HAVERING AND NEWHAM SHARED BACK OFFICE SUPPORT SERVICE

JOINT COMMITTEE	8th July 2016

Subject heading: **Customer Satisfaction Report 2016**

Report author and contact details:

Cynthujaa Satchithananthan
Business Development Officer
cynthujaa.satchithananthan@oneSource.gov.uk
01708434960

Financial summary:

There are 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 (shown in the budget monitoring reports)
- 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 had been set for oneSource to exceed in 2015/16. For March 2016, combined customer satisfaction increased to

79%, rising by 3% since the previous survey conducted in September 2015, and just shy of the 80% target.

Individually, customer satisfaction with the service received is 79% from Havering customers, 76% from Newham customers and 86% from oneSource customers. The best performing services were HROD (89%), Facilities Management (84%), Property Services (86%), Health and Safety (98%), Printing Services (95%), and Internal Audit and Counter Fraud (85%).

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.
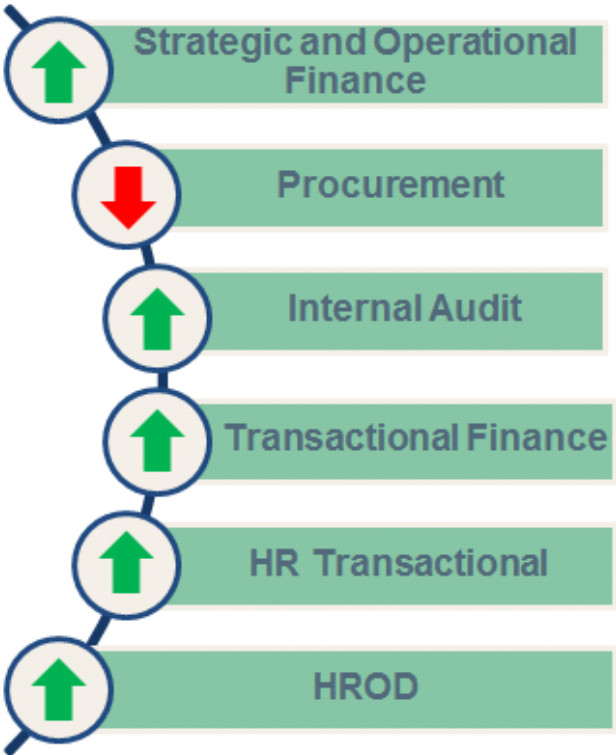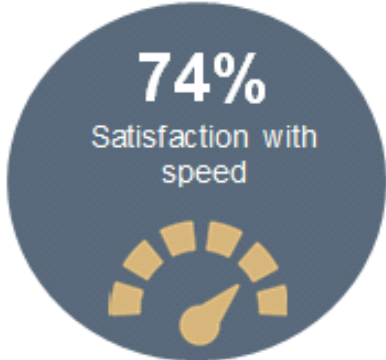
RECOMMENDATIONS

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

REPORT DETAIL

1.1 Since its inception in 2014, oneSource has conducted a biannual customer satisfaction to assess the service it provides to its customers. This is conducted through an online survey sent to all senior managers within oneSource, Havering Council (LBH) and Newham Council (LBN).

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

1.3 178 senior managers took part (71 from LBN, 53 from LBH and 54 from oneSource) answering a potential 32 questions (excluding breakdown questions). This compares to a previous response of 131 senior managers in September 2015.

1.4 The principle focus of the survey was to understand customers:
- Overall satisfaction with the service they received;
- Satisfaction with the amount of resources / level of support received;
- Satisfaction with the speed at which the support was provided.

1.5 The exact satisfaction level was determined using a six point Likert scale[1].

1.6 It is important to note that satisfaction results may be skewed as oneSource managers are likely to be more positive of oneSource services, as they are more familiar with the challenges faced and their expectations are adjusted accordingly.

---

[1] Likert Scale – six point scale measuring either positive or negative response to a statement. Extremely Satisfied, Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied and Extremely Dissatisfied were used in the scale for the customer satisfaction survey.

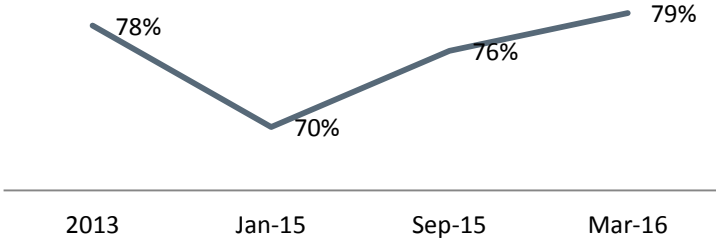# Customer Satisfaction Summary
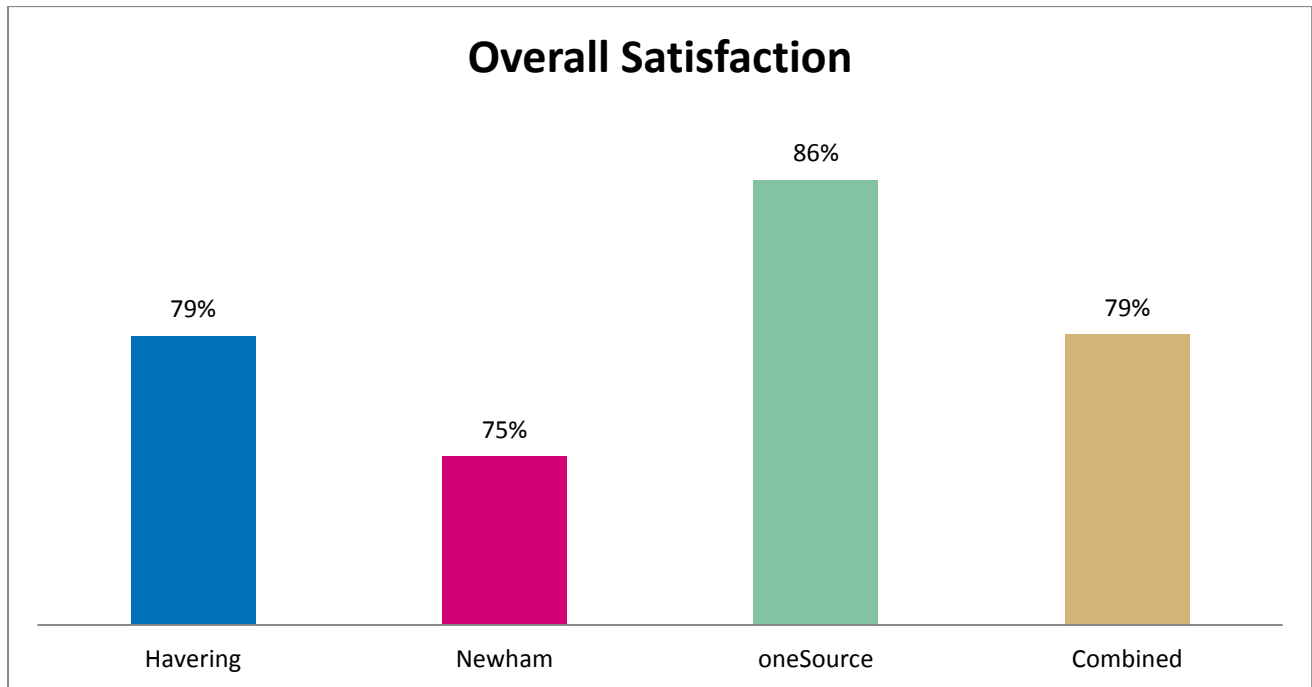
79% Overall satisfaction

76% Satisfaction with resources

74% Satisfaction with speed

↑ Strategic and Operational Finance	↑ Facilities Management
↓ Procurement	↑ Property Services
↑ Internal Audit	↑ Health and Safety
↑ Transactional Finance	↓ Legal Services
↑ HR Transactional	↓ ICT
↑ HROD	↑ Printing Services

79% Overall Satisfaction in Havering

75% Overall Satisfaction in Newham

86% Overall Satisfaction in oneSource

Customer Satisfaction - by survey

78%

70%

76%

79%

| 2013 | Jan-15 | Sep-15 | Mar-16 |

2.0 Overall Customer Satisfaction

2.1 The overall satisfaction for oneSource services (combining the three organisations) is 79%, exceeding that found in the September 2015 survey, where only 76% of customers were satisfied with the service they received. In addition, it is just short of the 80% target set by the Joint Committee.

2.2 Individually, customer satisfaction with the service received is 79% from Havering Council, 76% from Newham Council and 86% from oneSource. Customer satisfaction has increased for all three parties. The largest increase was within Newham by 6%, with Havering and oneSource increasing by 1% and 5% respectively.

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

2.3 oneSource exceeded the 80% target with Havering only just marginally below. This shows that oneSource has delivered significant improvements to its service since the previous survey but still requires further action to combat the disparity in satisfaction levels for all three customers.

2.4 Customer satisfaction has increased or remained the same across all three indicators since September 2015.

Graph 2: Satisfaction across all three indicators (September 2015 vs. March 2016)

