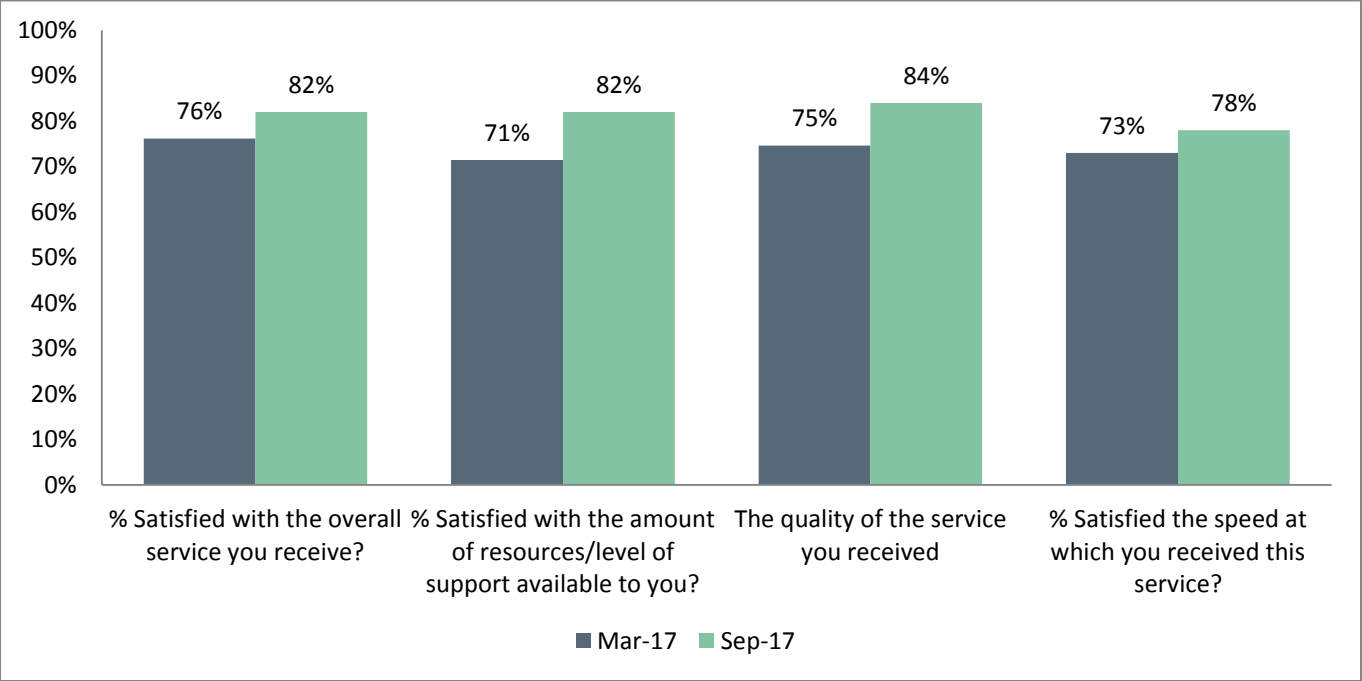


Management Office, Finance Transactional, Procurement, Strategic Finance, Internal Audit, Facilities Management, Health and Safety.

## Asset Management

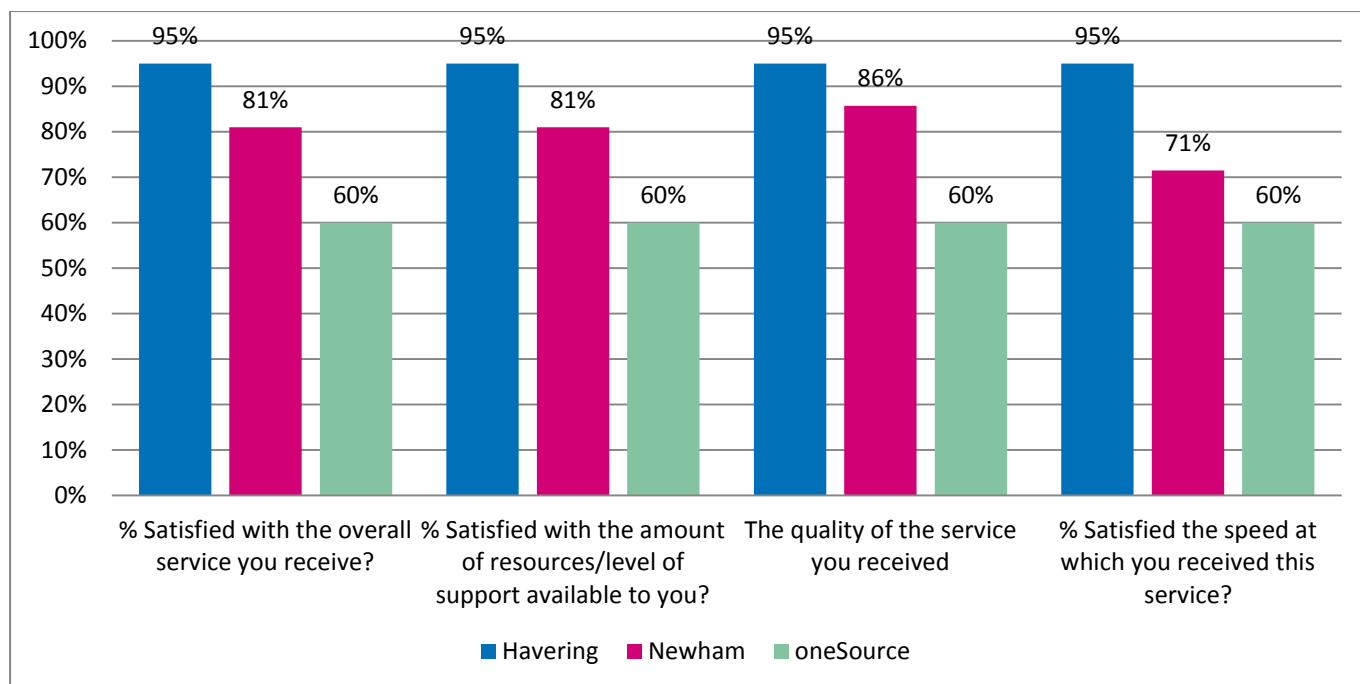
### Facilities Management

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



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

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



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

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

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

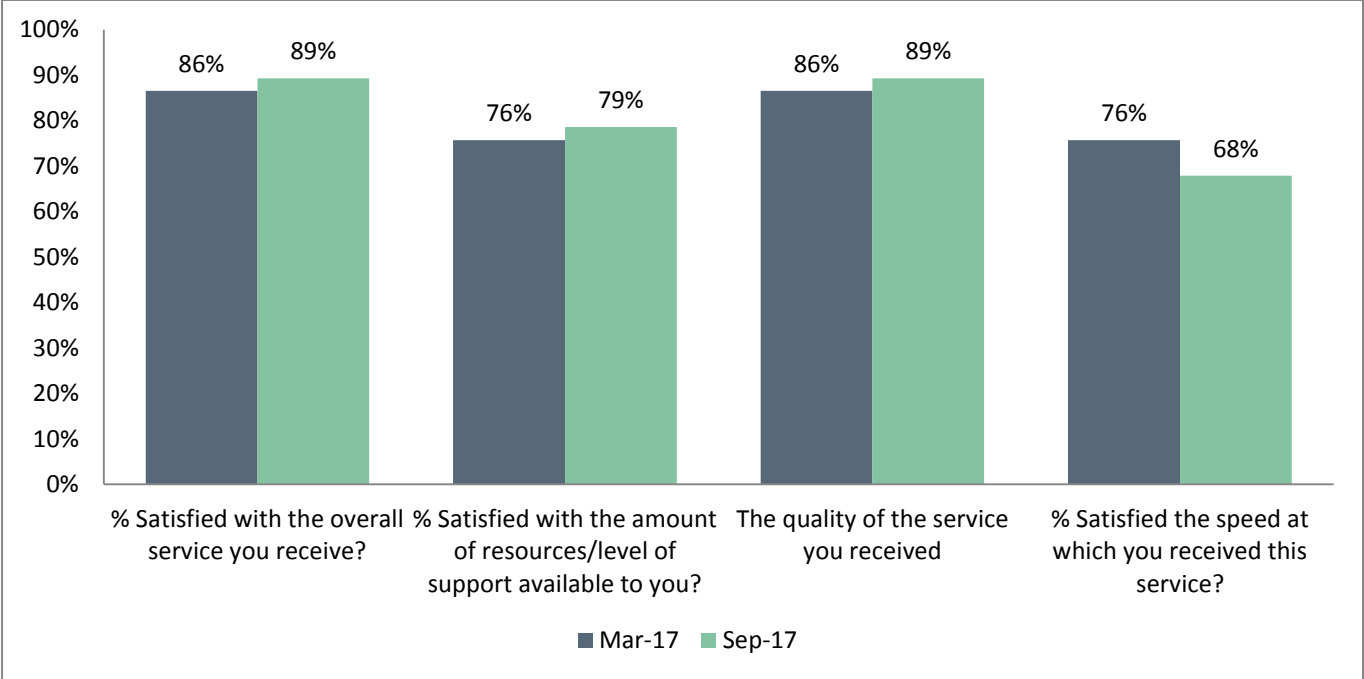
Facilities Management will be implementing their restructure in early 2018 which will address issues raised in customer feedback, and improve service delivery. The FM Helpdesk function is due to be supported across Havering and Newham by the Technology Forge database. The Helpdesk module went live in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

