

# ANNUAL REPORT

Delivering affordable quality  
services to Bexley, Havering  
and Newham councils, and the  
wider public sector

2017 / 18

*Working on behalf of*



[www.oneSource.co.uk](http://www.oneSource.co.uk)

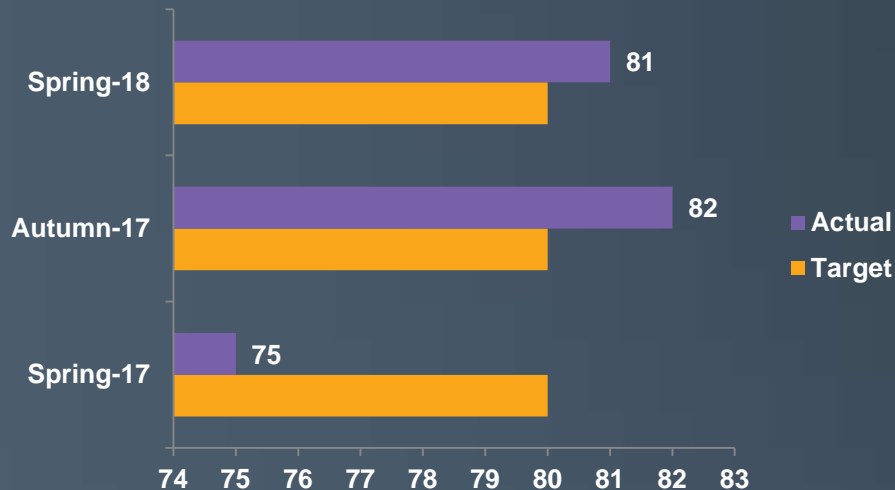


oneSource – Supporting  
Public Services

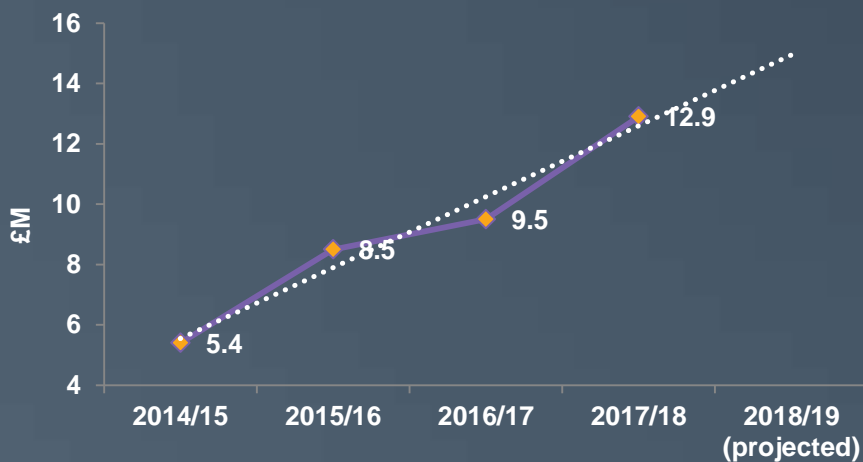


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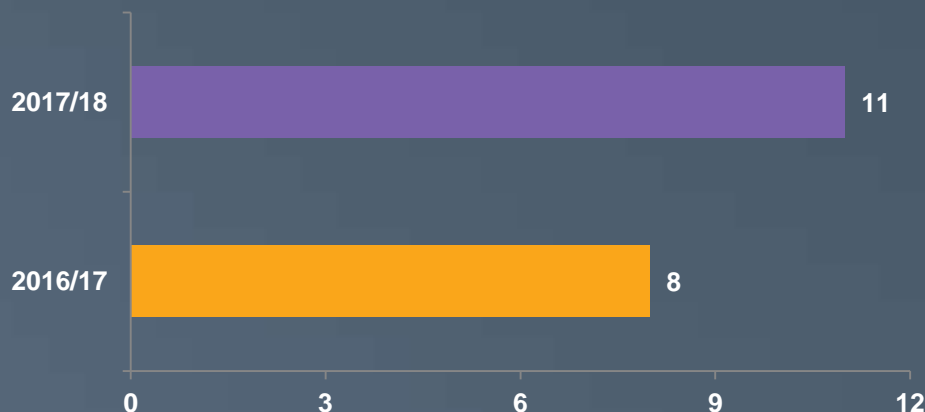
# Highlights



81% customer satisfaction across Bexley, Havering and Newham.