2.5 Prior to the launch of oneSource, in April 2014, customer satisfaction was 78%. This dropped in the first year of oneSource to 70%, but has now returned to normal with satisfaction now exceeding pre-launch figures.
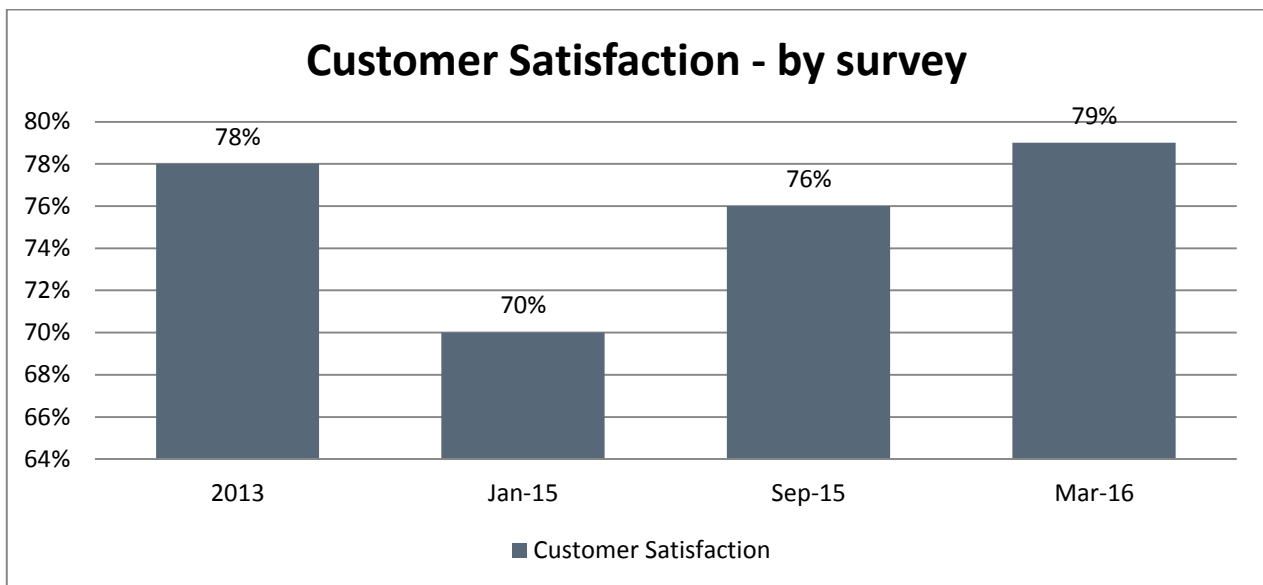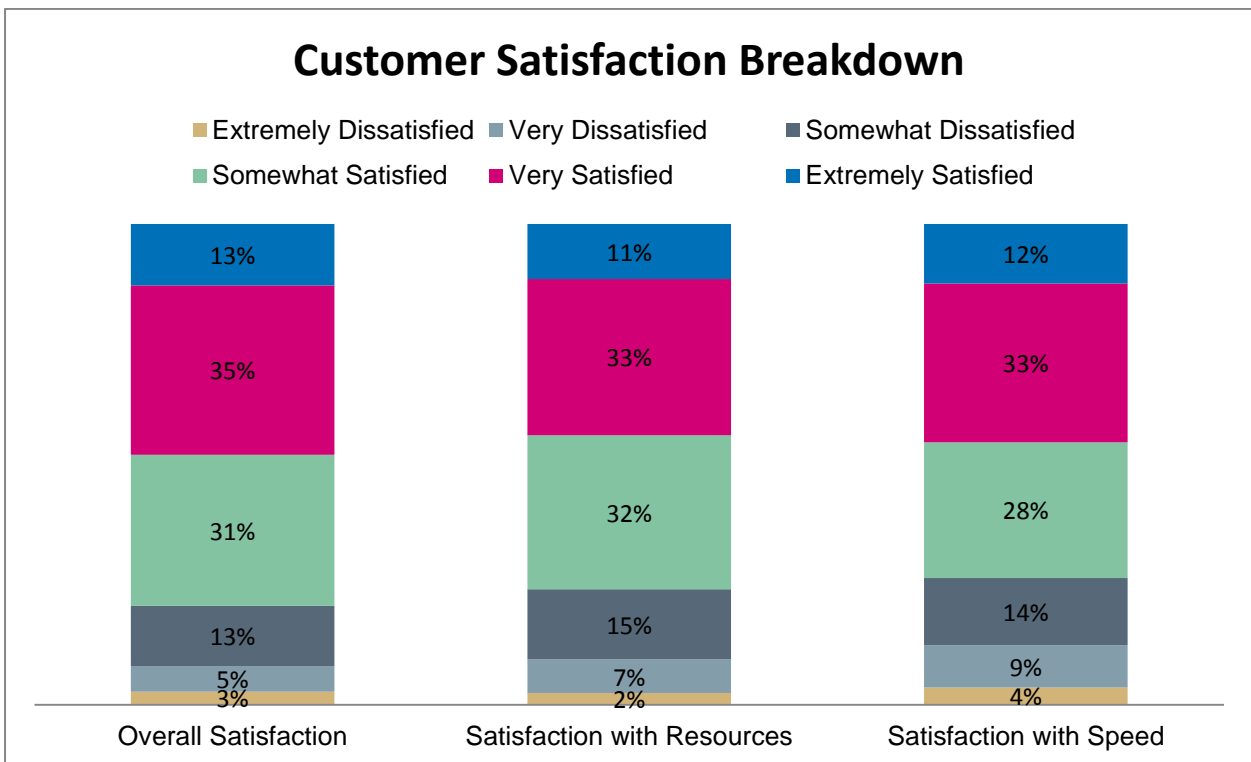

Graph 3: Customer Satisfaction by survey

2.6 The overall increase in customer satisfaction is a result of a considerable rise in satisfaction in particular service areas, as outlined in this report. Six out of the twelve services were rated highly overall, either meeting or exceeding the 80% target. The best performing services were HROD (89%), Facilities Management (84%), Property Services (86%), Health and Safety (98%), Printing Services (95%), and Internal Audit and Counter Fraud (85%). Strategic Finance was marginally lower than the target at 79.12%.

2.7 For oneSource customers, other top performing services include Strategic Finance (87%), Legal Services (82%), Procurement (84%) and HR Transactional (86%). For Newham customers, Finance Transaction was a top performing service (91%).

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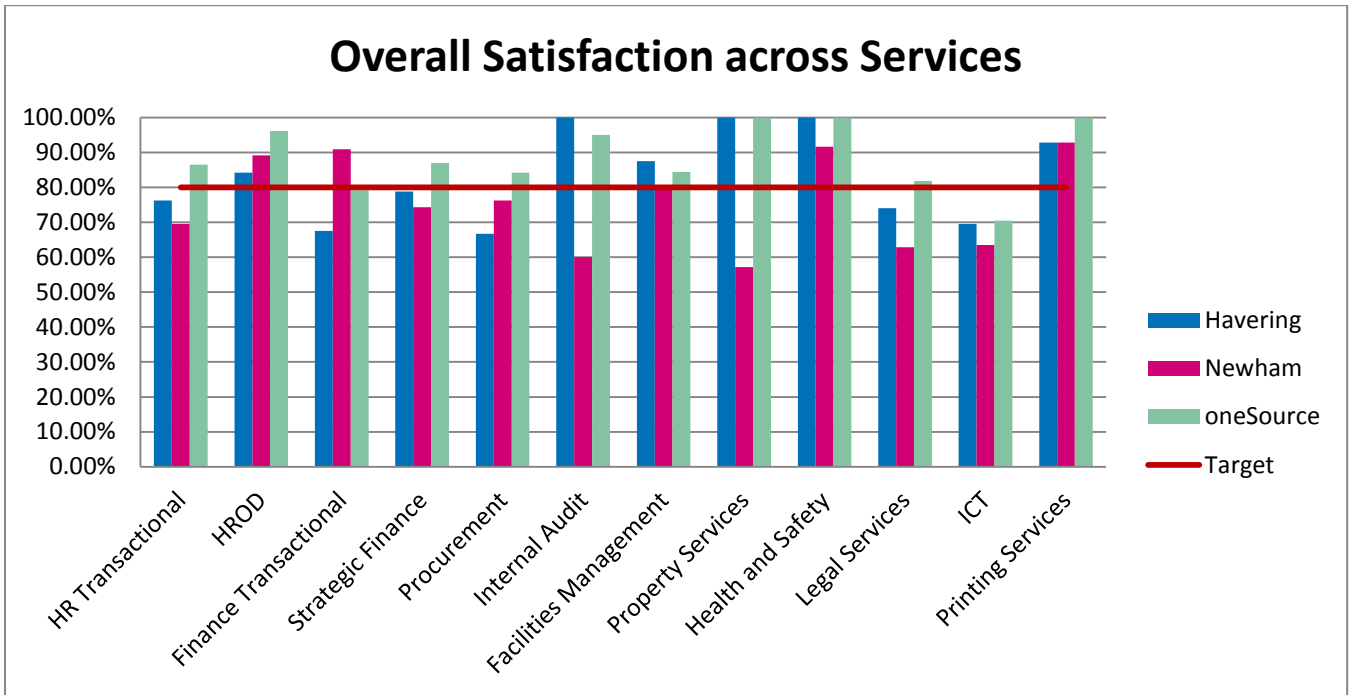
Graph 4: Overall Satisfaction across oneSource Services

Customer Satisfaction Breakdown

Graph 5: Customer satisfaction breakdown

2.8   Across the oneSource services surveyed:

- The lowest combined satisfaction score in all three questions (overall satisfaction, satisfaction with resources, satisfaction with speed) was ICT.
- Customers in LBN were least satisfied with Property Services, despite Property Services achieving 100% in both Havering and oneSource.

- Internal Audit rated poorly within Newham, despite achieving high levels within Havering and oneSource.
- Printing Services had the most significant increase in customer satisfaction, rising by 25.2%, with Health and Safety having the second largest increase (17.73%).
- ICT, Legal and Procurement decreased in overall combined satisfaction from September 2015.

2.9   More detailed survey results and comments for individual services areas can be found in Appendix A and Appendix B.

3.0   Conclusion

3.1   Overall, customer satisfaction has increased since September 2015 with a greater number of customers satisfied with oneSource. Several service areas have significantly improved their customer satisfaction levels, with six service areas exceeding the target. Despite the increase, there is a difference in how customers rate oneSource from each organisation. Within Newham, Property Services and Internal Audit rated poorly despite having high scores within Havering and oneSource. It is clear that the disparity in the different services provided needs to be addressed.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no significant financial implications and risks associated with this report.

Legal implications and risks:

There are no immediate legal implications arising from this report.

Human Resources implications and risks:

There are no significant HR implications and risks associated with this report.

Equalities implications and risks:

There are no significant Equalities implications and risks associated with this report.

BACKGROUND PAPERS

The details of the customer satisfaction survey can be found the following appendices:
- Appendix A - analysis of the survey by service
- Appendix B - details of the comments from the survey by service
- Appendix C – results of the ICT transactional customer satisfaction survey.