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

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

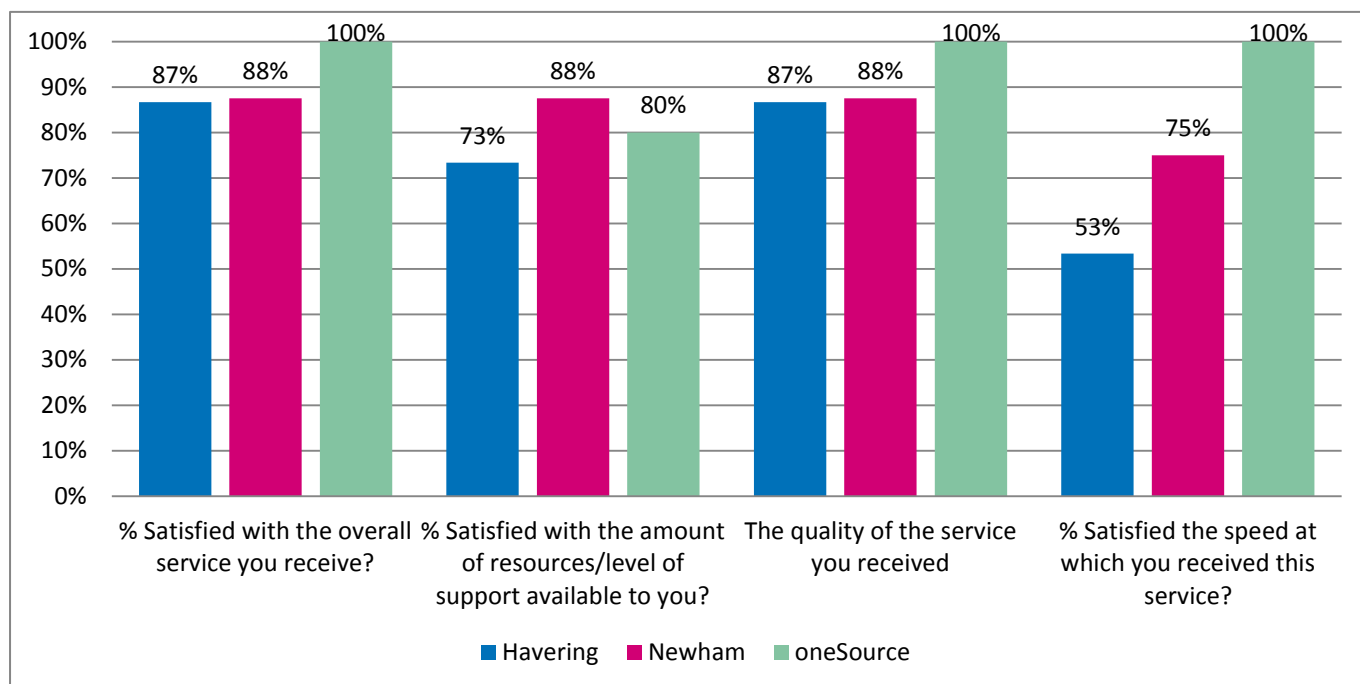
### Health and Safety

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



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

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



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

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

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

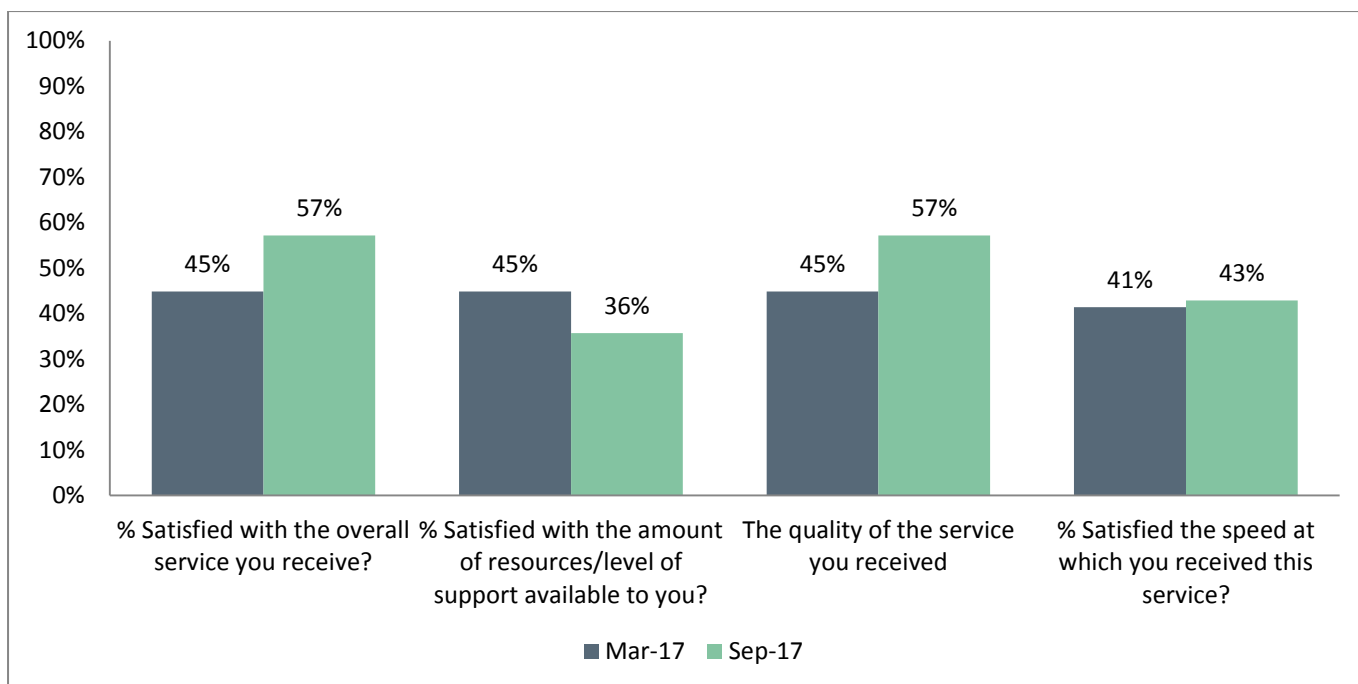
However, there appears to be issues regarding having to chase service requests, incorrect information on reports, poor information exchange regarding Health and Safety issues and having information more readily available.

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

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

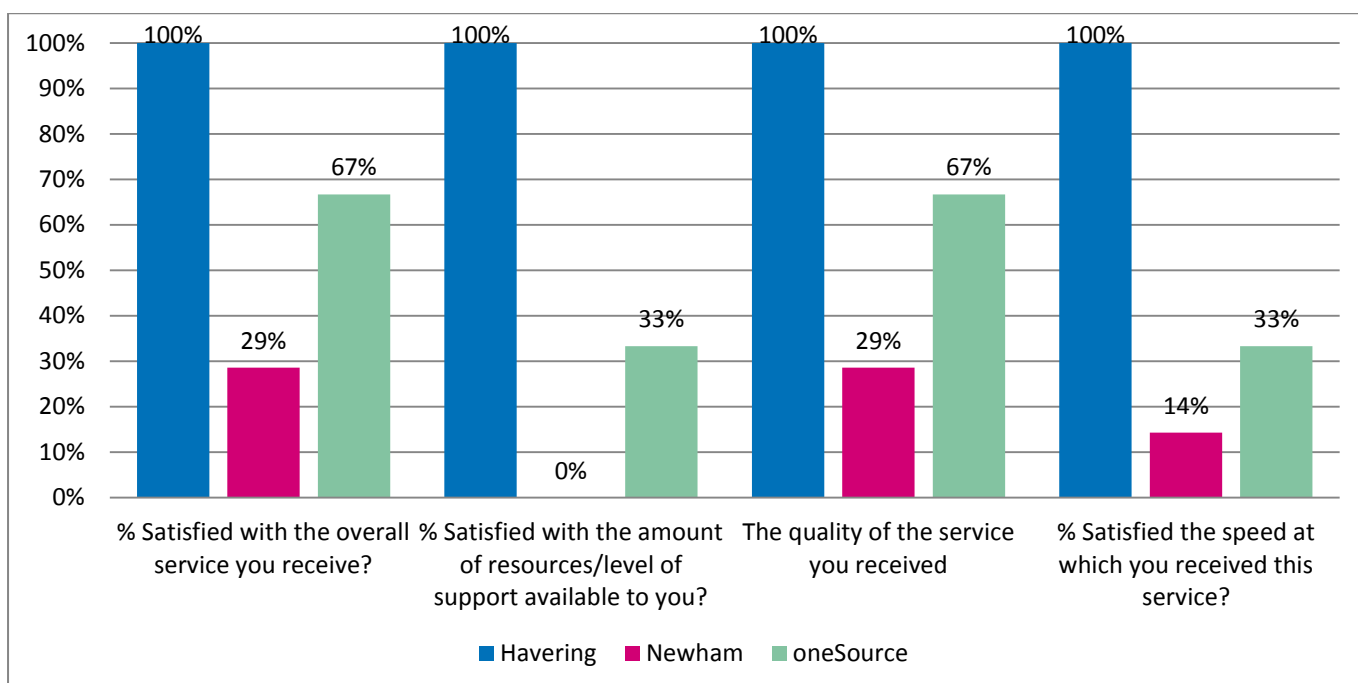
## Property Services

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



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

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



Graph 11: Property Services – Satisfaction by Individual Organisation

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

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

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

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

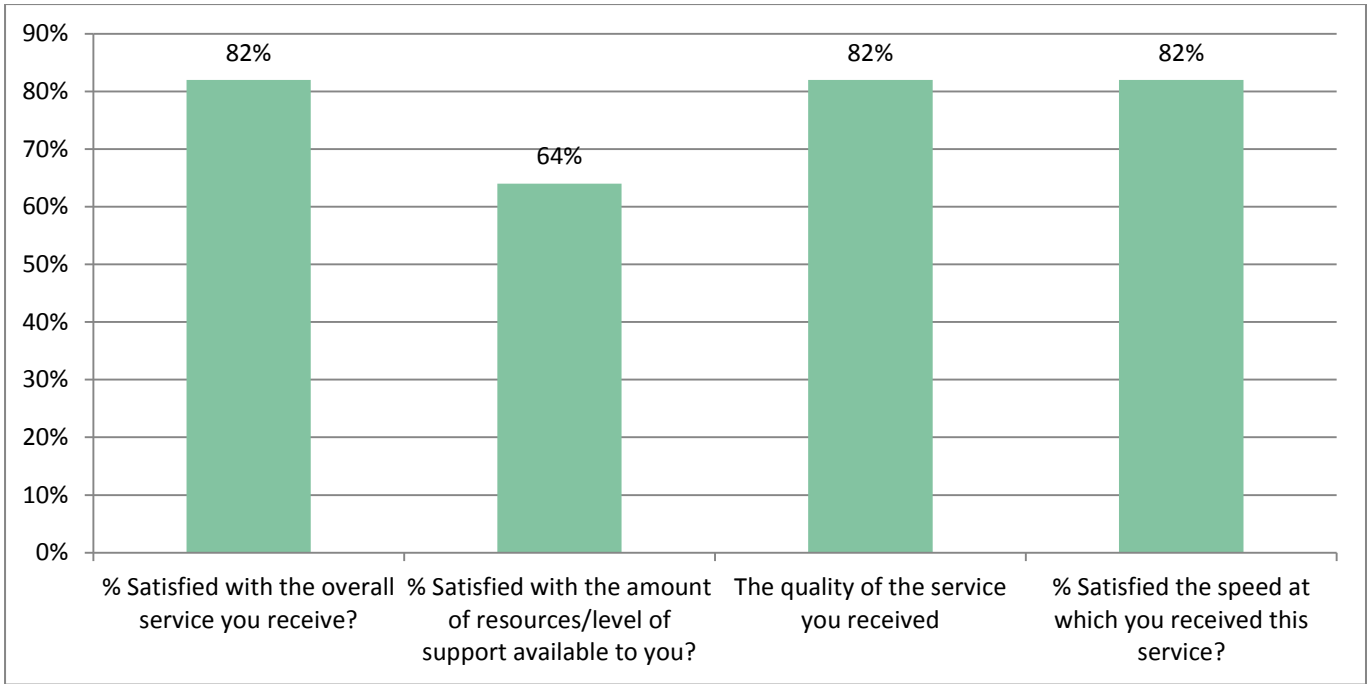
In agreement with Newham councillors, the service is moving towards a client-commissioning function and has begun a tender process to externalise some of its transactional work.

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

## Projects and Programmes

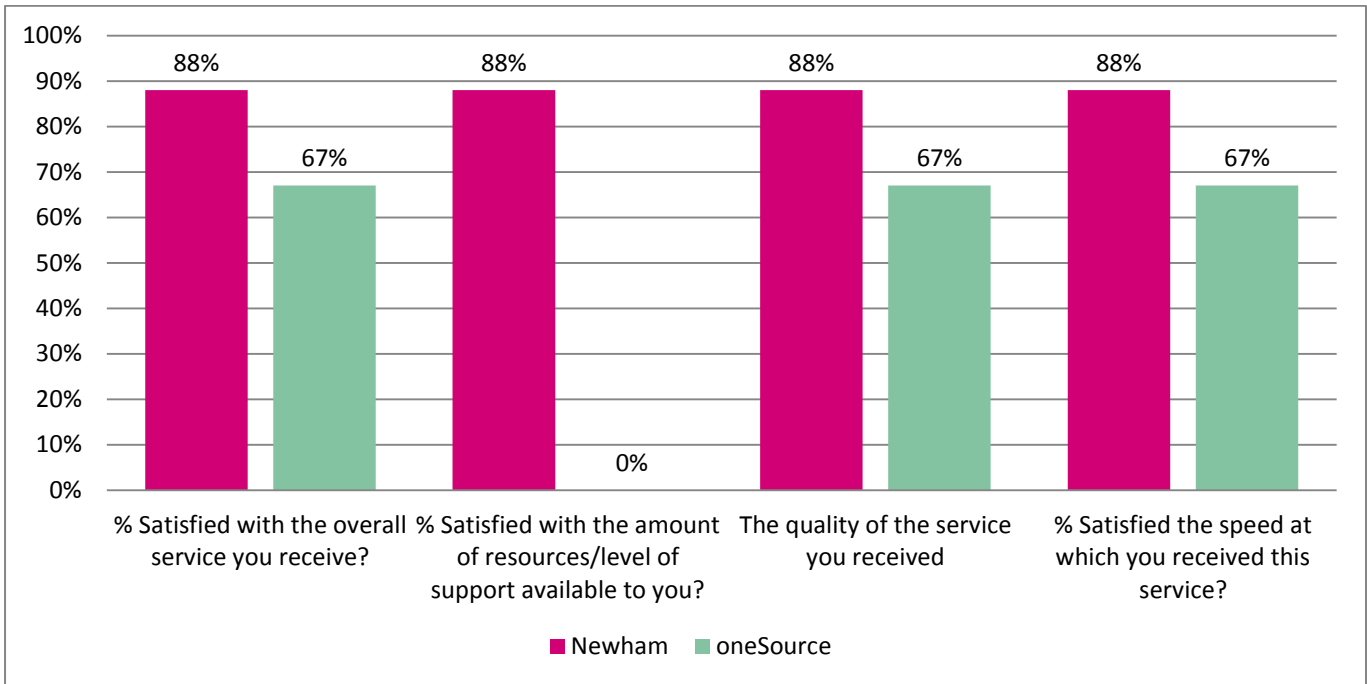
Projects and Programmes has been included for the first time and only pertains to Newham and oneSource. The equivalent service in Havering is Technical Services. Projects and Programmes received a handful of responses - 11 in total (8 LBN and 3 oneSource), therefore it should be noted the results are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