Shared savings of £12.85m delivered in 2017/18. On track to save **£14.88m** in 2018/19.



Shortlisted-for or won 11 awards

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# CEO statement

Over the past 12 months oneSource has continued to deliver on our main aim of delivering savings for the partner councils to help protect the front line, whilst providing quality strategic, operational and transactional services across our 22 areas.

I'm pleased to report that oneSource is on track to save c£15m per year by 2018/19, whilst at the same time overall satisfaction levels have hit the 80% target set by the Joint Committee for the first time. Given the context within which oneSource has been working, this is a considerable achievement and is down to the hard work, dedication and skill of staff, managers and Directors across the organisation.

The LGC's announcement that Shared Service arrangements such as oneSource are contributing almost £1b saving per annum, cements the importance of oneSource's continued role in protecting our front-line services.

Looking ahead, it is clear that the challenge

for oneSource will be to constantly strive to improve service quality for the three councils and other customers while we continue to look at new ways to save money and be more efficient.

In addition, with new political administrations being elected in May 2018 it will be very important that the services in oneSource are fully aligned to the individual councils' priorities and support the delivery of their strategic objectives for their communities.

Developing oneSource's capacity and capability by investing in managers, staff, systems, processes and technology to help achieve all of our objectives will be the key challenge for the year ahead.

Best wishes

**Sean Harriss | CEO**  
**oneSource**

*working on behalf of  
Bexley, Havering and  
Newham councils*



# About oneSource



oneSource is one of the largest public-sector shared-services in the UK, comprising three London Borough Councils.

Established in April 2014, Havering and Newham LBCs brought together 22 services and 1300 staff with the aim of streamlining processes and teams, and considerably reducing corporate support costs by 2018/19. Bexley LBC's Finance services joined the collaborative partnership in April 2016.



Our vision, to deliver innovative support and affordable quality services to the public sector, is underpinned by our strategic aims:

- Focussing on our customers by improving service delivery through the transformation of our services;
- Developing our business through staff development and the latest technology;
- Delivering savings and generating revenue to protect frontline services.



As well as leading on key strategic issues for the partner councils, we directly provide corporate support services to them and other public sector organisations within the areas of:

- Asset Management
- Exchequer and Transactions
- Finance, Procurement and Assurance
- HR & Organisational Development
- Legal and Governance
- Technology and Innovation



We are governed by a Joint Committee of Elected Members from the three councils; three from Havering, three from Newham and one from Bexley.

The Joint Committee has strategic oversight over oneSource and delegates operational functions and responsibilities to the Senior Management team according to the needs of each council.

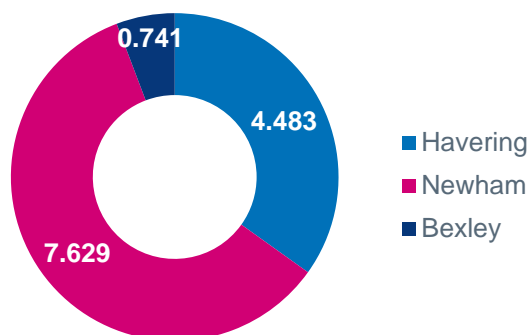
# Performance

## Financial summary

### Shared

oneSource shared areas are funded by Havering, Newham and Bexley councils. £12.85m savings have been delivered for 2017/18, ensuring oneSource stays on track to save £14.88m per annum by 2018/19.

The savings for 2017/18 are split between each authority as follows:



The 2017/18 total controllable outturn position shows an underspend of £1.342m across the authorities. This underspend will be spent in following years to improve and transform the oneSource service.