Appendix A

Asset Management

Facilities Management

Facilities Management has shown significant improvement since September 2015, with overall satisfaction increasing by 14% and becoming one of the top performing services within oneSource. This can mainly be attributed to the significant rise in customer satisfaction from Newham customers, resulting in satisfaction rebounding by 27% from 52%.
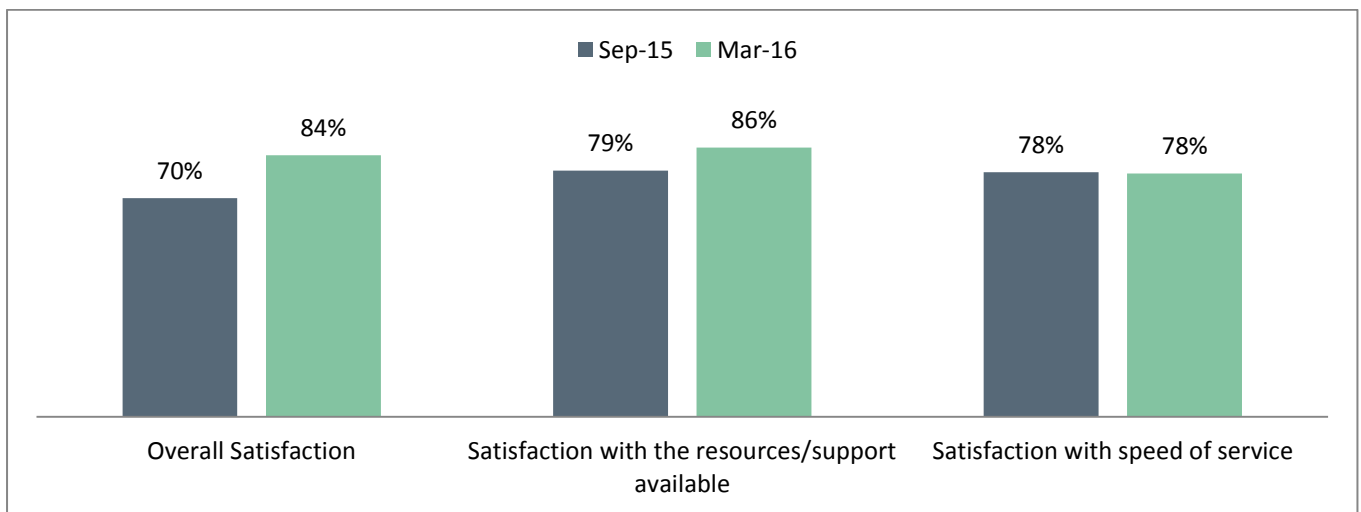
**Graph 1: Facilities Management (September 2015 vs. March 2016)**
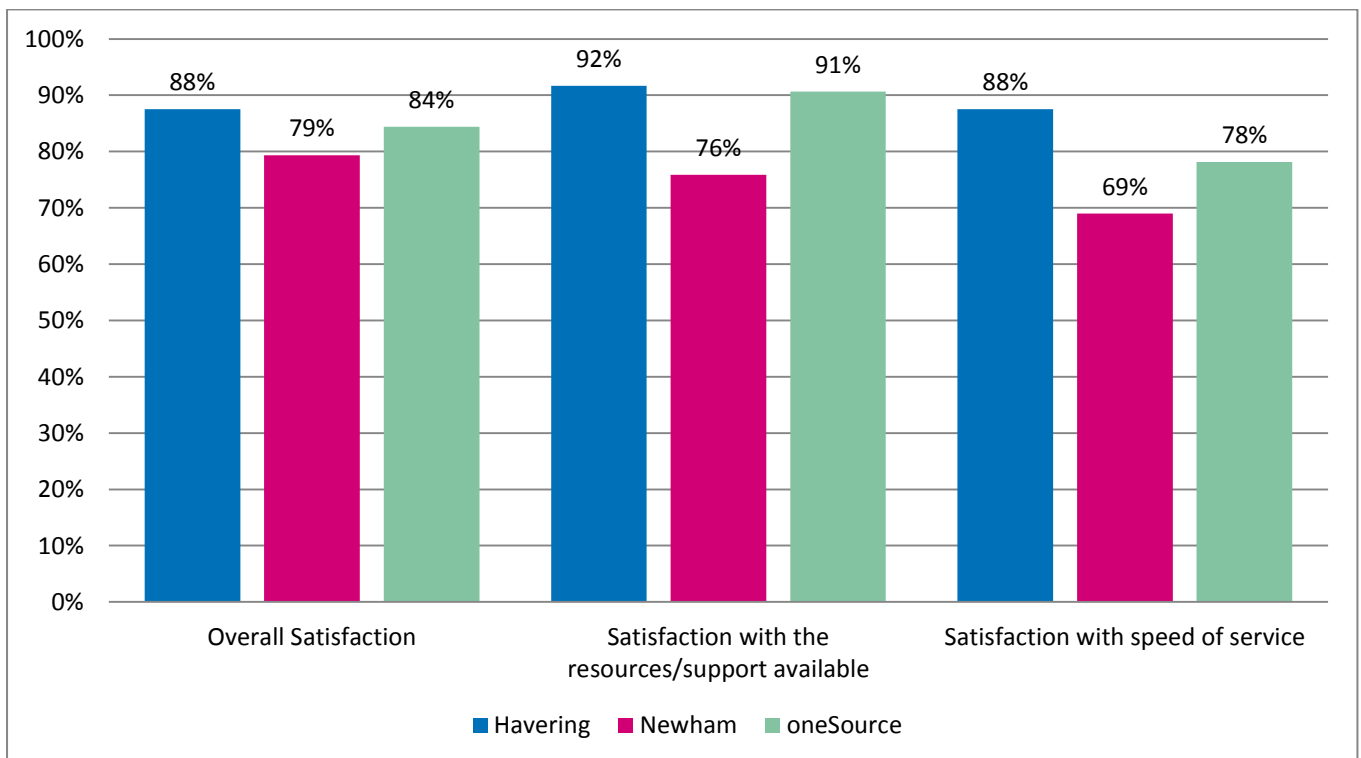
Graph 2: Facilities Management – Satisfaction by Individual Organisation

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

- Slow response regarding issues (e.g. car parking, blockages in toilets);
- Improvements in the cleanliness and tidiness of Newham Dockside;
- Poor proactive approach to managing tea, coffee and paper towels;
- The removal of online forms for raising requests;
- Automation of car parking renewal process (currently, forms need to be printed, signed and rescanned for each permit).

Health and Safety

Health and Safety has seen a substantial rise in customer satisfaction across the three organisations, becoming the top performing service in oneSource and exceeding its target in all three indicators.
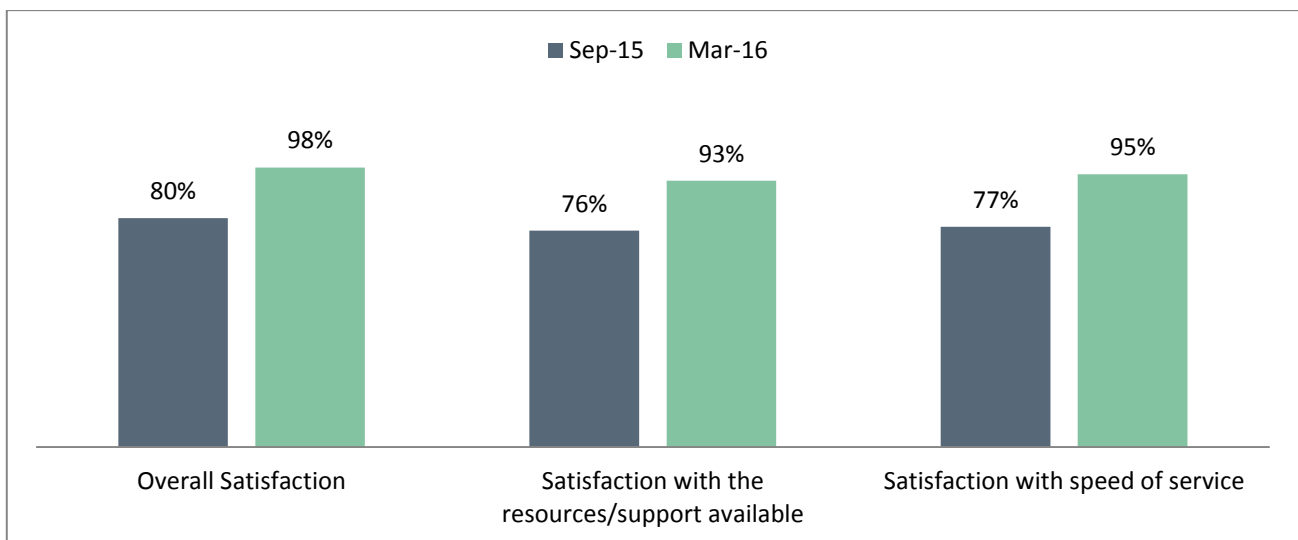
Graph 3: Health and Safety (September 2015 vs. March 2016)

Health and Safety achieved 100% overall customer satisfaction with LBH and oneSource customers, with oneSource also rating 100% satisfaction with resources and in the speed at which supported.
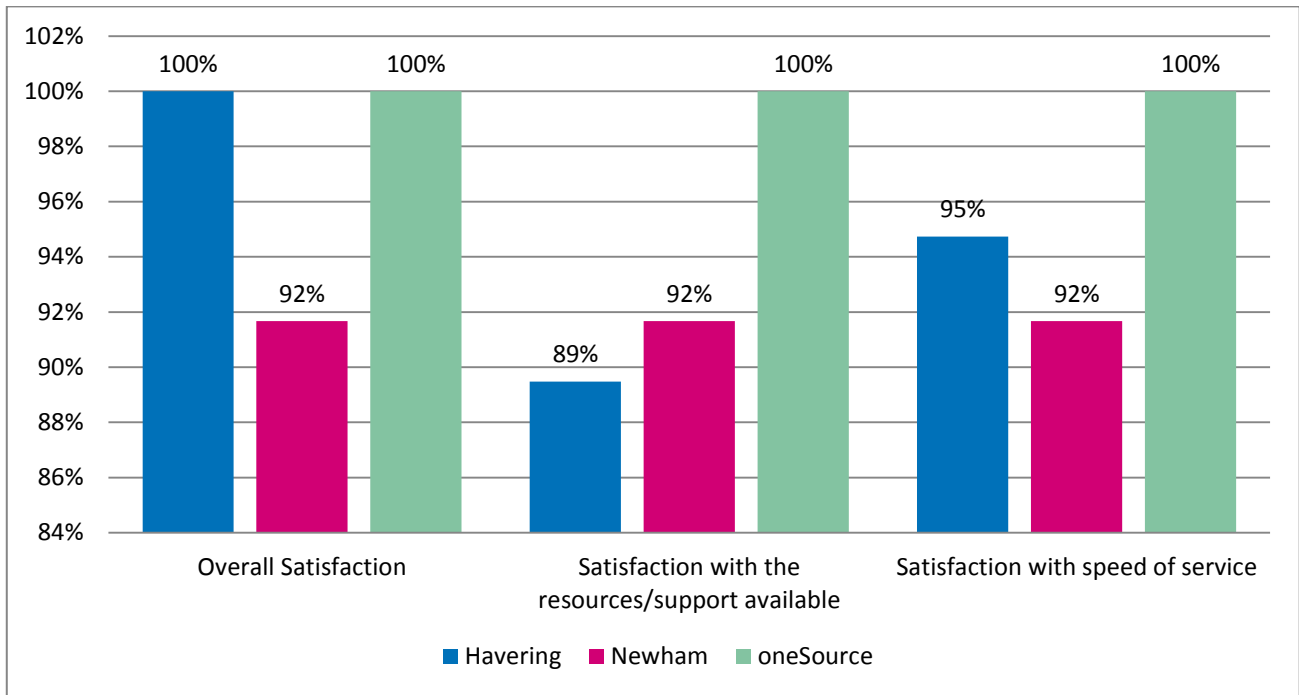
Graph 4: Health and Safety – Satisfaction by Individual Organisation