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



Graph 11: Projects and Programmes – September 2017

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



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

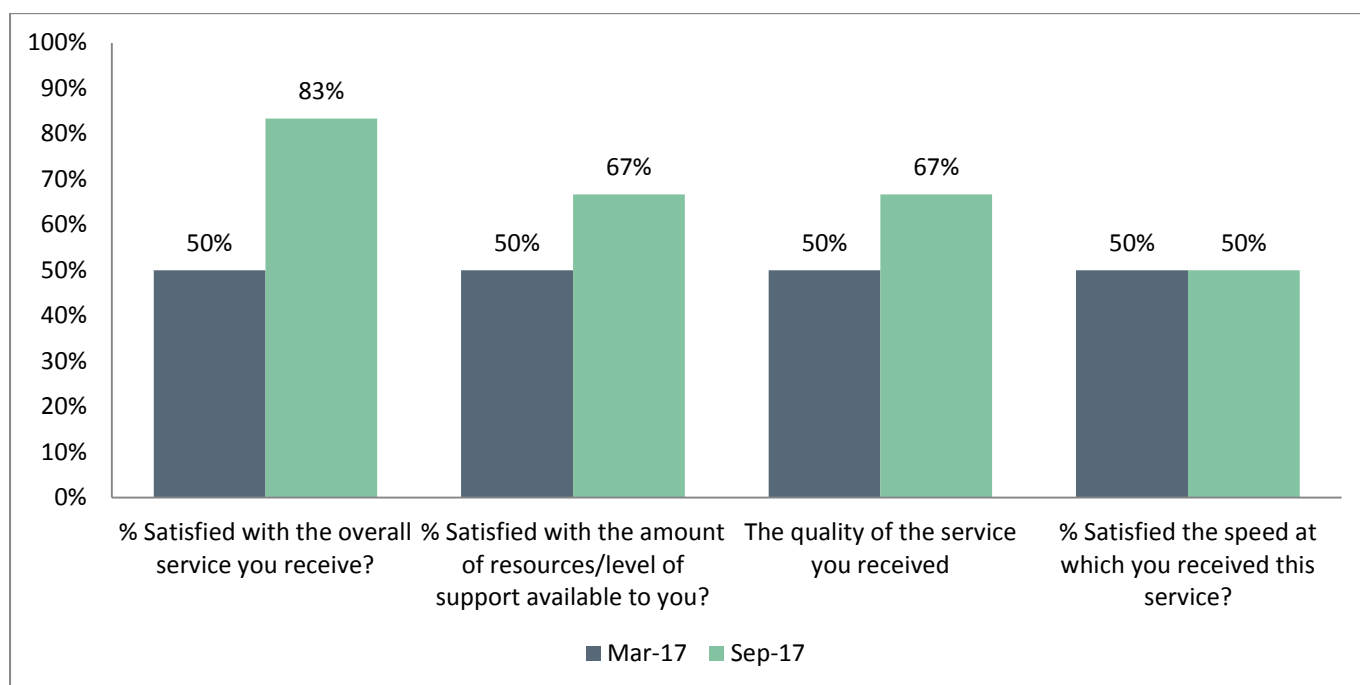
There was only one comment received regarding Projects and Programmes, it noted that the service is responsive and easy to deal with. There were no comments regarding why satisfaction is lower in oneSource.

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

## Technical Services

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

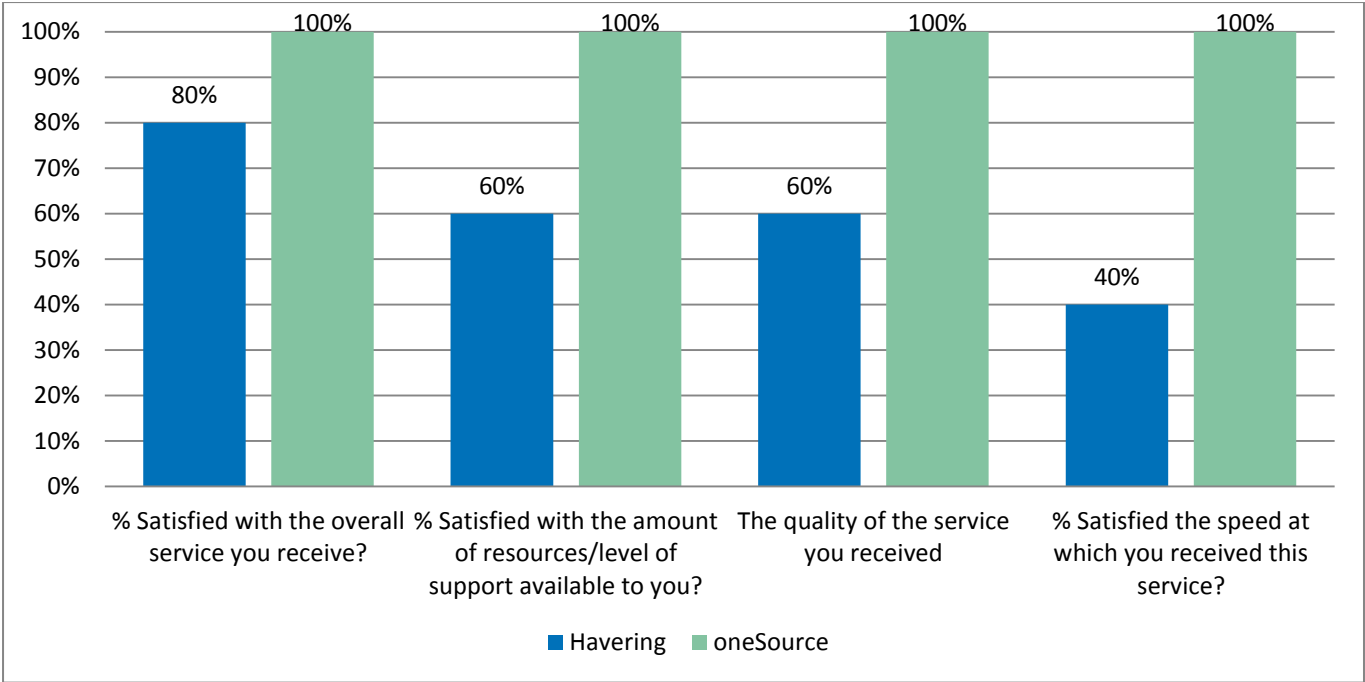
Overall satisfaction increased from March 2017 by a significant 33% from 50%, exceeding the 80% target. Satisfaction in the other three indicators remained lower though has increased by 17% in satisfaction with resources and quality. However, it is important to note that this figure no longer includes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



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

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





Graph 13: Technical Services – Satisfaction by Individual Organisation

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

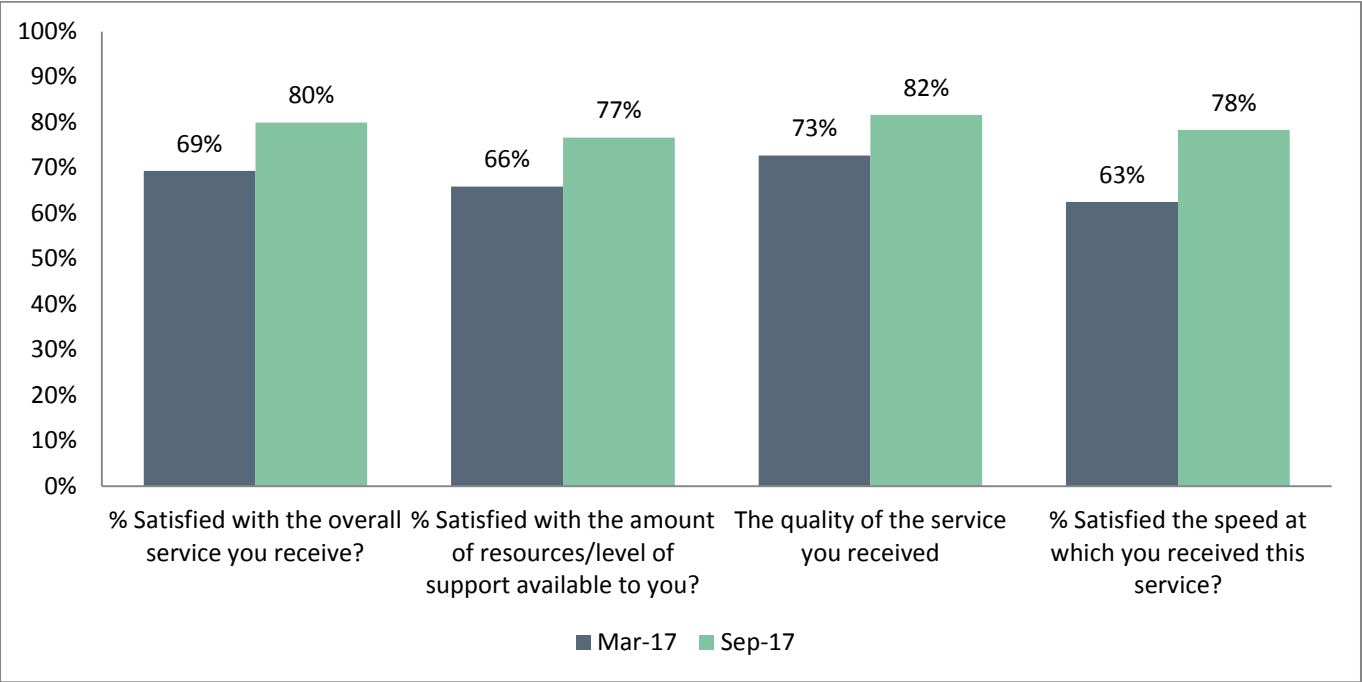
Technical Services have been implementing their restructure during 2017, resulting in some staff vacancies and difficulties in recruiting technical resources. The technical top-up contract with Jacobs has been used to mitigate any resourcing issues and the service area is currently finalising a recruitment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

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

# Exchequer and Transactional

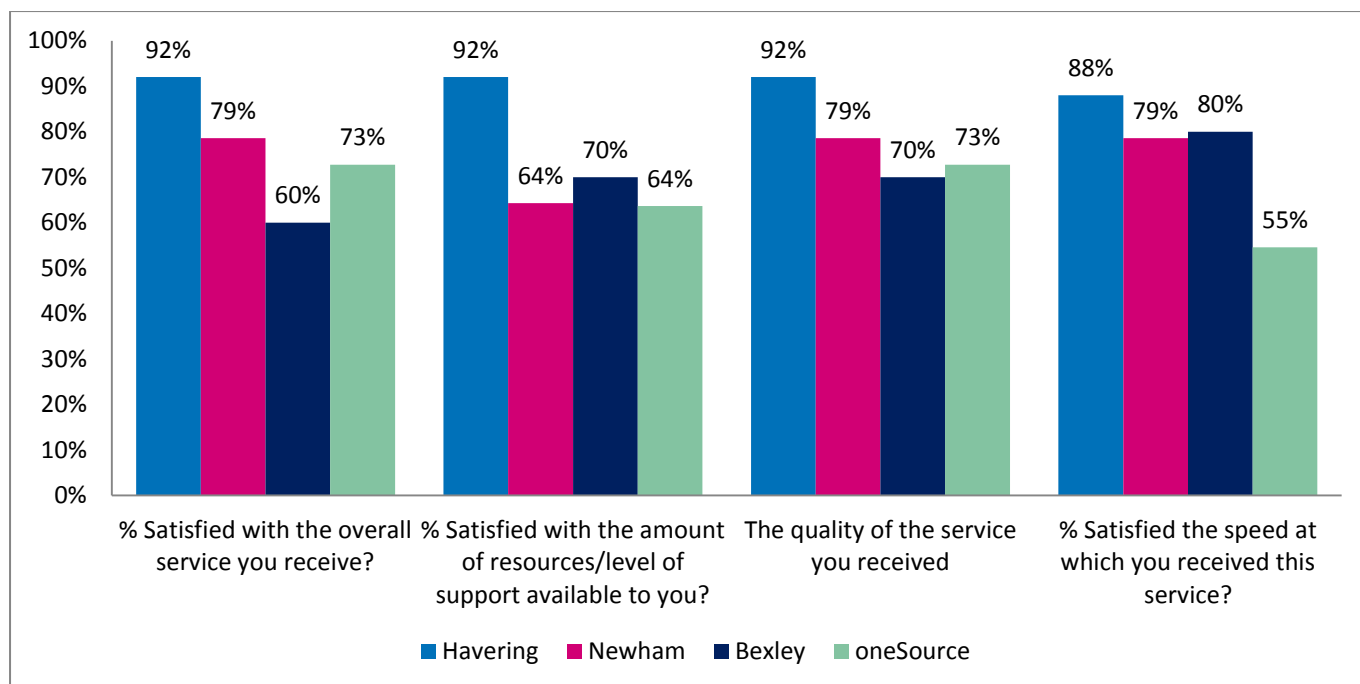
## Finance Transactional

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



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

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



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

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

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

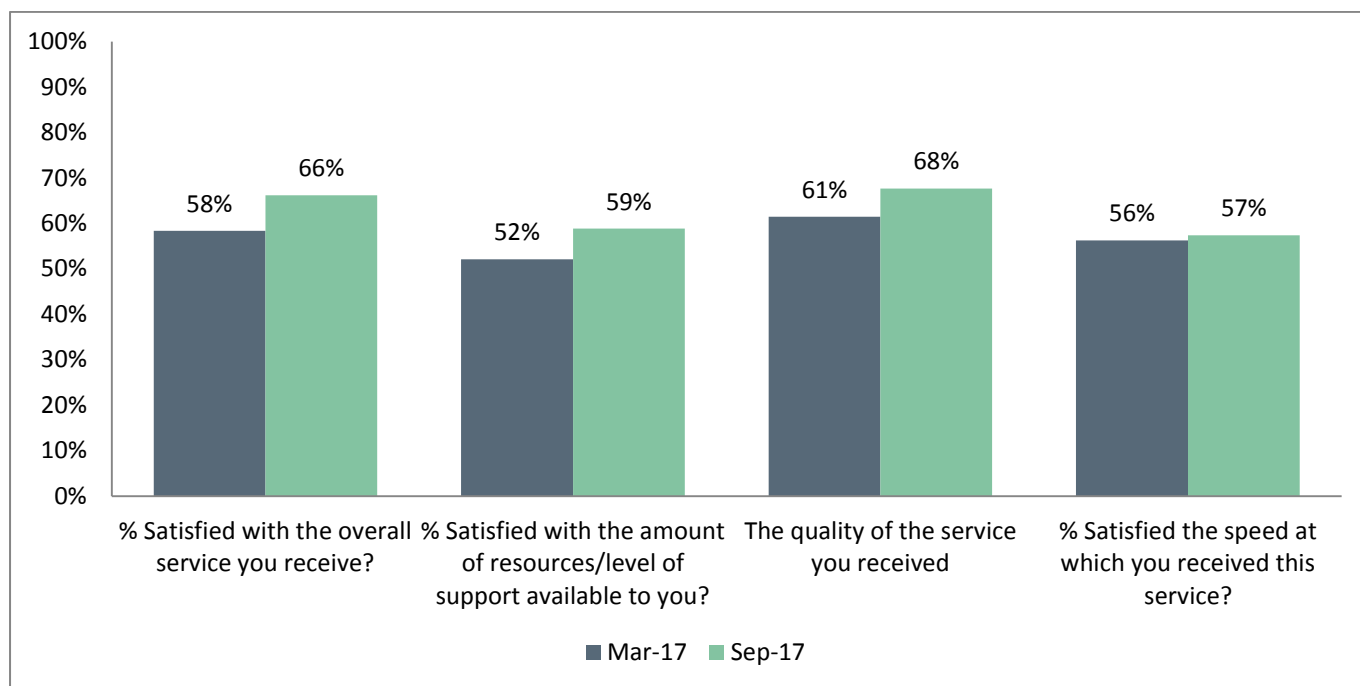
The Director of Exchequer and Transactional Services continues to foster and encourage a team spirit to improve culture, engagement and communication within the service areas and all stakeholders. This has involved staff briefings, team meetings and focus groups to discuss culture, change customer service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