Underspend variances were mainly due to:

- **Increased income** received by Legal Services for rechargable works to schools and capital projects, increased activity levels in Enforcement, and over recovery of print room costs in Asset Management.
- **Vacancy Management** – specifically within Finance, Asset Management and Exchequer and Transactional Services.

### Non-shared

oneSource is also responsible for the management of non-shared areas within each council. The non-shared position for Havering, Newham and Bexley was:

Havering	Newham	Bexley
(£0.8m)	£7.1m	(£0.4m)

#### Bexley-non-shared

The underspend resulted from no increase to the Housing Benefit Bad Debt provision being made, for which a budget of (£0.250m) was made, as well as multiple one off grants being received for administrating the scheme.

#### Havering non-shared

The outturn position with Havering non-shared was a result of a mixture of savings and overachievement of income generation across the services.

#### Newham non-shared

The 2017/18 outturn for Newham non-shared is an overspend of £7.065m. This was driven by a number of non-recurrent items within Asset Management, which will be mitigated in 2018/19. These included the underachievement of commercial rent income due to a high number of voids, changes in business rates valuations legislation that resulted in increased business rates charges, and the decision not to appropriate the HRA shops in 2017/18 but to wait until 2018/19.

# Performance

## Satisfaction summary

Having implemented an action plan to address the concerns customers had with the level of support, quality and speed of service delivery resulted in overall satisfaction increasing from 75% since the last financial year to 82% in the autumn 2017 survey. This was the first time oneSource exceeded the 80% target set by the Joint Committee.

The results for the second biannual survey dipped slightly, with oneSource achieving an overall satisfaction rating of 81%, still above the target.

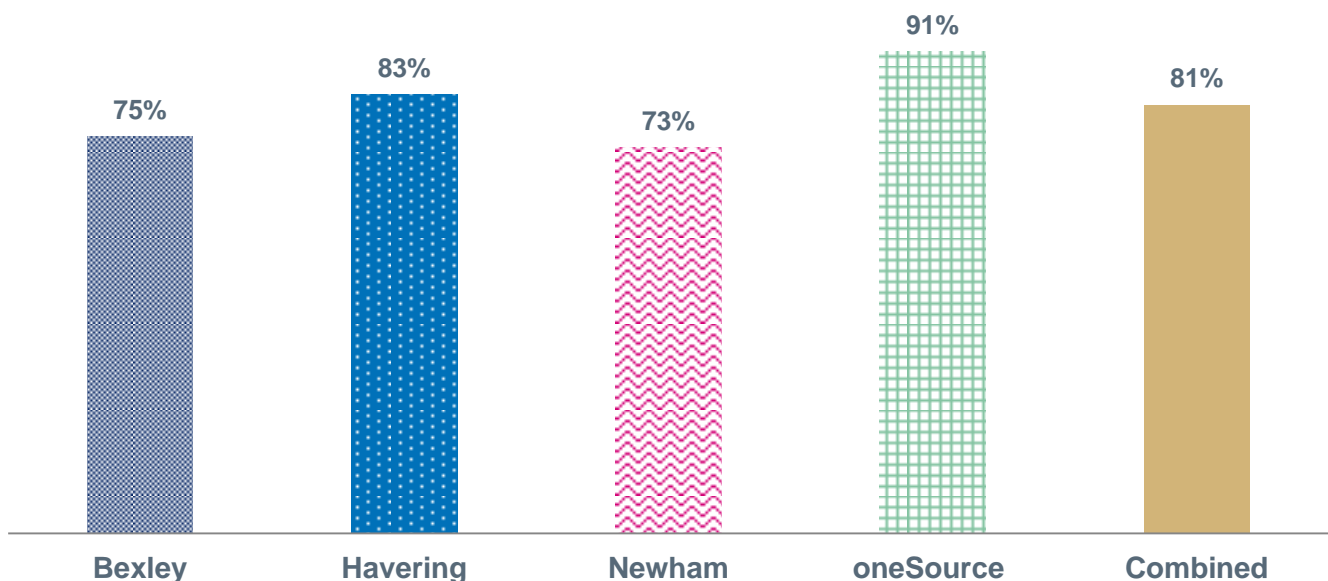
Of the nineteen services surveyed, the number of services meeting or exceeding the 80% target decreased from fourteen to ten in the spring 2018 survey.