Property Services

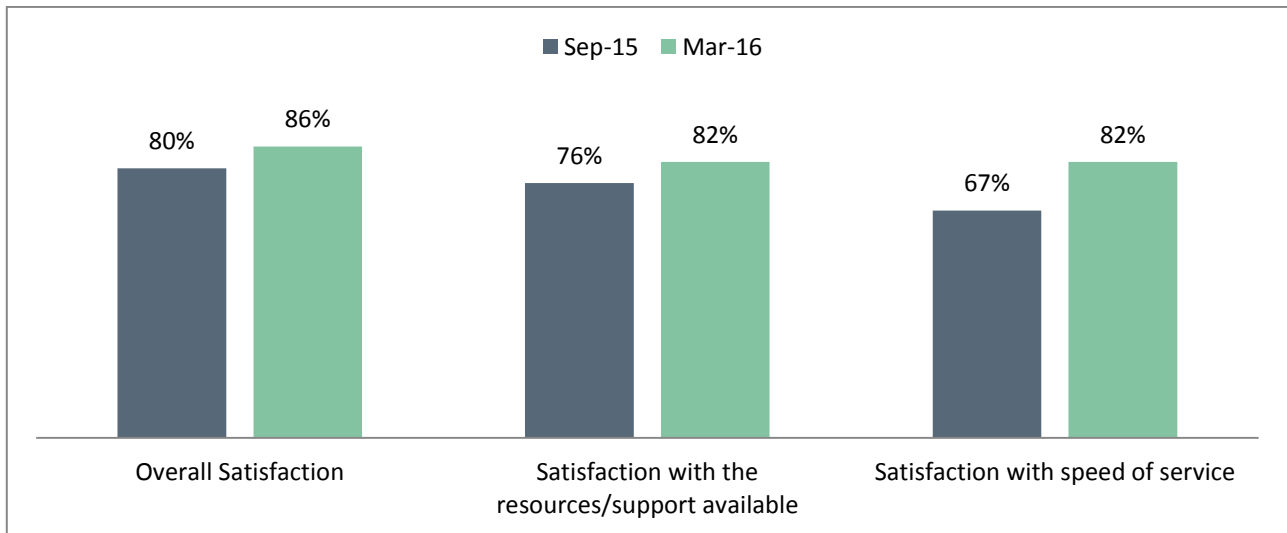In general, Property Services has increased its customer satisfaction by 6%, with a significant increase in satisfaction with speed of services (+15%). Both Havering and oneSource rated Property Services 100% in all three areas, resulting in it being one of the top performing services.

Graph 5: Property Services (September 2015 vs. March 2016)

However, satisfaction with Property Services has significantly reduced with Newham customers. It was rated the worst performing service within Newham in all three areas, decreasing by 15% in overall satisfaction and 17% in the other two areas.

Reasons cited for dissatisfaction with the service included: -

- Cost of service (e.g. £2,000 to install four external PIR lights);
- Obtaining estimates rather than quotations;

- Supporting suppliers rather than the Council when querying costs;
- Projects stalled due to lack of ability, capacity and misunderstanding of corporate priorities;
- Requests for support and advice are often ignored.

Property Services will need to address the disparity in service.
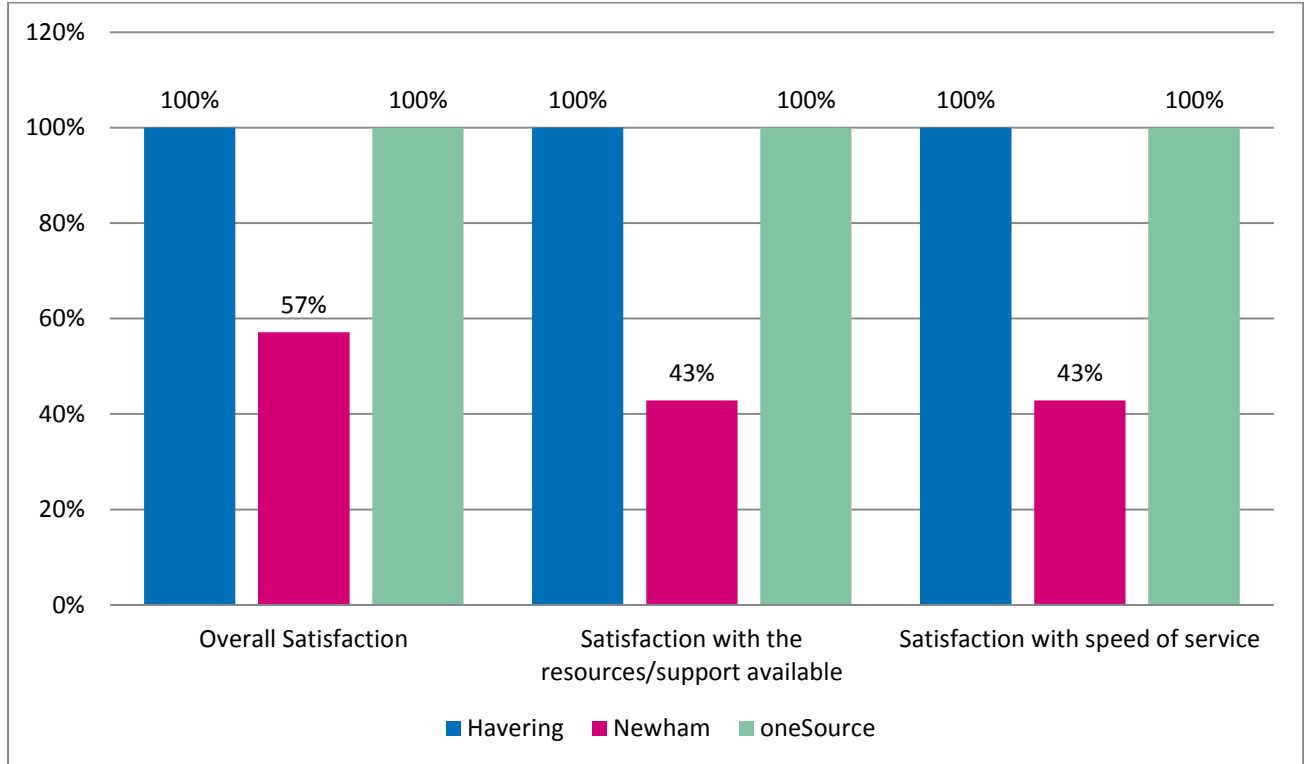
Graph 6: Property Services – Satisfaction by Individual Organisation

Exchequer and Transactional

Finance Transactional

Finance Transactional has seen an increase across all three indicators, with the most significant increase in overall satisfaction (+8%).
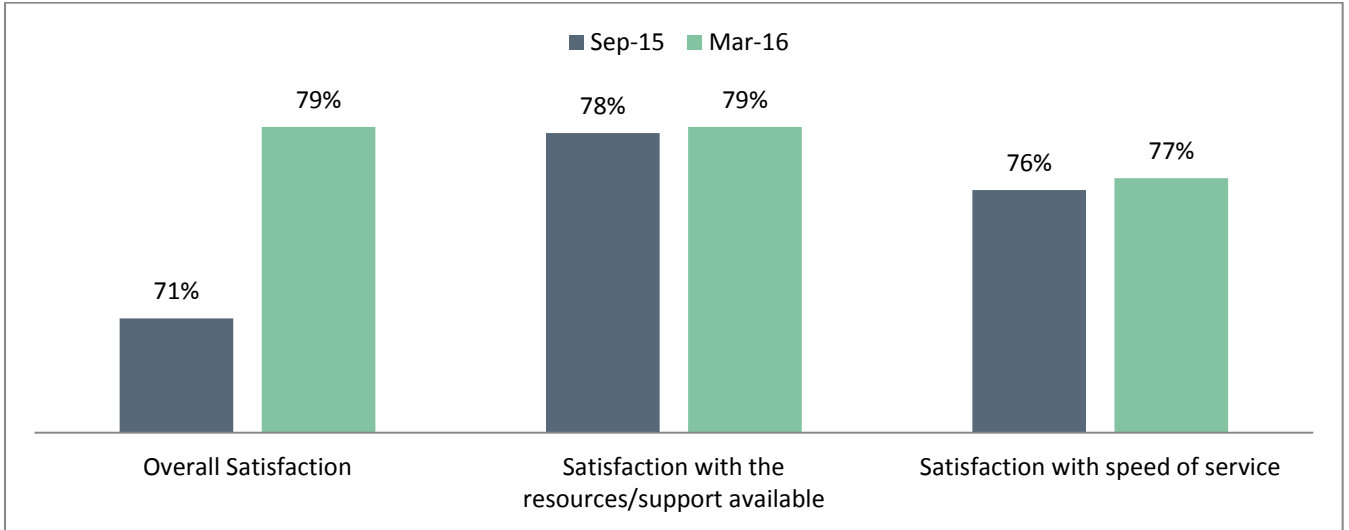
Graph 7: Finance Transactional (September 2015 vs. March 2016)

Finance Transactional met its target in all three indicators for LBN; and achieved near or above the target for oneSource. However, Finance Transactional was rated the second lowest in Havering though no reasons were cited by customers to account for the disparity.
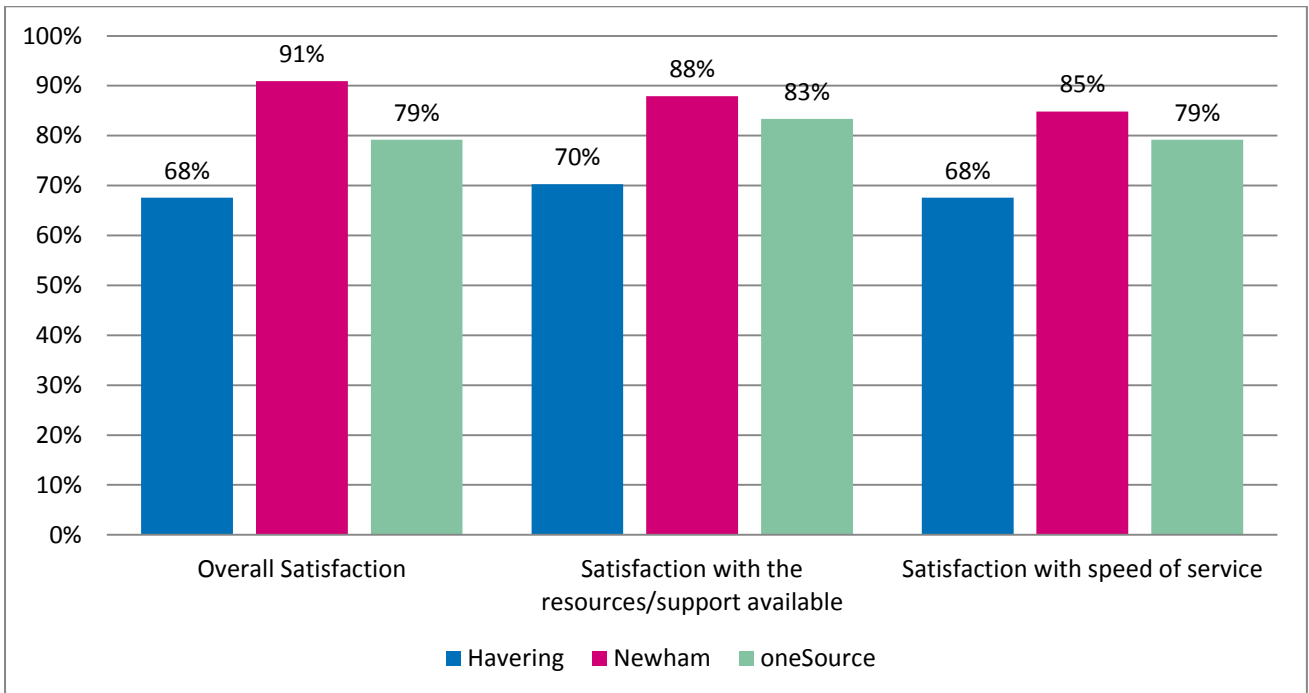
Graph 8: Finance Transactional – Satisfaction by Individual Organisation

There were a few issues raised regarding Finance Transactional including:

- Slow or differing response times to queries;
- Lost payments;
- Purchase Order process (i.e. the point at which to obtain and provide PO numbers to suppliers).