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

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

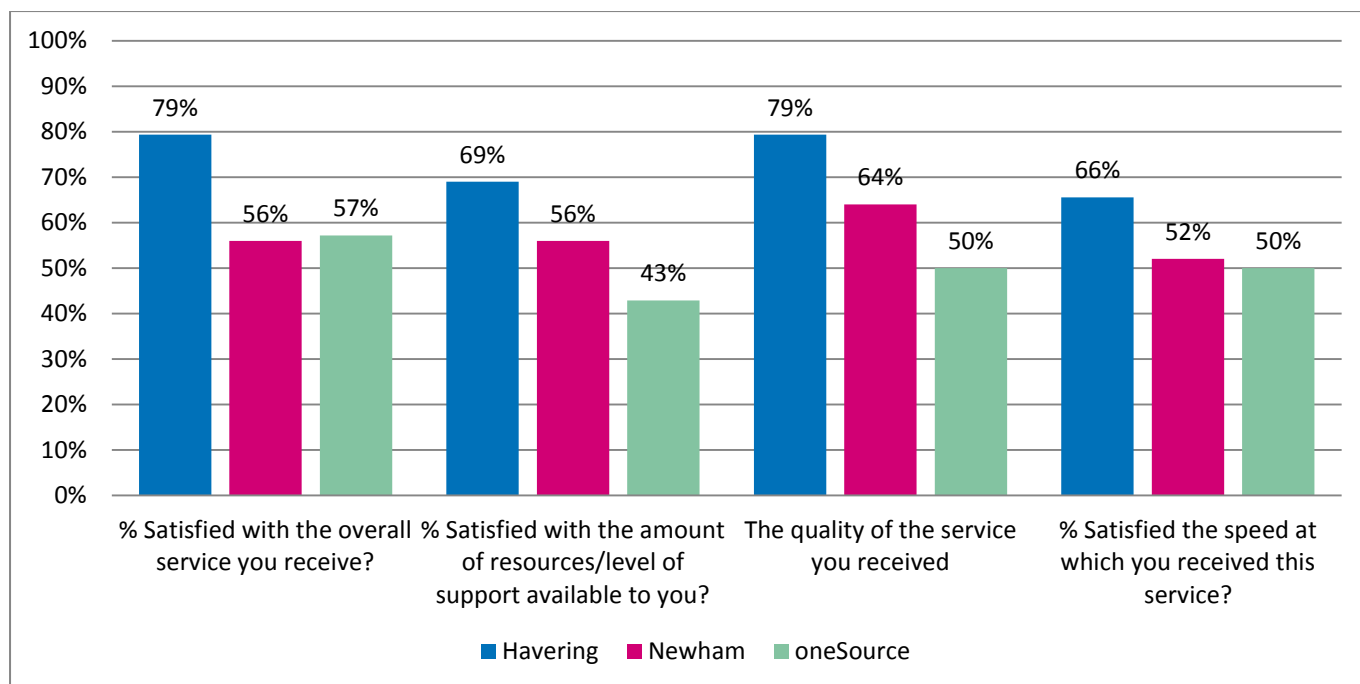
## HR Transactional

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



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

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



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

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

Reasons for lower satisfaction scores within HR Transactional included:

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

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

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

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

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

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

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

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

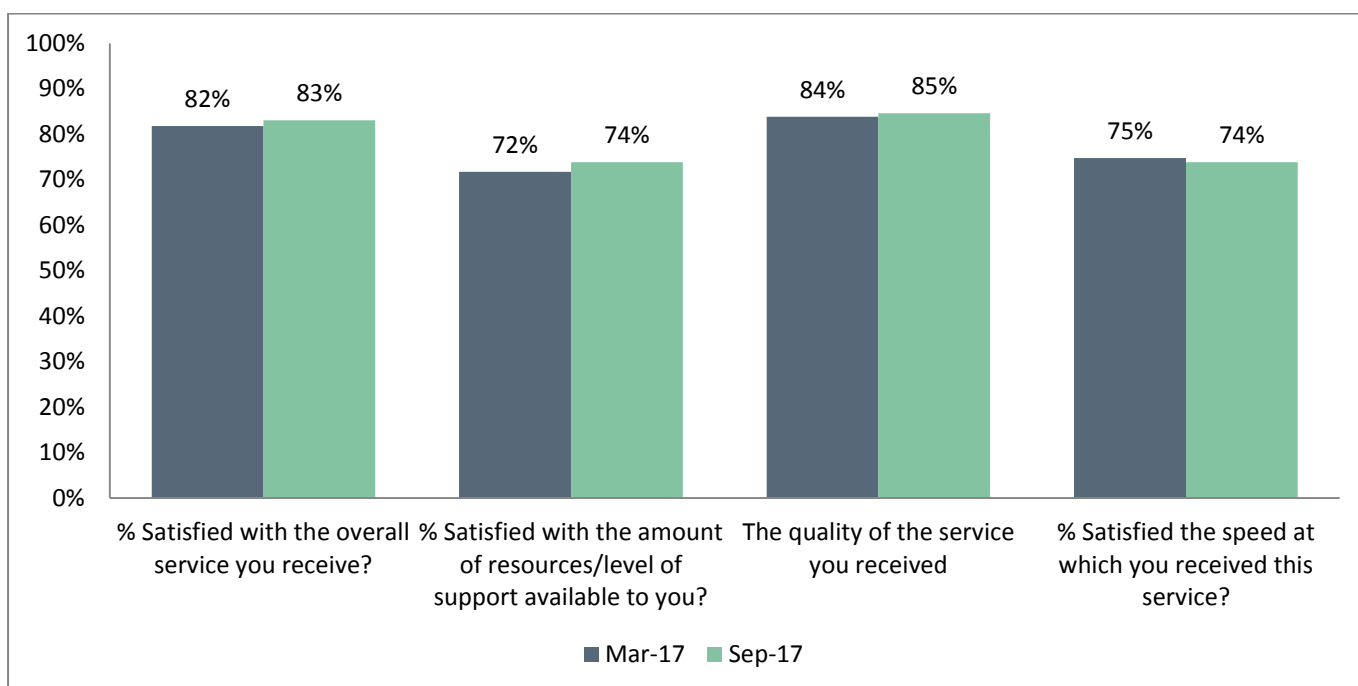
Further to the Customer feedback from the Survey, Exchequer and Transactional Services are continuing to work closely with customers to determine needs, which will be reflected in the KPIs and SLAs, to ensure that the service operates efficiently and effectively, and align resources to priorities. The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

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

## Finance

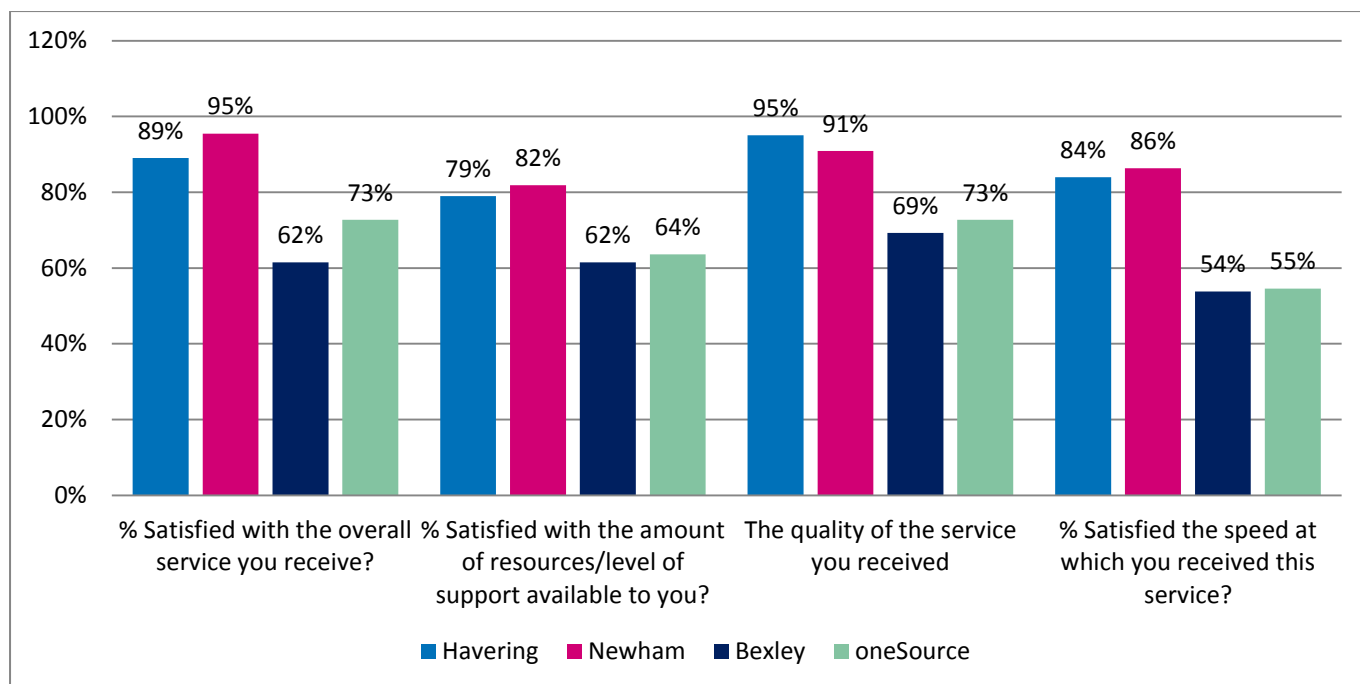
### Strategic and Operational Finance

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



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

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



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

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

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

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

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

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

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



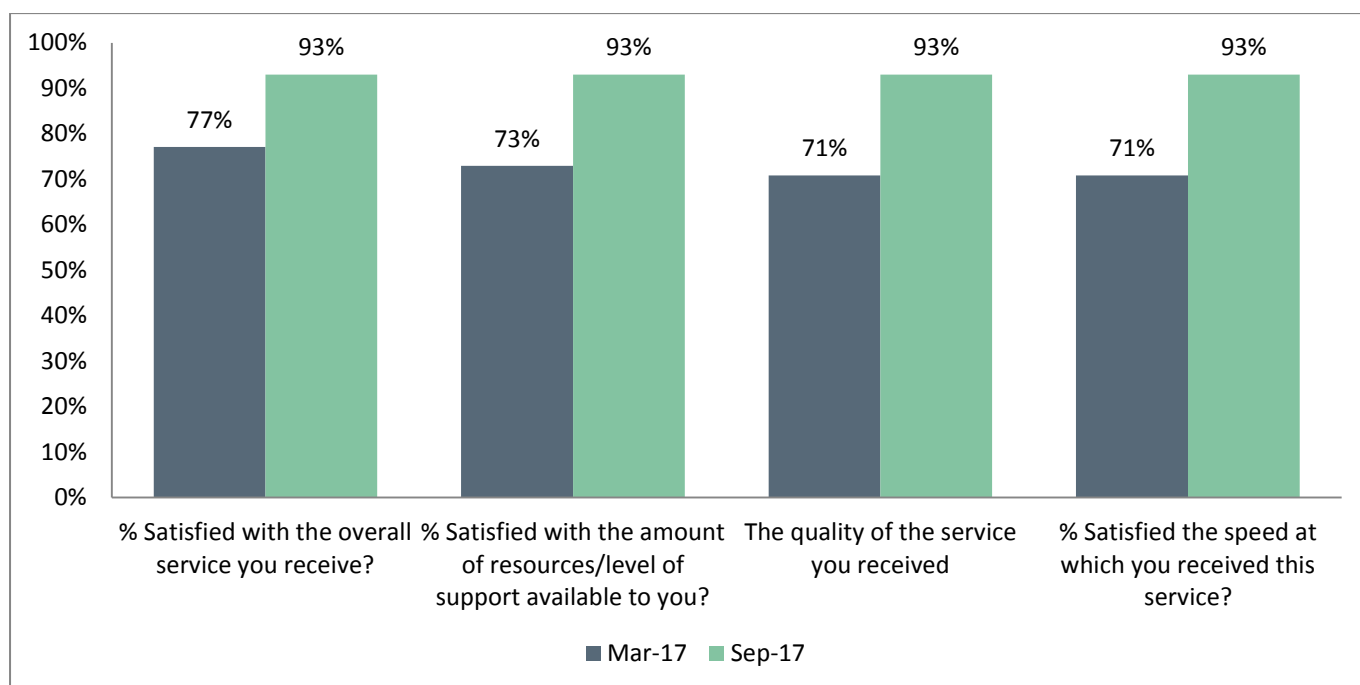
Section 151 Officers to identify the projects, programmes and priorities for the upcoming year that need financial support in the medium to long term in order that resources can be aligned to service demands and to flag any issues early. Projects and priorities identified will be included within the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