The top five performing services were:

- Technical Services (100%)
- Printing Services (97%)
- Health and Safety (95%)
- Legal and Governance (93%)
- ICT (87%)

***Conducted twice a year, an online customer satisfaction survey is sent to all senior managers within oneSource, Bexley, Havering and Newham councils to assess the service oneSource provides.***

## Spring 2018 satisfaction results



See what some of our customer have to say here: <https://www.youtube.com/watch?v=rpdGp4v-tp8>



# Performance

## KPIs

oneSource has a number of key performance indicators (KPIs) in place to measure of the service provided to our customers.

*The performance indicators are utilised to improve customer satisfaction, perform within budget and improve receipt of income. Ultimately ensuring that oneSource provides an improved customer experience whilst reducing the cost of support services to the councils.*



**£12.85m**

Savings achieved  
2017/18



**97.10%**

LBH Council Tax  
collection rate  
Target 96.75%



**98.76%**

LBH NNDR collection  
rate  
Target: 98.70%



**99.18%**

LBN NNDR collection  
rate  
Target: 99.77%



**19 days**

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



**9 days**

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



**99.7%**

LBN Business  
Systems availability  
Target: 99.5%



**99.7%**

LBH Business  
Systems availability  
Target: 99.5%

Council tax and benefits is no longer administrated for Newham Council by oneSource. Therefore Council tax collection rate, Speed of processing Housing Benefit / Council Tax support claims, and Speed of processing Council Tax and Housing Benefit

Change of Circumstances are not reported. oneSource only manages the contract Bexley Council has in place with Capita for council tax and benefits administration; it is therefore not reported as part of the oneSource performance report.

# Achievements

## Awards



HR

**HR Distinction**

Supplier Led HR  
Innovation &  
Collaboration



Corporate

**LGC**

Best Service Delivery  
Model



Finance

**LAPF**

Secure Income Strategy of the Year



Finance

**LAPF**

Investment Strategy of  
the Year

Finance

**LAPF**

Scheme Governance  
Award

Finance

**LAPF**

LGPS Fund of the  
Year (under £2.5  
billion)



HR

**Personnel Today**

Excellence in Public  
Service HR



HR

**PPMA HR** Improving  
Workplace  
Productivity Through  
Better Work-life  
Balance



HR

**PPMA HR**  
Best Frontline  
Recruitment  
Campaign



HR

**PPMA HR**  
Commercialisation in  
HR



Enforcement Services

**IRRV**  
Excellence in  
Enforcement

# Achievements

## Supporting our customers

Apart from providing corporate services to our customers, we drive improvements and innovation and provide strategic support in helping them realise their commercial, regeneration and transformation ambitions. Below are just a few examples of how we support our customers to modernise, transform and improve their services.

### Mobile Tenancy Audit app

After the Grenfell disaster, Newham Council needed to address any concerns, perform extra checks and address extra matters such as vandalism, rough sleeping and smoking in stairwells for all blocks.

We quickly developed a mobile tenancy audit app that allowed officers to conduct administrative work, view property details and collect data whilst in the field. It resulted in 100% of properties audited; **450 audits done in one month** with just four officers!



### Pest Control Reporting platform

The London Network for Pest Solutions needed a system to record customer details and better manage customer information to improve the customer experience.

We developed a reporting platform to track productivity, improve the capture and transmission of inspection results, and recorded customer details. It has led to better reporting and has maximised efficiency, revenue and business intelligence; increased calls / business / income; better data quality; and a paperless office.



### Mediation

Conflicts can arise in the workplace and may result in grievances. We implemented a Mediation Service, which supports officers and managers to help find solutions and reach agreements to resolve problems. It has greatly reduced the number of grievances, and encouraged better working relationships in our partner organisations and customers. The innovative service has been recognised in the CIPD book “Managing Conflict: A Practical Guide to Resolution in the Workplace”, and by Personnel Today.