There were also issues centred on the iProcurement system, including:

- PO numbers not send via the system;
- Difficulties in searching or inputting information;
- Not responsive in adding new suppliers;
- Additional manual effort needed to input or provide information.

HR Transactional

The combined overall customer satisfaction for HR Transactional is 77%, rising by 7%. Across Havering, Newham and oneSource customers, the overall satisfaction was 76%, 70% and 86% respectively.
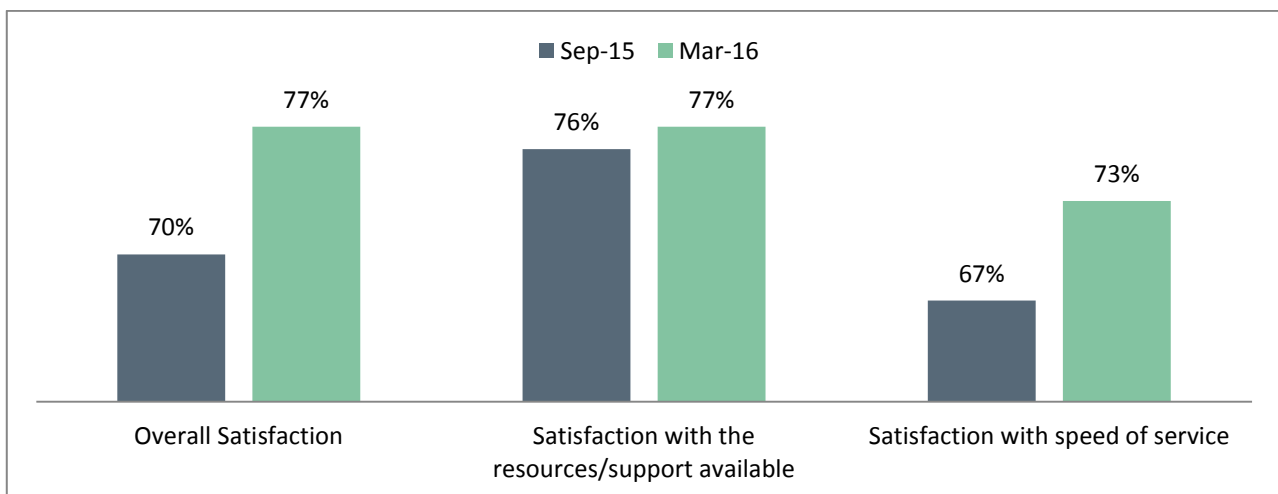
Graph 9: HR Transactional (September 2015 vs. March 2016)
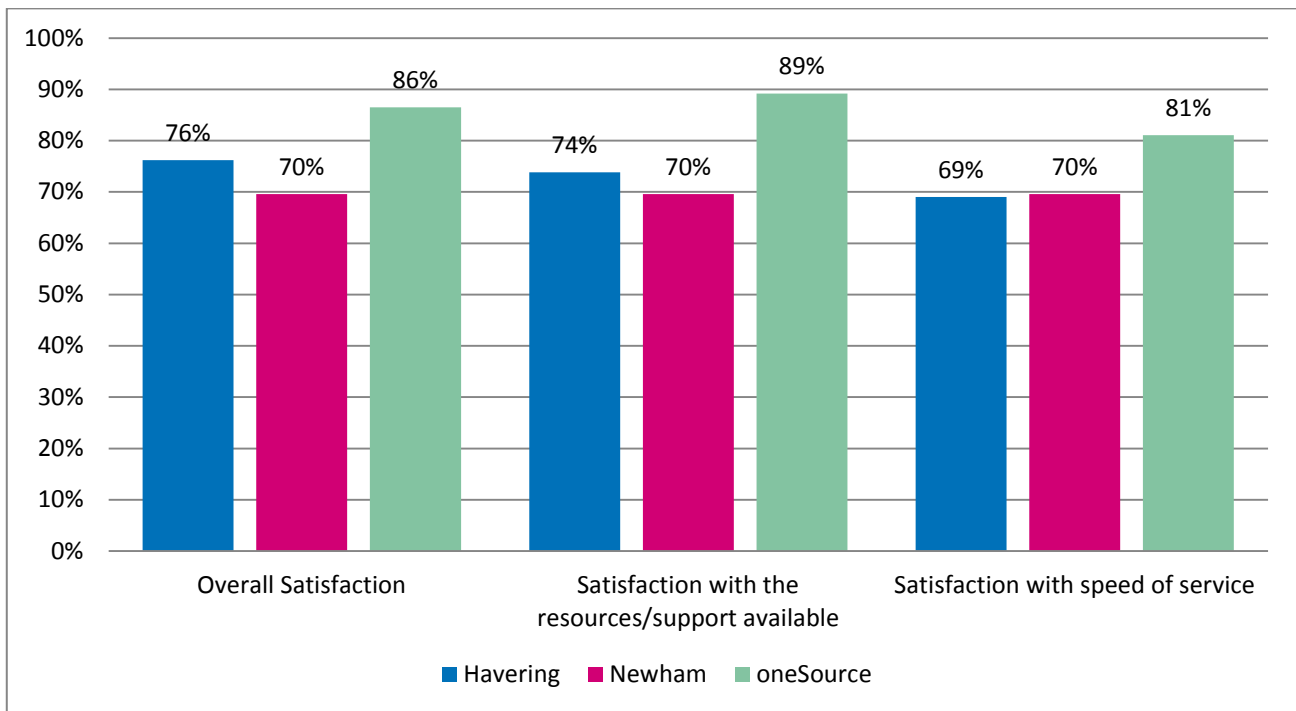
Graph 10: HR Transactional – Satisfaction by Individual Organisation

Since March 2015, HR Transactional has made significant improvements in customer satisfaction, more than doubling its score in Havering. Satisfaction in LBH is now 76%, in comparison to March 2015, where HR Transactional was the worst performing service with only 33% of customers satisfied. This was mainly driven by a poor recruitment IT system, which has since been replaced by another system that is utilised in both councils.

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

- Lack of ownership regarding errors;
- Mistakes in recruitment and payroll, including overpayments;
- Delays in recruitment process, leading to candidates withdrawing;
- Unwillingness to engage in resolving problems;
- Slowness in handling staffing structures and acting up requests;
- Poor advice and support.

Finance

Strategic and Operational Finance

Overall, Strategic and Operational Finance has seen a moderate increase across all three indicators for customer satisfaction. The service was marginally below the target, achieving 79.12% in overall satisfaction. Though Procurement and Internal Audit are delivered as part of Strategic and Operational Finance, it has been surveyed separately.
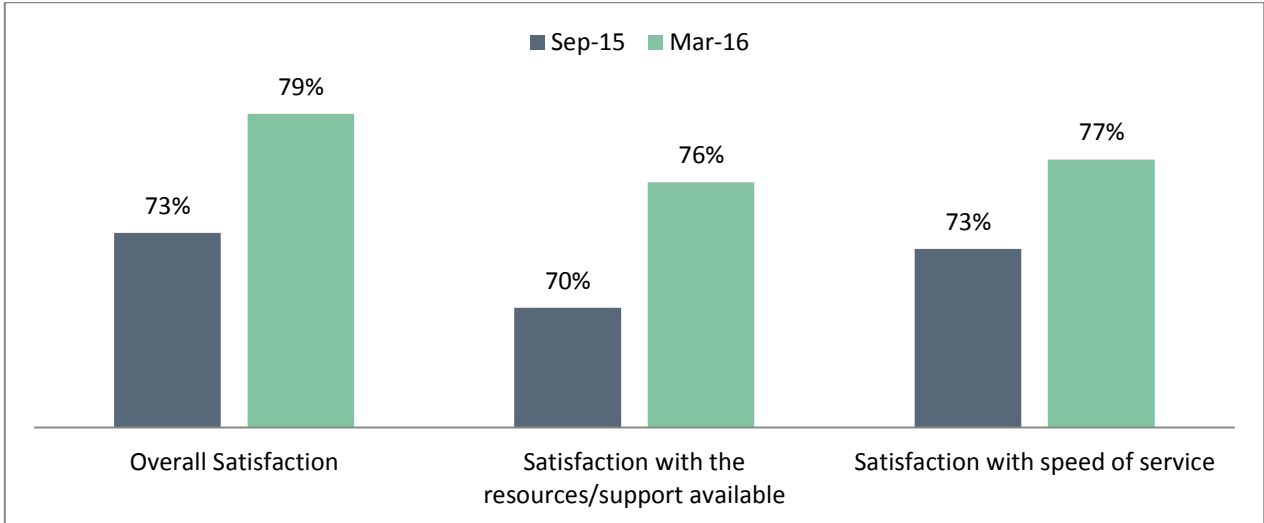
Graph 11: Strategic Finance (September 2015 vs. March 2016)