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

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

## Procurement

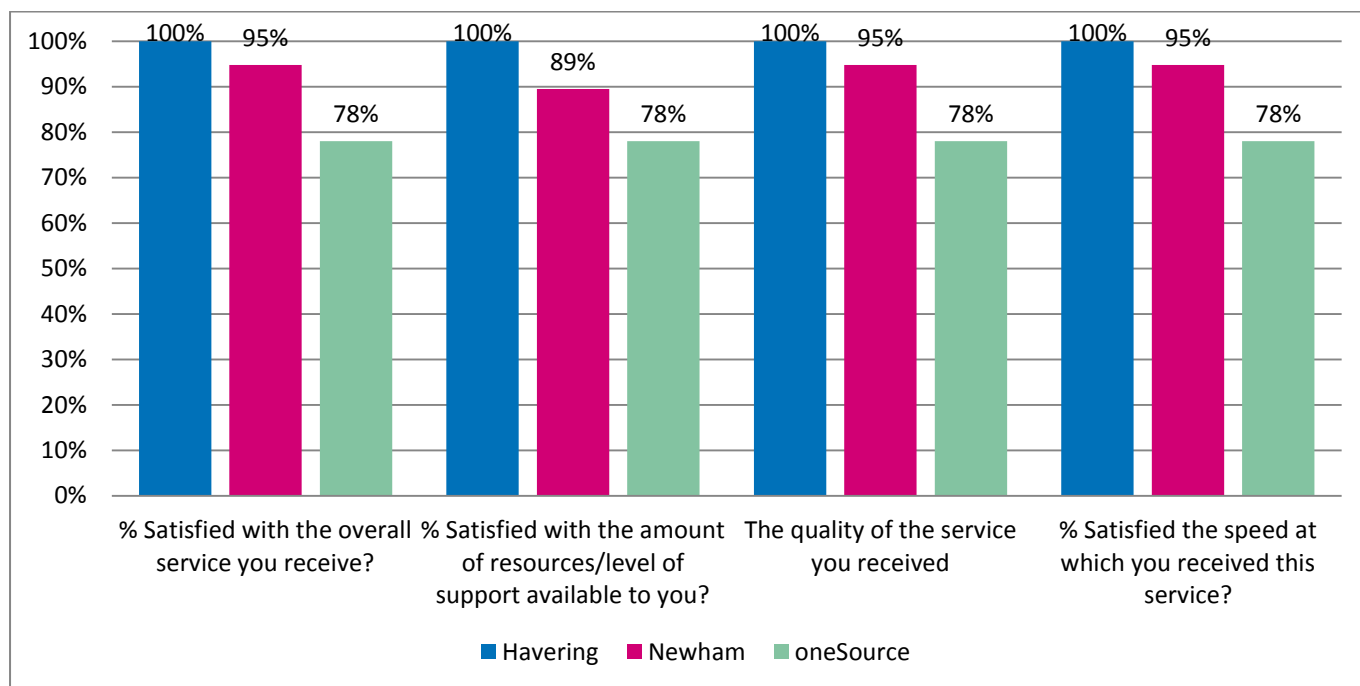
Satisfaction with Procurement has increased since October 2016 and has continued to show significant satisfaction improvements. The service is one of the top performing services with 93% satisfaction in all four indicators, increasing from 77%. The service received 41 responses overall with 13 from Havering,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



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

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

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



**Graph 21: Procurement – Satisfaction by Individual Organisation**

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

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

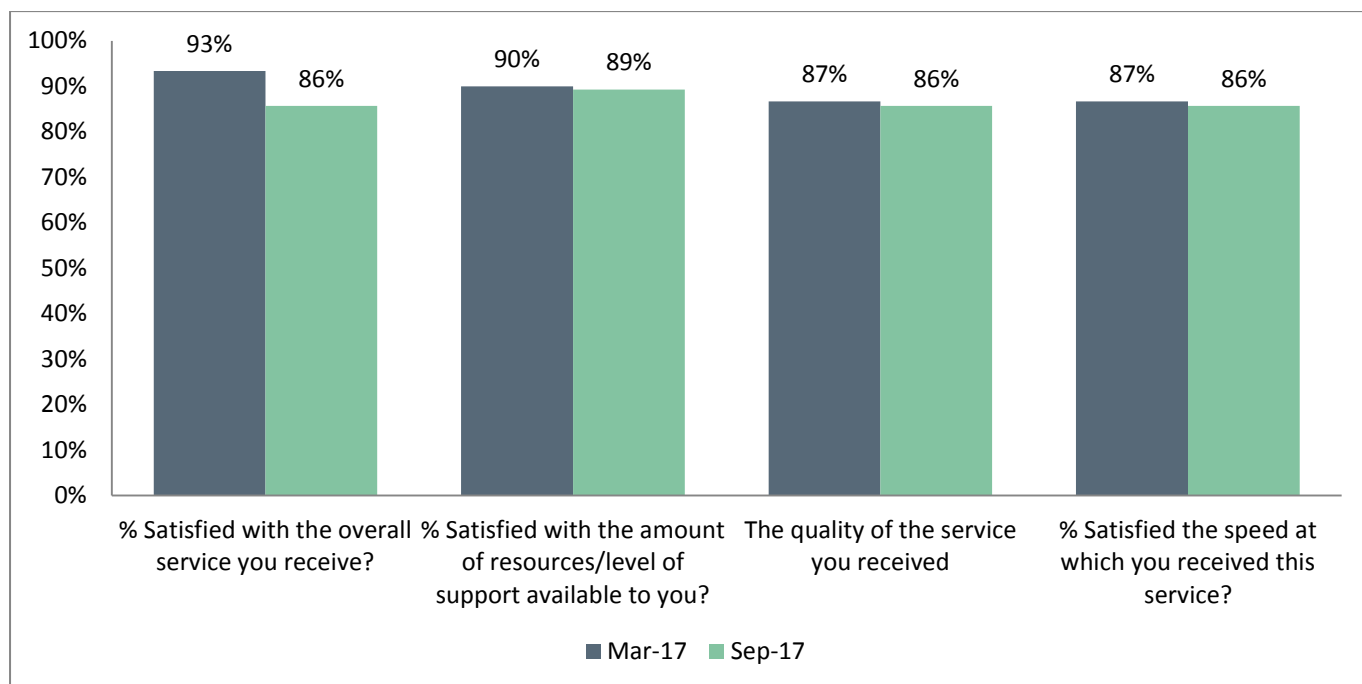
A review of the Terms and Conditions will be taking place, in conjunction with Legal Services. There is recognition that there is an issue regarding Accounts Payable hold invoice and potentially a workflow issue. The service, along with Exchequer and Transactional services, will be reviewing the processes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

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

## Internal Audit, Risk, Insurance and Counter Fraud

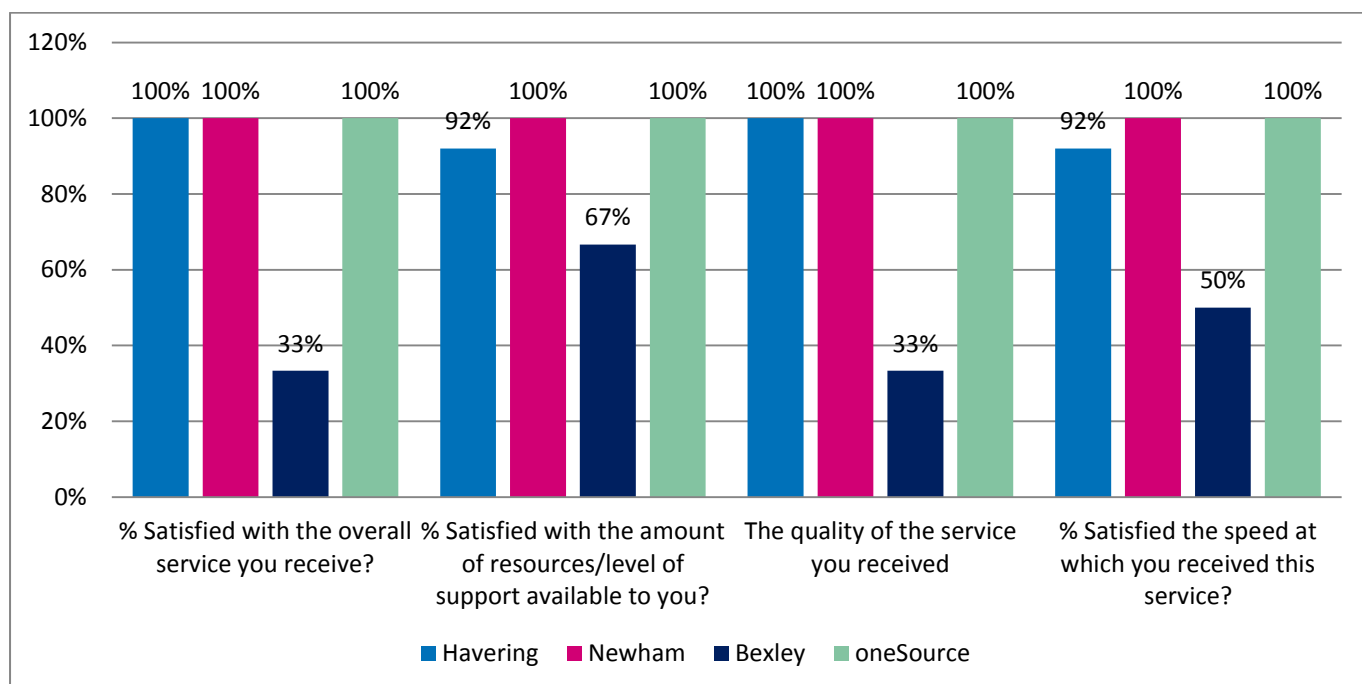
The overall customer satisfaction for Internal Audit, Risk, Insurance and Counter Fraud has decreased by 8% in customer satisfaction; this was mainly due to poorer than expected

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



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

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



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

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

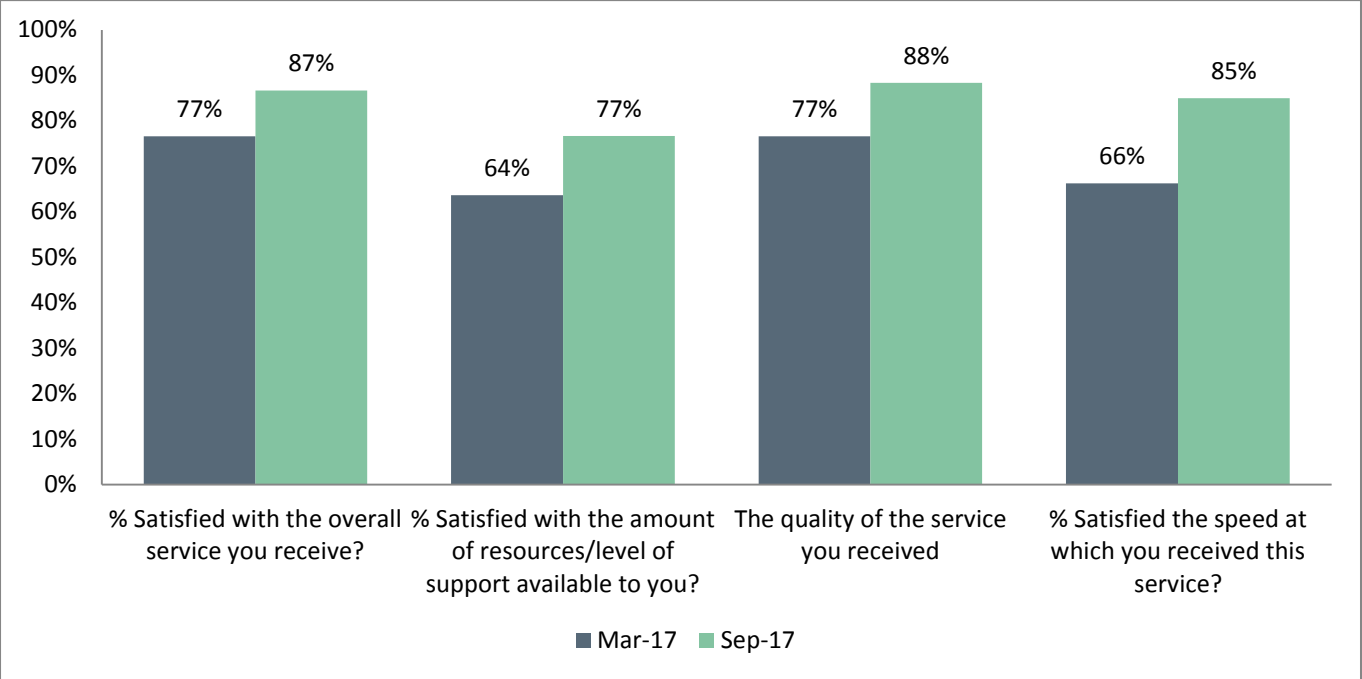
A new Fraud structure will be implemented by the end of the financial year, which will facilitate a more proactive approach to fraud and investigations. The service already conducts its own analysis of satisfaction to track and monitor internal audit satisfaction where the limited responses received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