# Achievements

## Supporting our customers

## CLA Live (CLIVE)

Ensuring that vulnerable children receive appropriate intervention to help realise their potential is crucial for our partner councils. We developed CLIVE, an application for staff to manage their caseload or make the case for resources by providing:

- Educational history, key social care information, key relationship;
- Customised groupings; and
- Caseload information.

By removing the burden of preparing reports and allowing teams to generate over 70 key reports in seconds; it supports the statutory and management reporting responsibilities for looked after children. Most importantly, educational needs can be looked at within the context of wellbeing factors and providing a holistic view on the welfare of the child.

## Romford Town regeneration

At the heart of Havering Council's regeneration plan was a new leisure centre complete with ice rink and swimming pool. The new £28.5m facility was delivered on schedule and within budget following a 2 year construction period cliented by our Technical Director.



The site for the scheme was acquired by the Council following a complex negotiation process conducted by our Property Services team. In February 2018, the centre officially opened, boasting a 25m pool, a 100 station fitness centre, and a competition size ice rink.

## Driving automation and digitisation

Responding to our customers' frustrations with finding forms; we implemented a centralised forms portal that allows access to standardised online forms from one location.



The forms have been designed to be simple to use and, wherever possible, complete basic information; the forms do this by making use of intelligent design, coupled with an auto-populate function driven by One Oracle.

## Real time updates

The previous Facilities Management system operating within our partner councils meant

# Achievements

## Supporting our customers

customers were not provided with status updates and so had no indication of whether a request was being dealt with.

In response, we implemented Technology Forge into the helpdesk, which enables our customers to track service requests via a portal and provide feedback following completion of each works order. The system allows us to share real time information with internal staff, thereby providing valuable customer feedback, improving the customer experience and driving cost savings.

### Self service procurement support

We understand that Procurement process can be difficult to navigate so our Procurement Unit provides **Procurement training** for all officers undertaking procurements over £25,000 or who will manage a contract.

The course covers the necessary skills required to conduct effective and compliant procurement processes, including procurement essentials, specification and tender evaluations, contract management and sustainability.

### Making collaboration with our customers easier

In response to our customers wanting legal casework information to be made easily accessible, we implemented case management software to record all of our service requests and provide information on cases.

Customers can track requests, in addition to regularly convening with our legal team, to receive progress updates.

### Empowering our people

We implemented a self-service password reset system across our partner organisations so that accounts can be unlocked or passwords can be reset from any device without needing to rely on ICT.

By implementing this, we have:

- Reduced help desk volume and costs
- Improved end-user experience
- Drive mobility as users can reset their passwords from wherever they are
- Maintained control of our security policy





# Achievements

## Supporting our customers

### Governance training well received

Legal and Governance services have provided training in Executive Report Writing and understanding the Governance process to 80 members of staff in Newham.

Feedback was really positive, with **100%** of respondents finding the training useful in helping them understand the governance process. Staff were given support on how to write reports, shown where to find additional guidance and resources and shown how to use the new, more user-friendly, report template.

### Improving educational environments

As part of Havering's Condition Maintenance programme for summer 2017, oneSource Technical Services embarked on a project to vastly improve Dame Tipping School's educational environment.

Ambitiously, two unsightly and dilapidated 1960's wood timber demountable buildings, and associated outbuildings, were replaced with a modern modular construction that provides improved access to the rear of school, two new spacious class areas with external canopy, and improved outdoor space.