Within oneSource, Strategic and Operational Finance met its target across all three indicators, achieving 87% in all three. In Havering and Newham, Strategic and Operational Finance was rated lower. Within Havering, the service rated marginally below the target in all three indicators with 79% customer satisfaction. However in Newham, overall satisfaction was 74%.
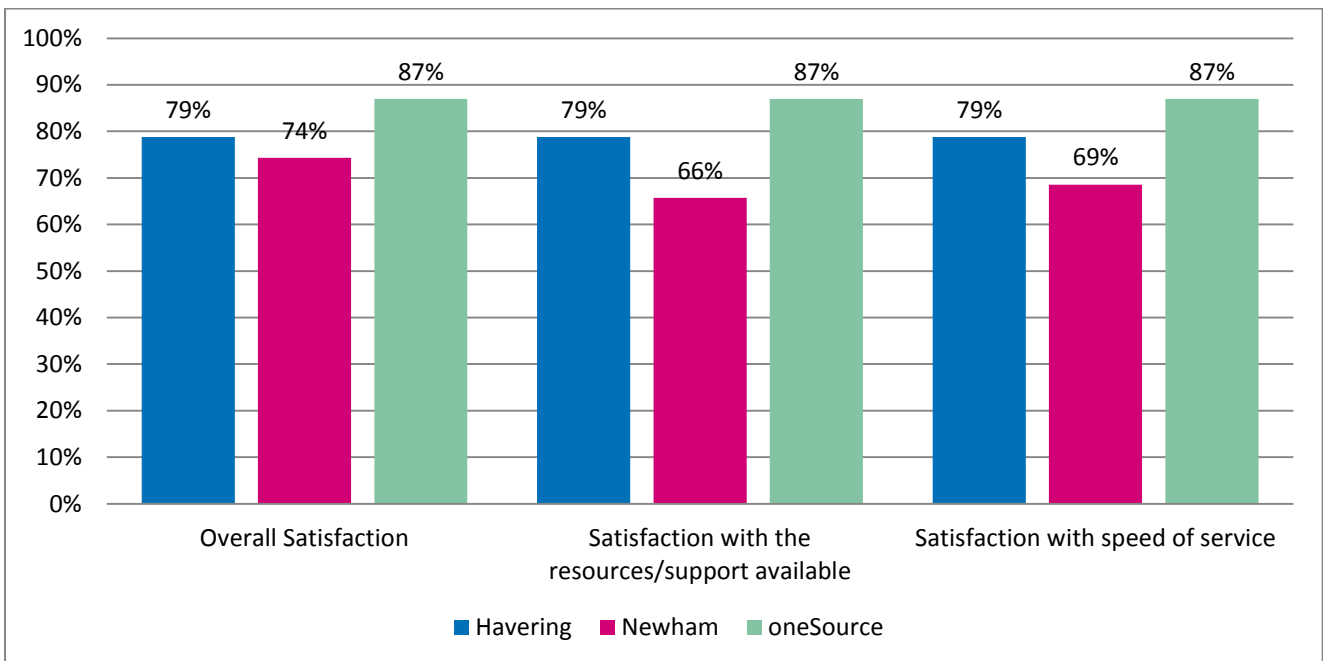
Graph 12: Strategic Finance – Satisfaction by Individual Organisation

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

- Limited understanding about different services areas;
- Delays in responding to queries;
- Poor support, guidance or engagement (e.g. helping to produce business plans, new codes for Oracle);
- Poor information flow and communication;
- Little or no involvement in key strategic decisions.

Procurement

Procurement is one of three services to decrease in customer satisfaction since September 2015. Overall satisfaction decreased from 83% to 76%; and satisfaction with resources and satisfaction with speed decreasing by 9% and 7% respectively.

Graph 18: Procurement (September 2015 vs. March 2016)

Within Havering, Procurement had the lowest customer satisfaction with only 67% of customers satisfied with the service. In Newham, only 62% of customers were satisfied with resources and with the speed of service. oneSource rated Procurement as one of its top performing services, but overall it has seen a decrease in all three indicators.
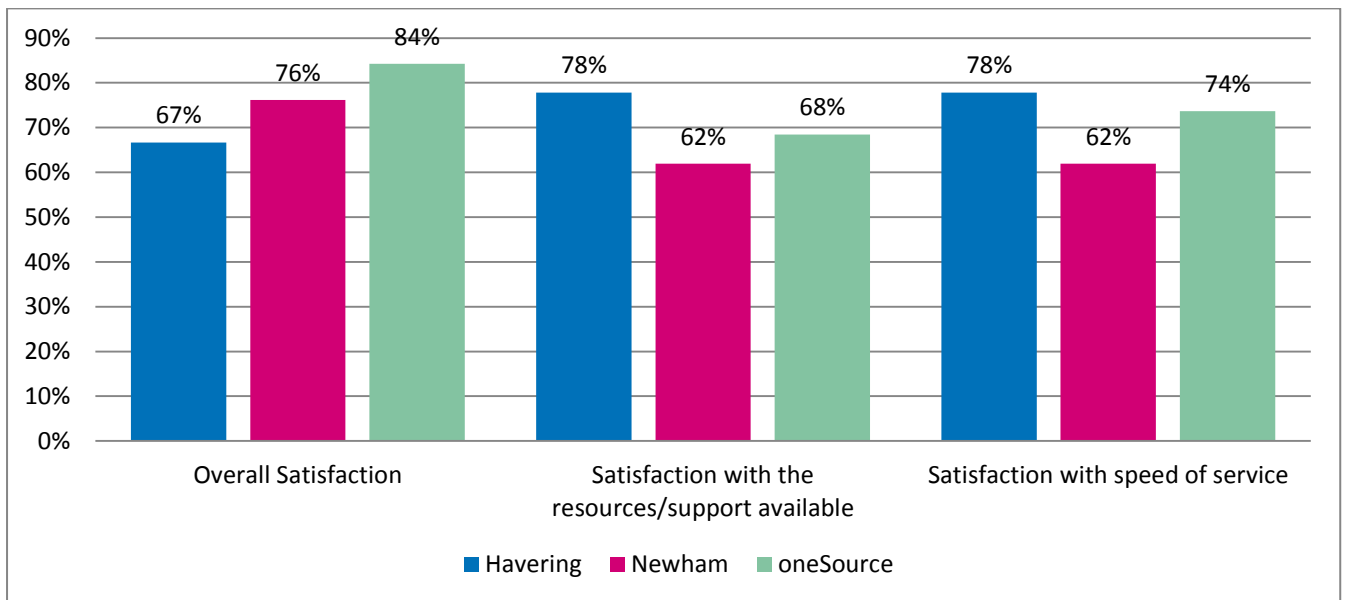
Graph 13: Procurement – Satisfaction by Individual Organisation

Important issues identified include:

- Not delivering contracts;
- Not responsive in adding new suppliers;
- Not responding to queries or problems;
- Constantly changing business partners.

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 three indicators exceeded the 80% target. This is a significant improvement since March 2015, where Internal Audit was rated the second lowest (57%) for customer satisfaction.
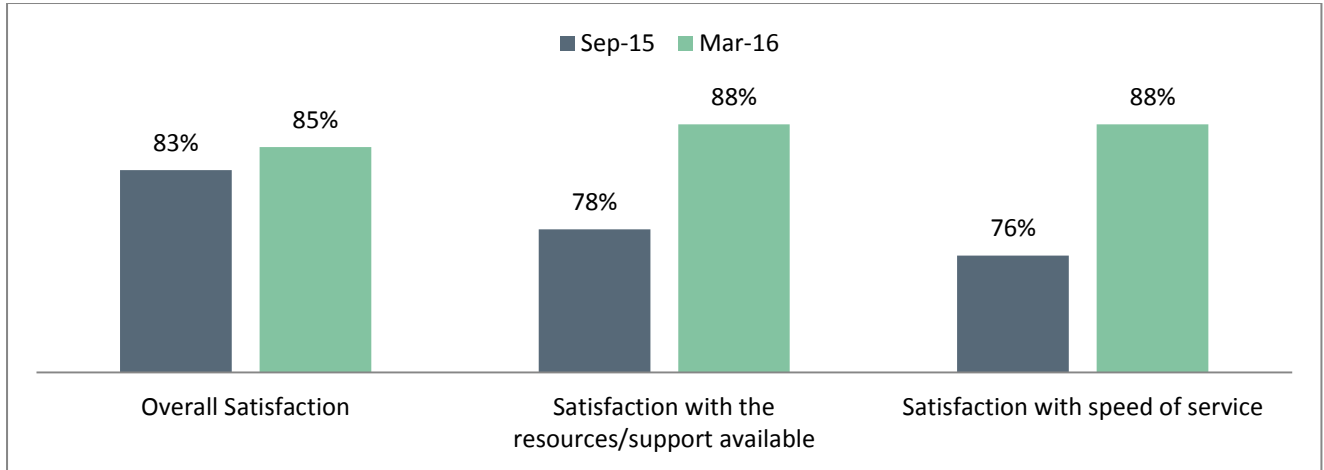
Graph 14: Internal Audit, Risk, Insurance and Counter Fraud (September 2015 vs. March 2016)

Individually, Internal Audit exceeded the target in all three indicators in Havering and oneSource, with 100% satisfaction in Havering. However, in Newham, customer satisfaction reduced from 75% to 60%, and was rated the second lowest. No reasons were given for the decreased customer satisfaction, therefore further investigation is needed by the service to address the disparity.
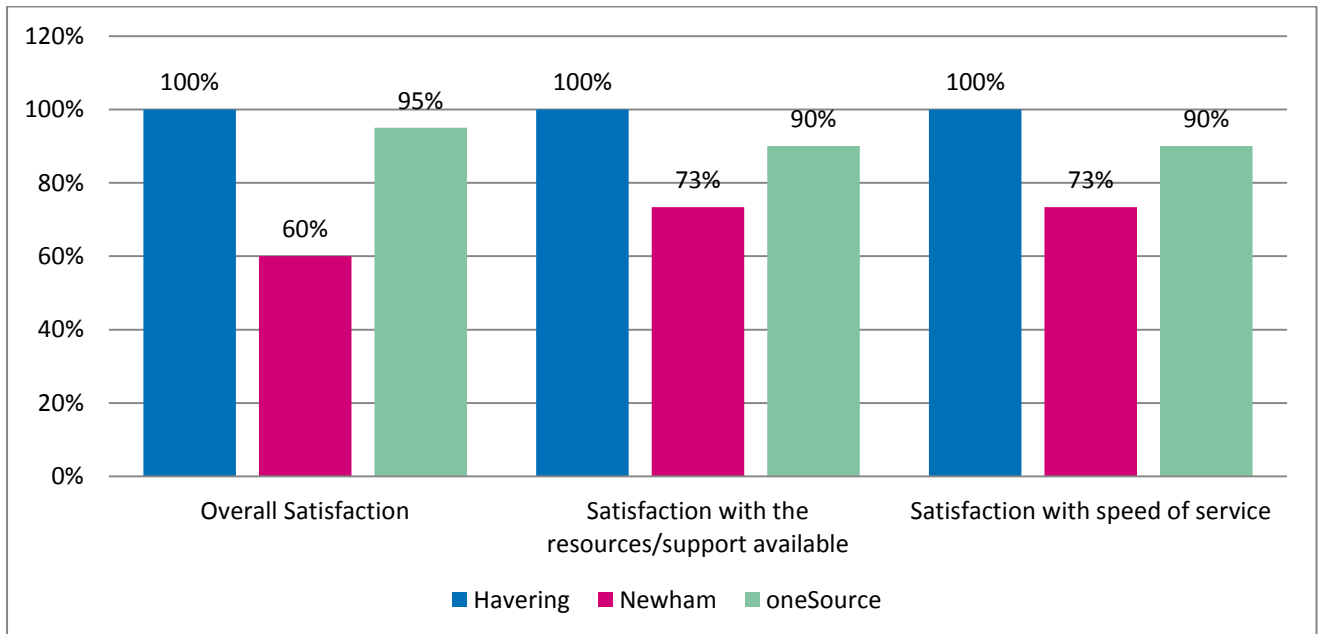
Graph 15: Internal Audit, Insurance, Risk and Counter Fraud – Satisfaction by Individual Organisation