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

# Human Resources

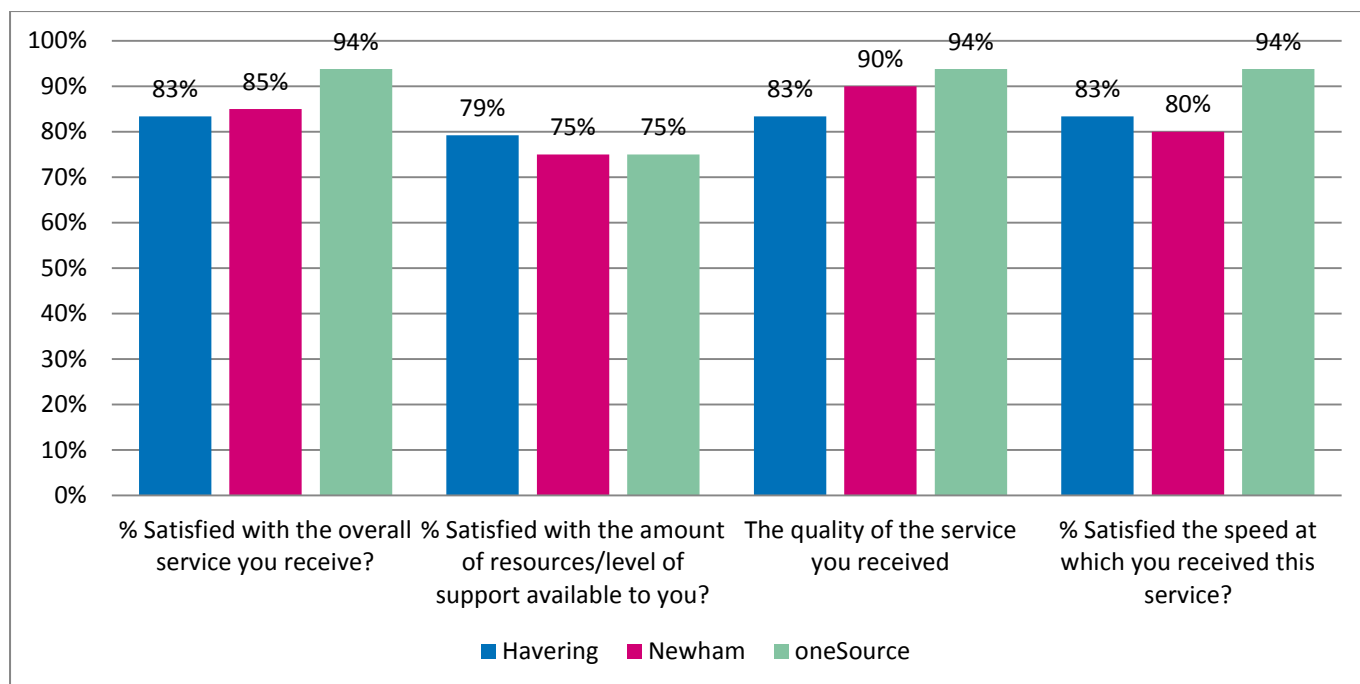
## HROD

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



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

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



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

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

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

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

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

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

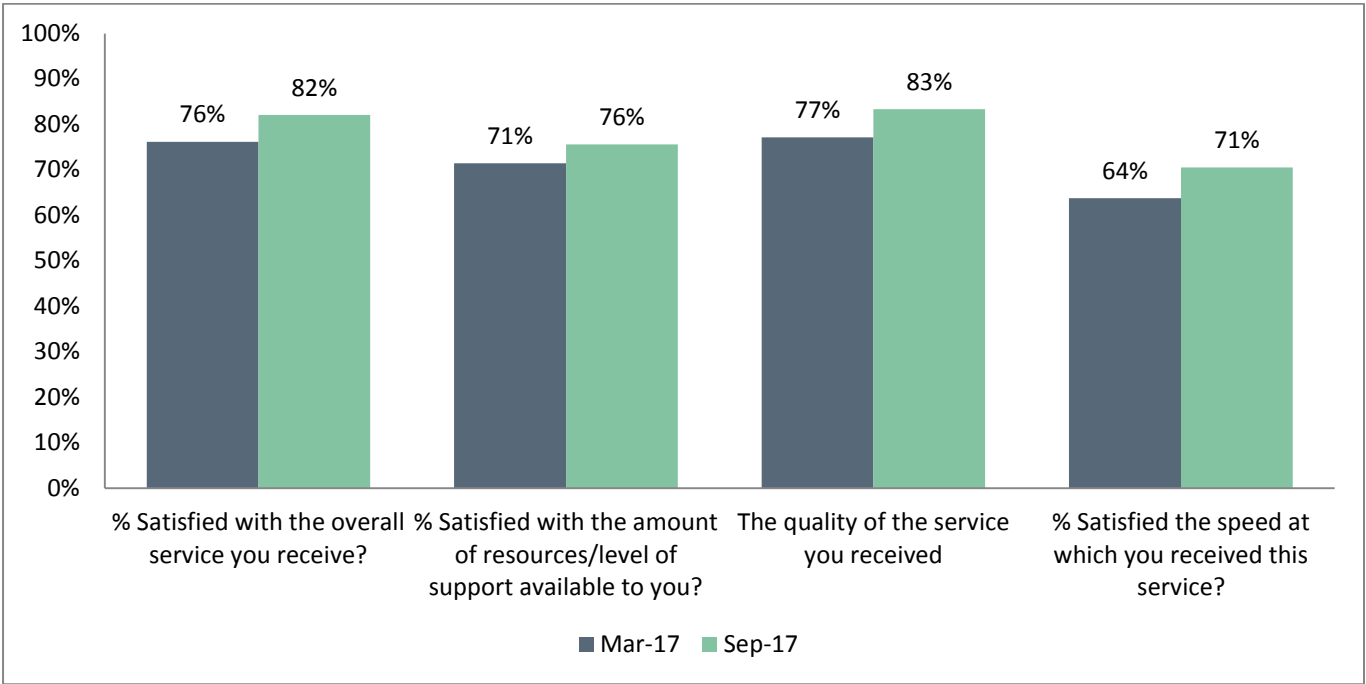
The initial implementation of IR35 legislation by HMRC meant uncertainty, as a result a robust system and process was implemented in response to HMRC's IR35 legislation and to ensure that the councils remain compliant. This will process has a continued requirement from the council's respective section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

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

# Technology and Innovation

## ICT

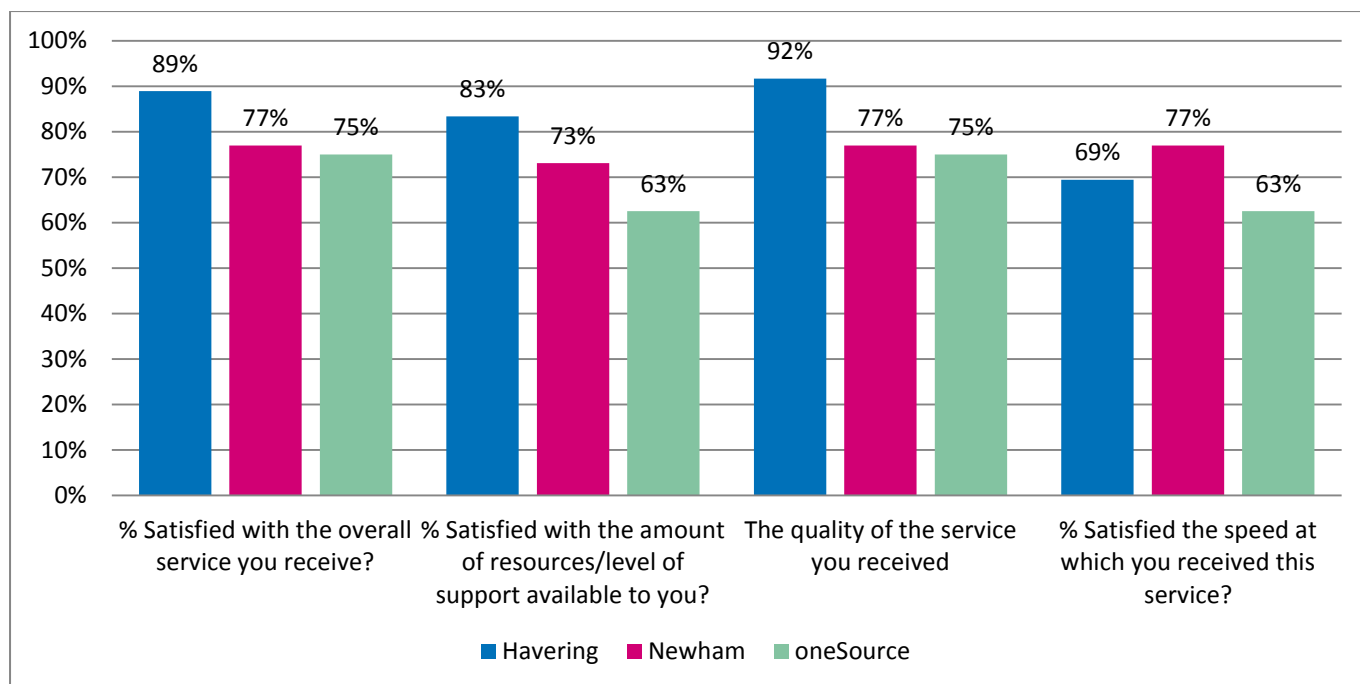
ICT has increased in satisfaction in all four reported indicators, making the service one of oneSource’s top performing. 78 people responded to the survey, with 36 from Havering, 26 from Newham and 16 from oneSource. Overall satisfaction has increased by 6%; with 5% increase in satisfaction with resources,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



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

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





Graph 27: ICT – Satisfaction by Individual Organisation

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

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

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

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

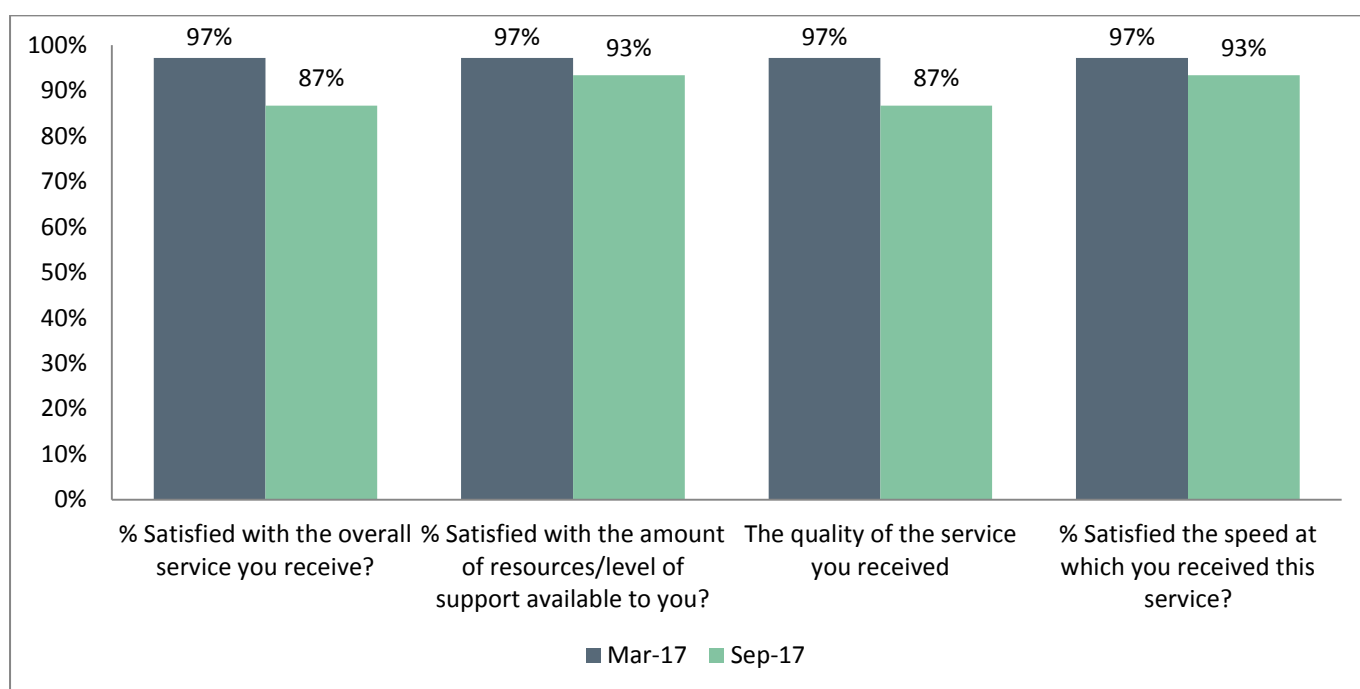
There are various projects and programmes which are currently focused on implementation of systems and infrastructure. These are prioritised in discussion with the senior members