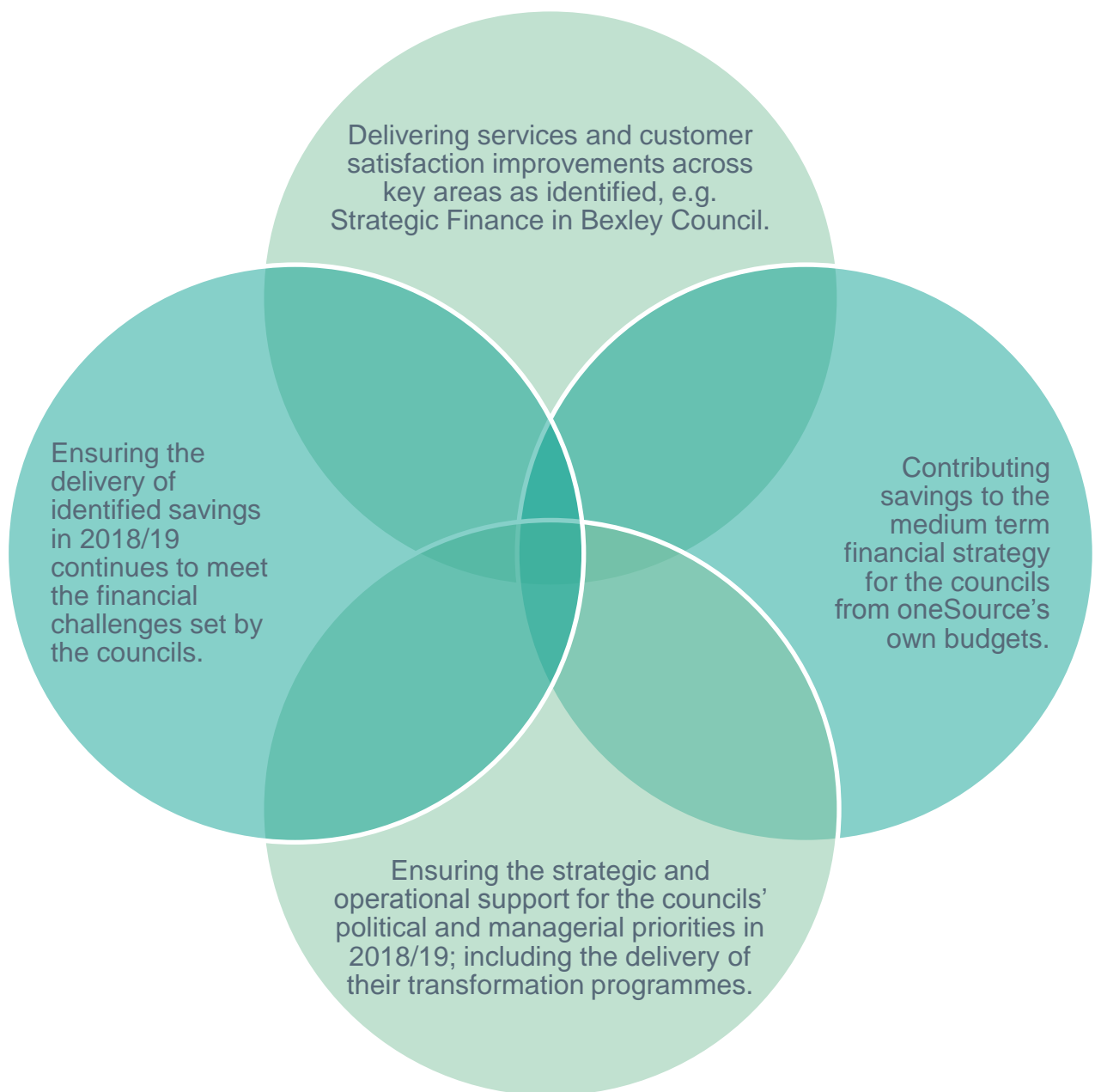
### Committee report clearance improvement

As part of the drive to maintain robust governance practices, committee report clearance in Havering has gone live with the rollout of SharePoint and Nintex workflows.

Through the use of auto-generated emails, the new set up ensures compliance with the report clearance procedure and removes the risk regarding report version control. Since January, a series of training events have taken place with key stakeholders. The goal, by late 2018, is to have all committee reports processed through SharePoint.

# The year ahead

While oneSource has continued to make progress over the past year both in respect of delivering savings to the councils and improving customer satisfaction there is still much more to do to meet the strategic and operational requirements of the partners. The main priorities for 2018/19 are:



In order to deliver the wide range of priorities and challenges for the next 12 months, it will be important for oneSource to embed more deeply into the workings of the partner councils and to ensure that Directors, managers and staff are supported and developed to meet these challenges.

**Delivering affordable quality services to  
Bexley, Havering and Newham councils,  
and the wider public sector**