Human Resources

HROD

HROD was one of the top performing services in oneSource, and rated highly in each organisation. Overall combined satisfaction increased by 4%, with 4% increase in satisfaction with resources and 6% increase in satisfaction with speed.
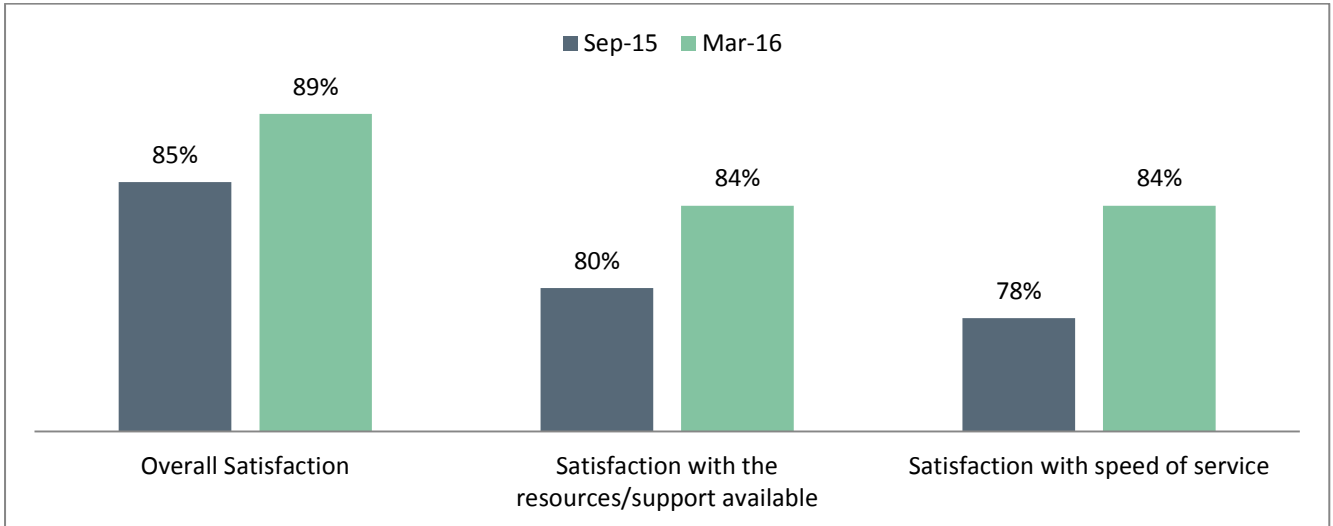
Graph 16: HROD (September 2015 vs. March 2016)

HROD exceeded targets in all three indicators in oneSource and Newham, and exceeded two targets in Havering with satisfaction with speed only 1% below target.
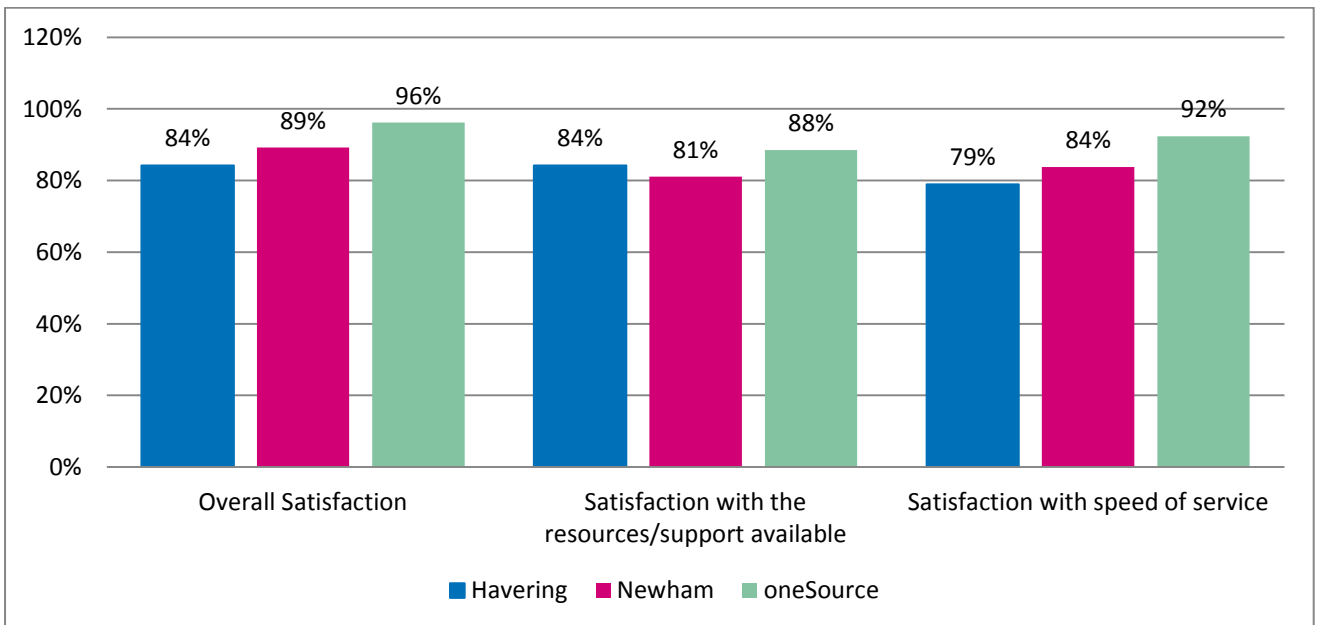
Graph 17: HROD – Satisfaction by Individual Organisation

The only issues raised were in regards to the inconsistent quality of service, which is often officer dependent, and the lack of support (i.e. providing information on what officers are not allowed to do rather than what they can).

ICT

ICT

ICT has decreased in satisfaction in all three indicators. Overall satisfaction has declined by 4% since September 2015; and a 19% decrease in satisfaction with resources and satisfaction with speed of service. It the worst performing service in oneSource in all three indicators.

Graph 18: ICT (September 2015 vs. March 2016)

ICT failed to meet its target in any of the three indicators in any of the organisations, though it improved in overall satisfaction in oneSource by 6% to 70%.
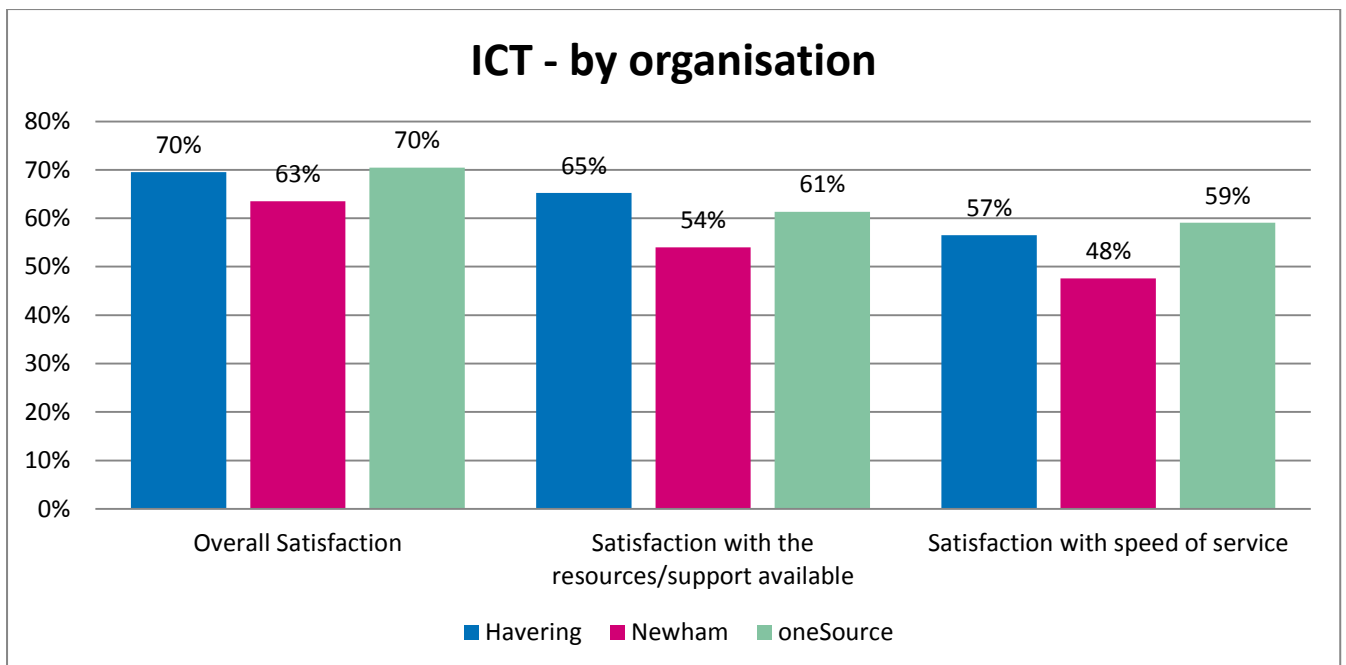
Graph 19: ICT – Satisfaction by Individual Organisation

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

- Delays in providing hardware (e.g. six month delay in installing ICT lines at the depot);
- Poor responses times;
- Lack of resources available, leading to single points of failure within the service structure;
- Apparent priority given to LBN leading to severe delays in delivery of corporate priorities in LBH;
- Cancelling service requests or issues without resolution;
- Blocking of websites which are fundamental to service delivery (e.g. social media in Culture and Leisure);
- Systems crashes and failures (e.g. Microsoft Outlook);
- Difficulties in obtaining replacement hardware (e.g. keyboards, mice);
- Inconsistent advice and support;
- Lack of communication (e.g. updates, acknowledging global problems, ICT plans);
- Issues with software (e.g. APP database, RAP);
- Lack of specific expertise or sufficient coverage of expertise.

These have led to project delays, service impacts and stoppage of work. The feedback provides guidance for the service on what areas need to be focused upon in order to achieve continuous improvement, and ensure business as usual.

Printing Services

Printing Services has significantly risen in customer satisfaction with a 25% increase since September 2015. It achieved 95% in all three indicators, and was rated one of the best performing services within oneSource.