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

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

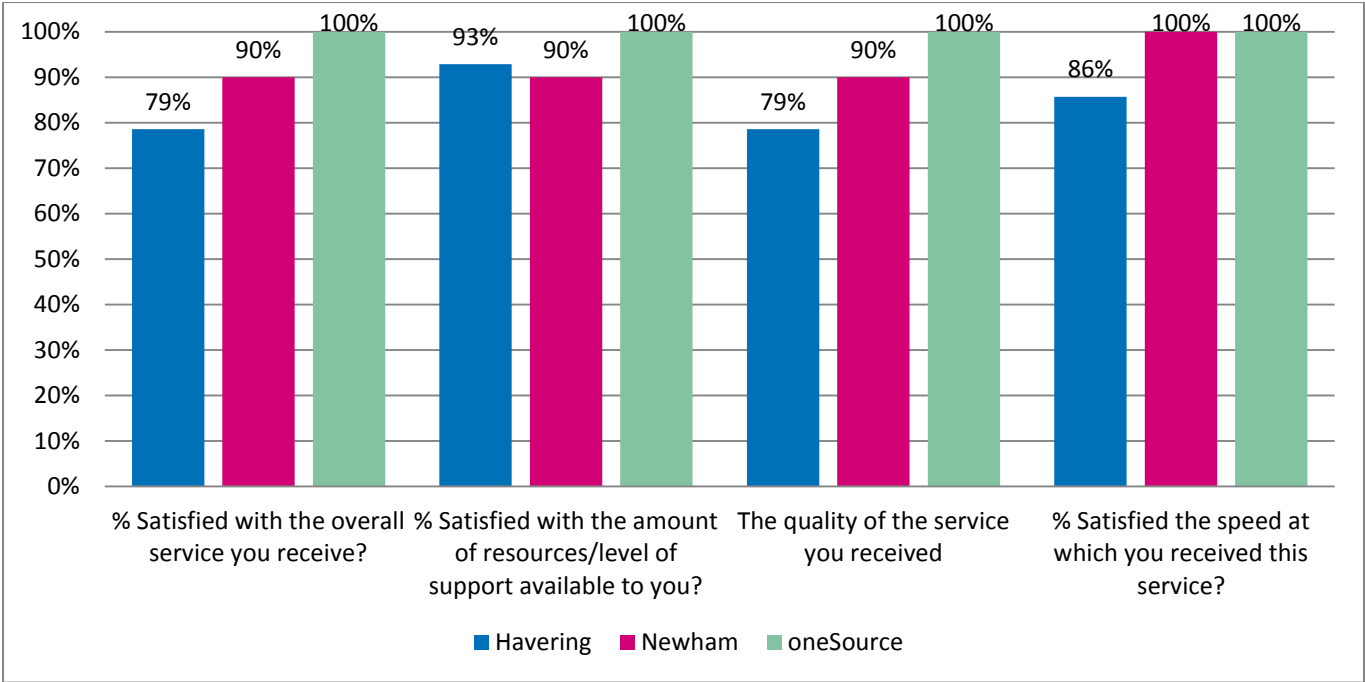
## Printing Services

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



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

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



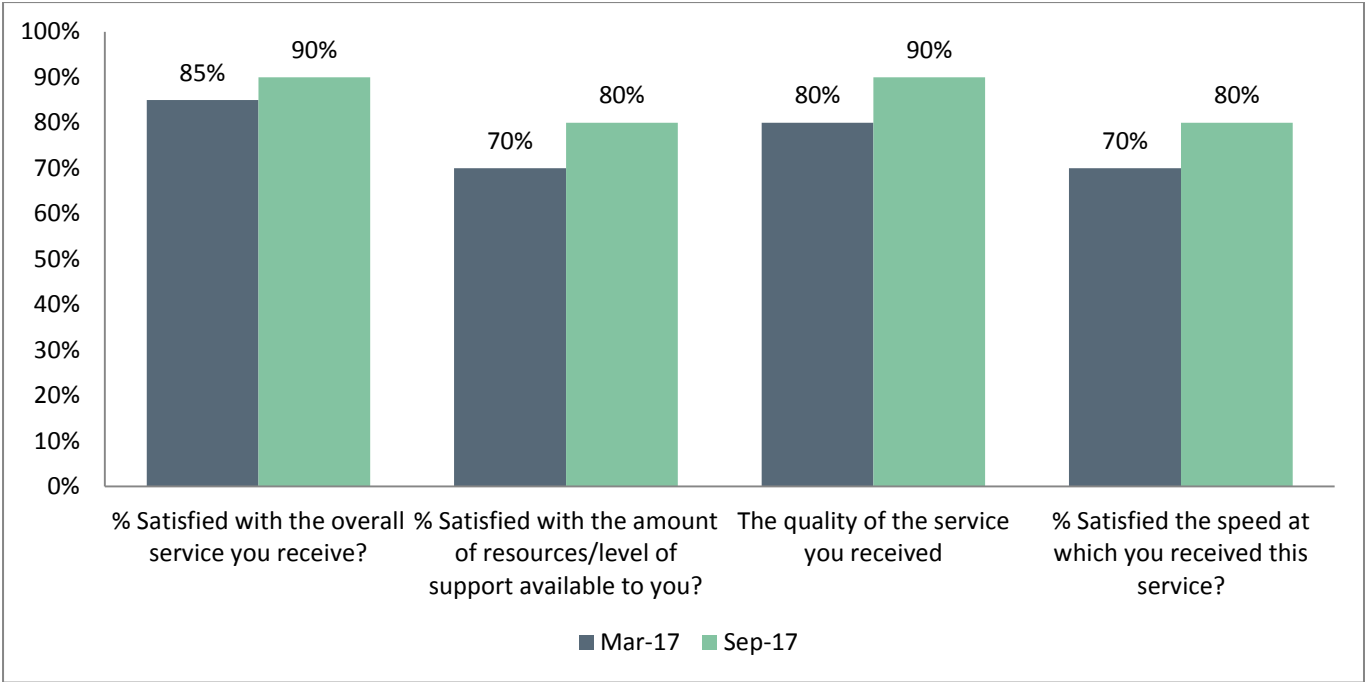
Graph 29: Printing Services – Satisfaction by Individual Organisation

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

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

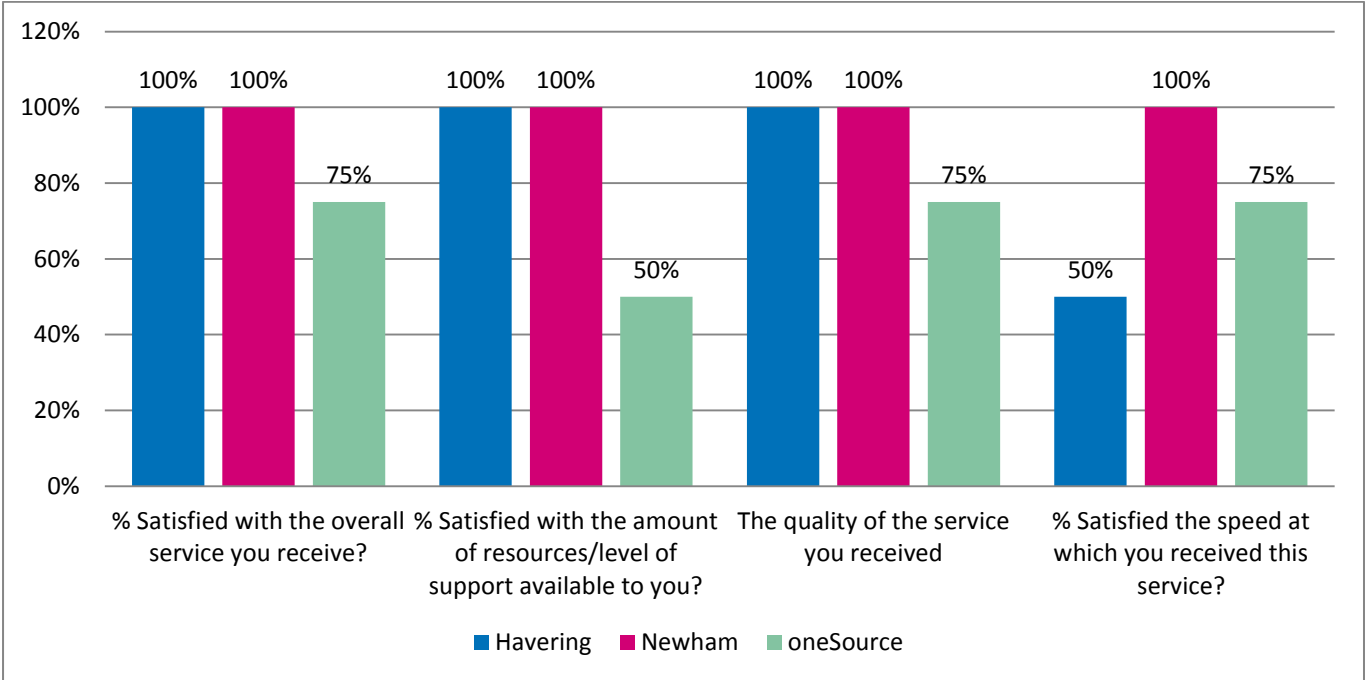
Business Improvement

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



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

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



Graph 31: Business Improvement – Satisfaction by Individual Organisation

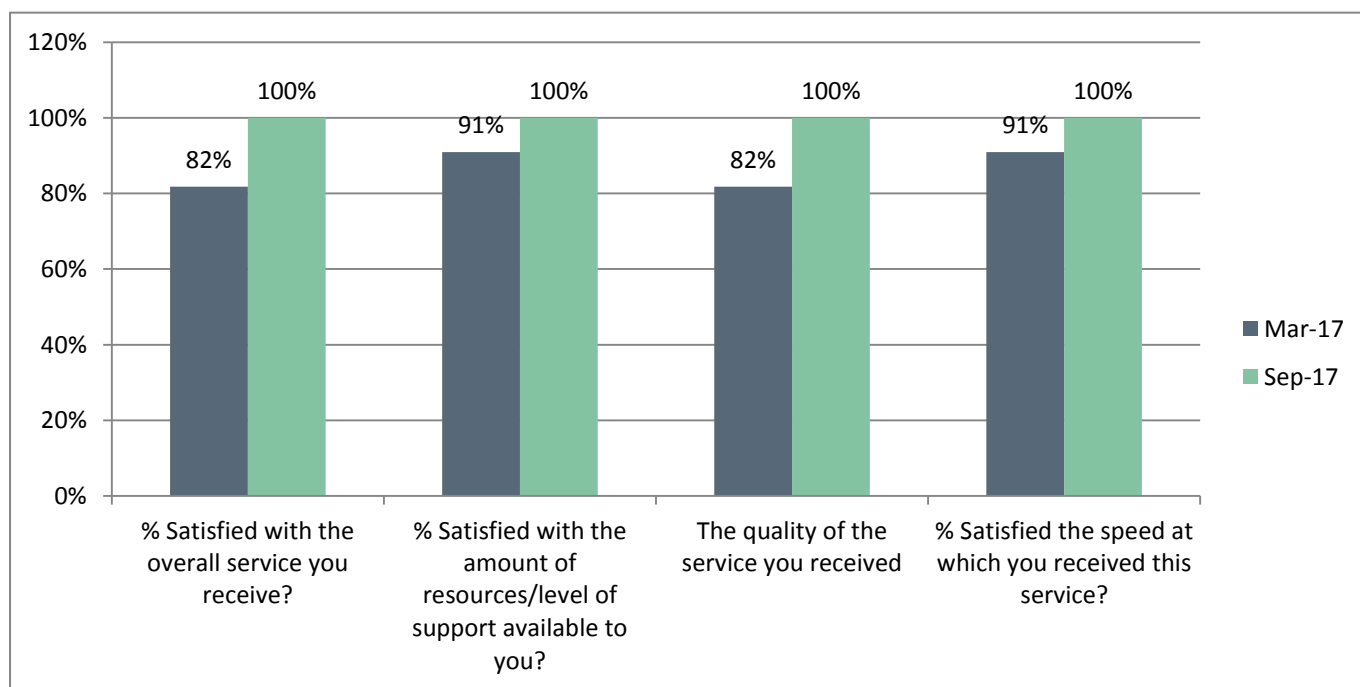
There were only two comments raised for Business Improvement – one noted that there are not enough sufficiently qualified people within the service to handle queries when opportunities are available. The second comment indicated that the guidance for starters

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

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

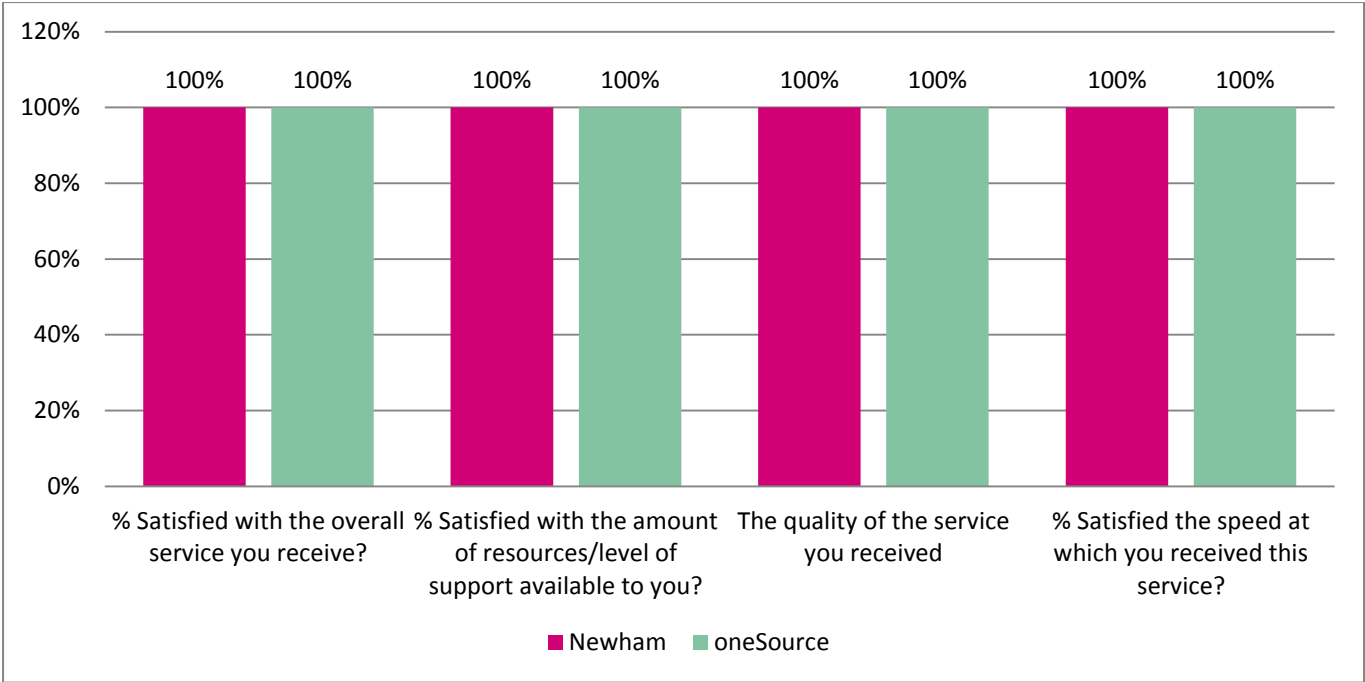
## Programme Management Office (PMO)

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



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

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



Graph 33: PMO – Satisfaction by Individual Organisation

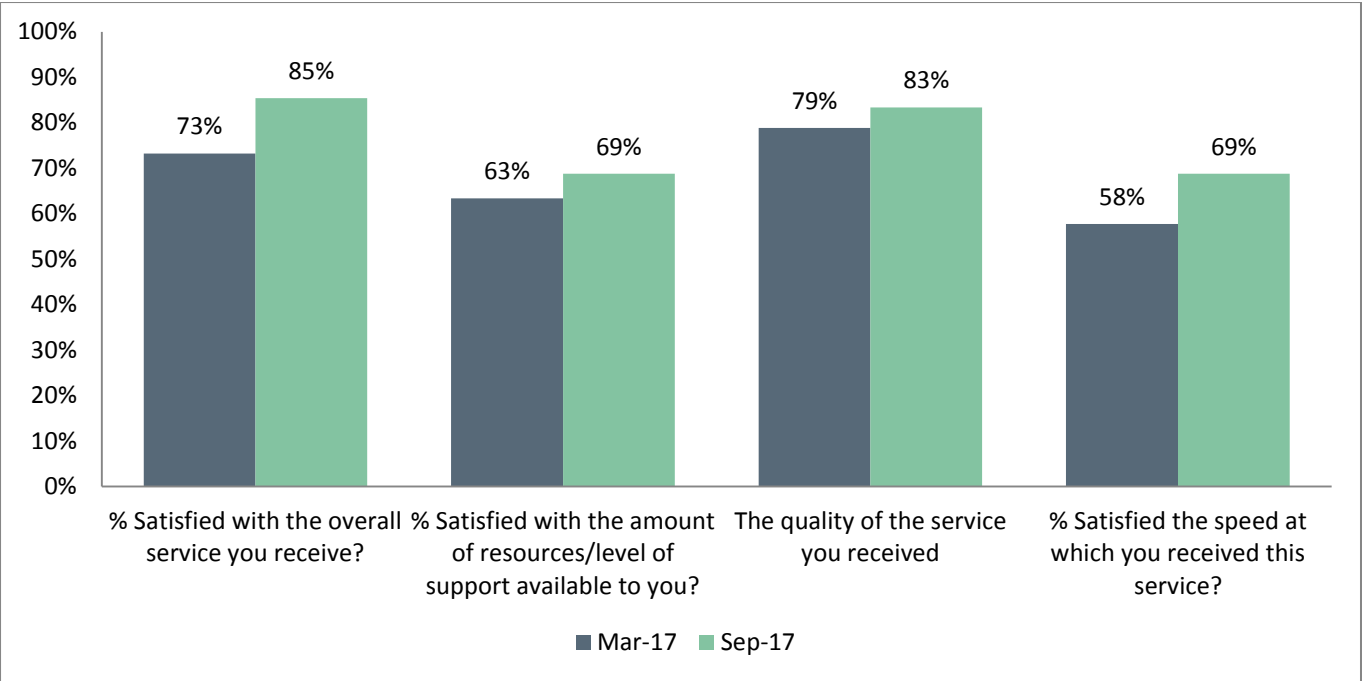
There was particular praise given to officers within the team for being “helpful”, “knowledgeable”, “proactive and solution-focused” and “probably the best team in oneSource”. No comments were raised regarding any issues or problems that managers may have.

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

# Legal and Governance

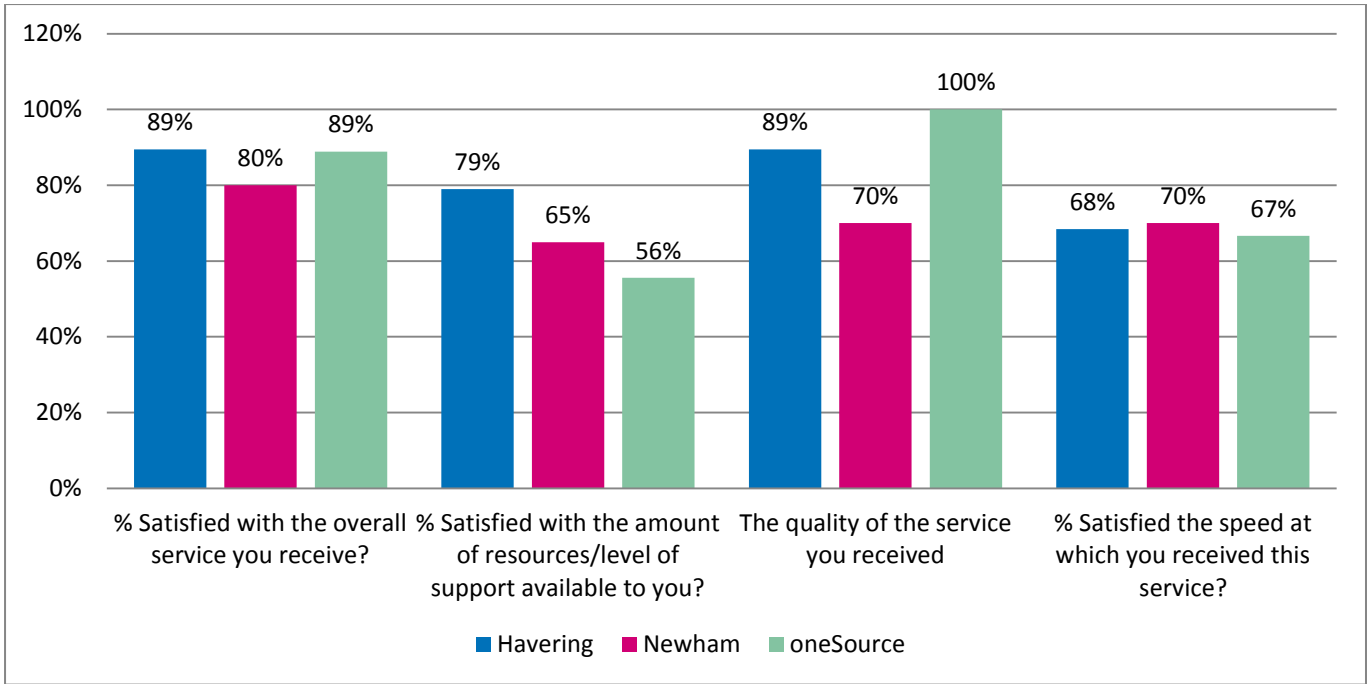
## Legal Services

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



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

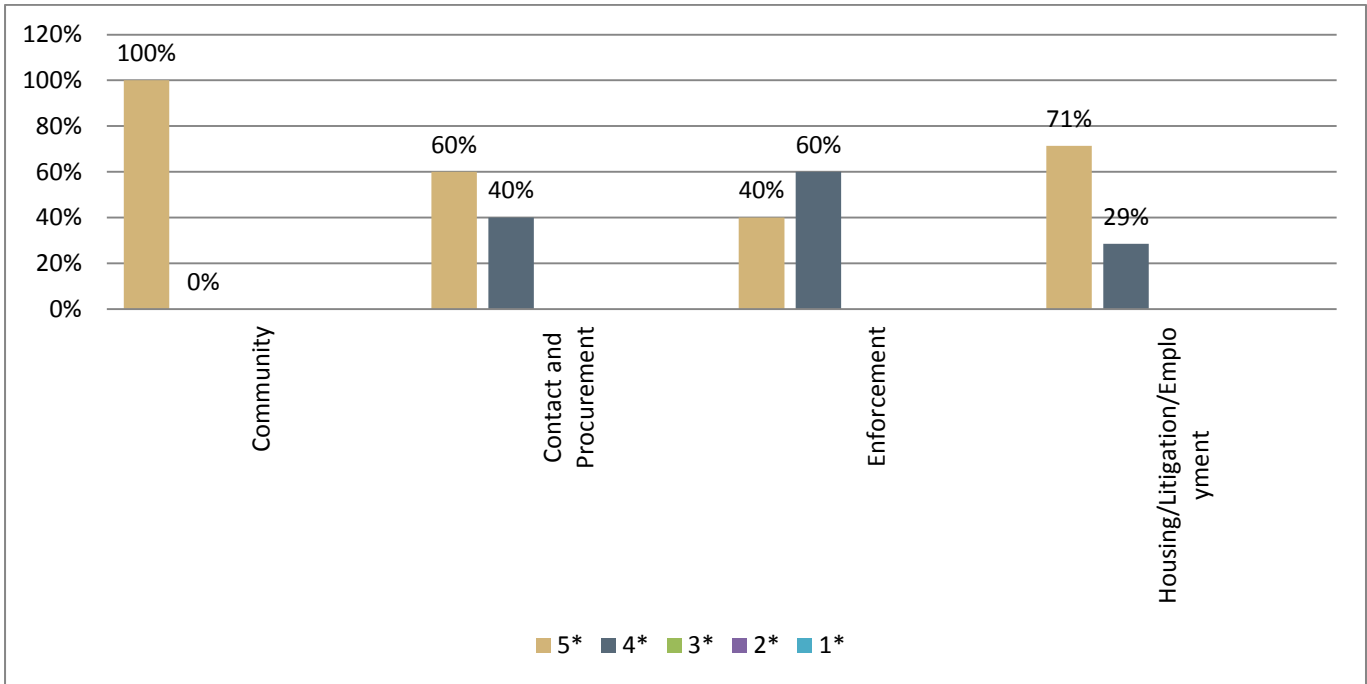
Within oneSource, satisfaction exceeded the target in two of the indicators with 89% in overall satisfaction and 100% in satisfaction with quality. Overall satisfaction within Havering increased by 4%; satisfaction with resources increased by a significant 23% since October 2016. Newham also scored Legal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



Graph 35: Legal Services – Satisfaction by Individual Organisation

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

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



Graph 36: Legal Services – by team



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

The issues that were identified included:

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

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

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

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

## Further Feedback

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

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

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

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

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

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

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

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

## Conclusion

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

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

## Action Plan Update

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

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

oneSource Customer Questionnaire September 2017

Combined Results (Havering, Newham, Bexley and oneSource)

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

Havering

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

Newham

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

oneSource

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

Bexley

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