Graph 20: Printing Services (September 2015 vs. March 2016)

Printing Services surpassed its target in all three indicators in all three organisations. Within oneSource, Printing Services achieved 100% satisfaction across the board, and 100% satisfaction with support and satisfaction with speed for Havering.
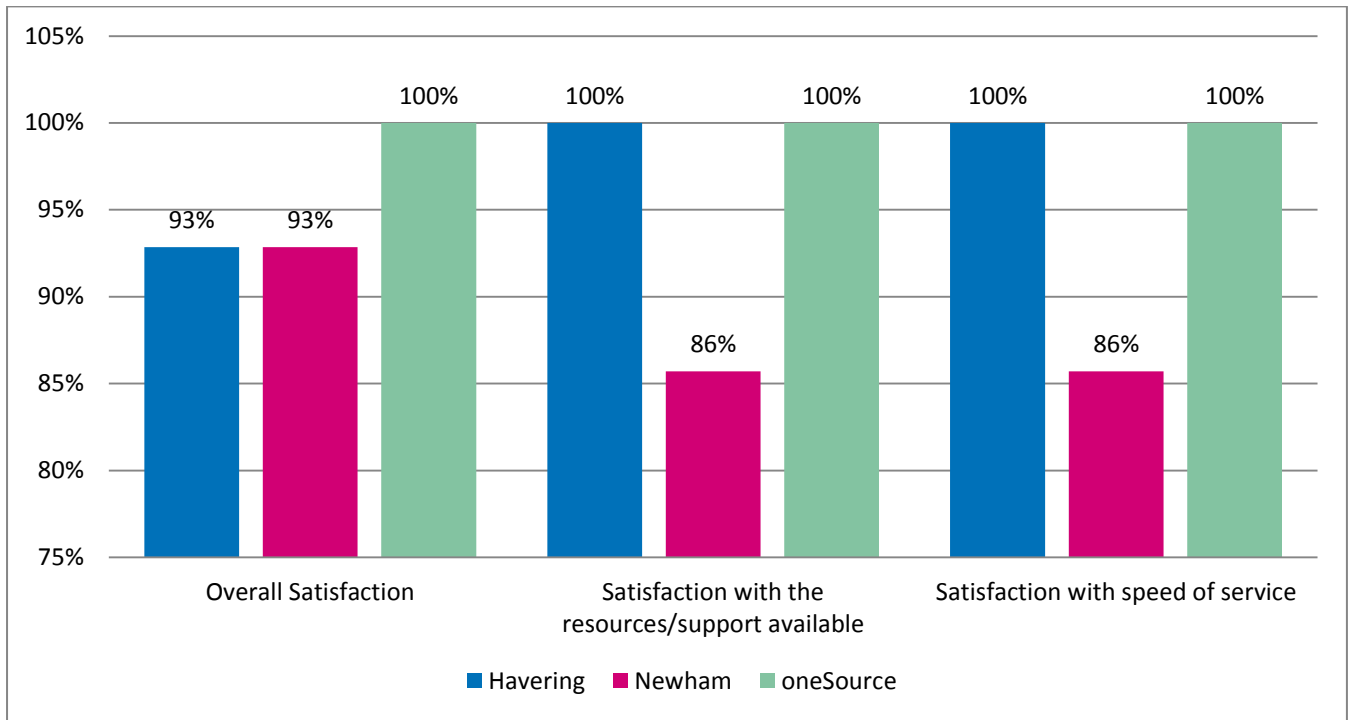
Graph 21: Printing Services – Satisfaction by Individual Organisation

The only issues raised were in regards to the poor customer engagement despite their speediness in delivery.

Legal and Governance

Legal Services

Legal Services has marginally dropped in overall customer satisfaction by 2%, though the biggest decrease is by 10% in satisfaction with resources available.
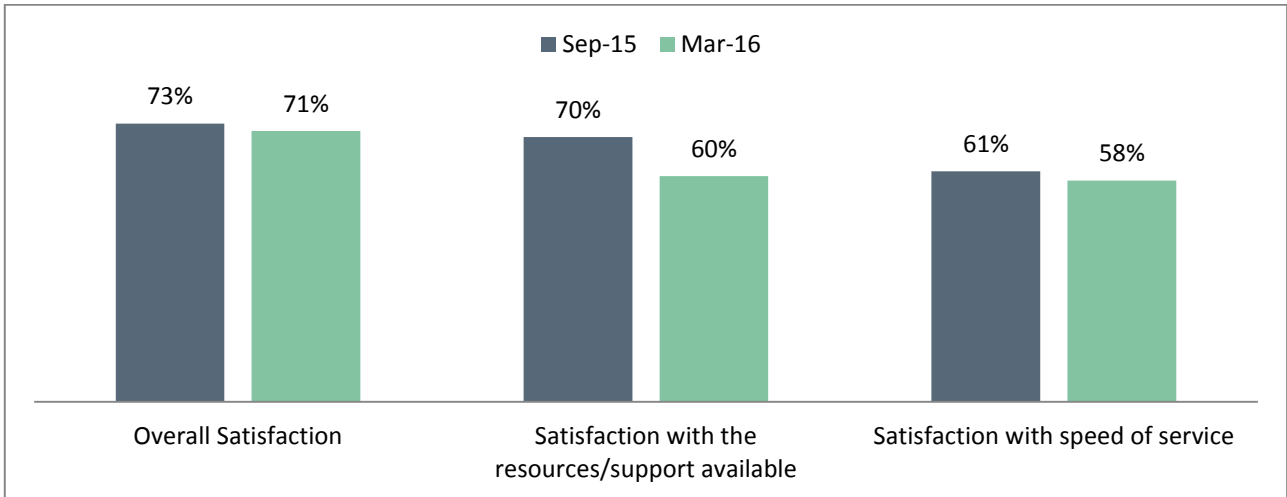
Graph 22: Legal Services (September 2015 vs. March 2016)

Legal Services surpassed its target in overall customer satisfaction in oneSource, but was rated relatively poorly in Havering and Newham. It had one of the lowest satisfaction scores in all three organisations for the speed at which supported. In Havering and Newham, satisfaction with the level of support received was 52% and 54% respectively.
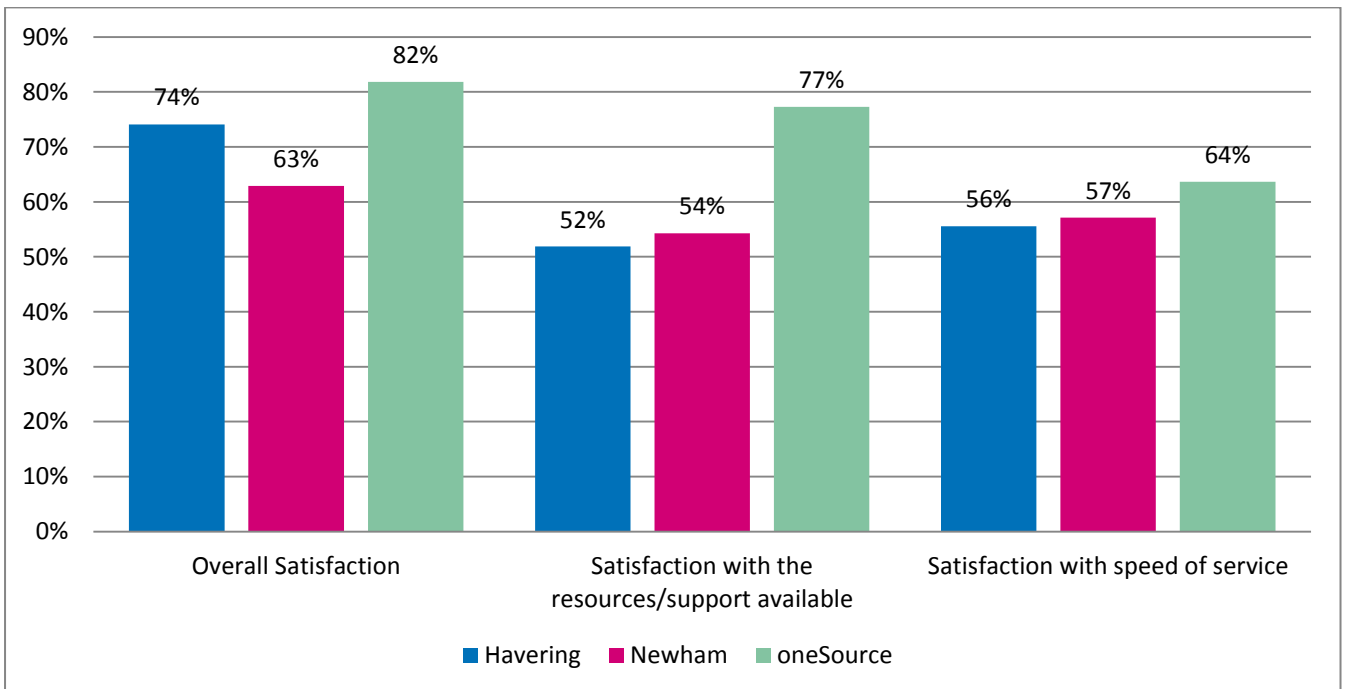
Graph 23: Legal Services – Satisfaction by Individual Organisation

The issues identified included:

- Limited capacity impacting speed at which supported;
- Slow response and action times;
- Delays in work allocation;
- Lack of communication;
- Difficulties in determining whom should be contacted, especially in regards to report clearance;
- Difficulties in obtaining advice.

This has impacted on other services ability to deliver on time, as they are continuously awaiting advice or instructions.

Further Feedback

Although a number of customers are aware that oneSource is in place to deliver savings, they feel that the emphasis on self-service means that managers are not supported when they need it, leading to fragmentation.

For Havering customers, there have several comments regarding delays in delivering services, and the lack of communication between and within services. Comments from Newham customers indicate that they believe that oneSource is restricting the service that they receive and shifting responsibility from oneSource to managers, thus not supporting them to deliver the council's agenda. For oneSource, understandably the comments are centred on greater collaboration between services and reviewing processes to become more efficient and effective.

oneSource Customer Questionnaire March 2016
178 senior managers took part (71 from LBN, 53 from LBH and 54 from oneSource) answering a potential 32 questions (excluding breakdown questions)].

Combined Results (Havering, Newham and oneSource)

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Health and Safety	Legal Services	ICT	Printing Services	**Total**
% Satisfied with the overall service you receive?	76.80%	89.11%	78.72%	79.12%	75.86%	85.42%	83.53%	86.36%	97.67%	71.43%	67.32%	95.00%	**79.45%**
% Satisfied with the amount of resources/level of support available to you?	76.80%	84.16%	78.72%	75.82%	68.97%	87.50%	85.88%	81.82%	93.02%	59.52%	59.48%	95.00%	**75.85%**
% Satisfied the speed at which you received this service?	72.80%	84.16%	76.60%	76.92%	70.69%	87.50%	77.65%	81.82%	95.35%	58.33%	53.59%	95.00%	**73.62%**

Havering

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Health and Safety	Legal Services	ICT	Printing Services	**Total**
% Satisfied with the overall service you receive?	76.19%	84.21%	67.57%	78.79%	66.67%	100.00%	87.50%	100.00%	100.00%	74.07%	69.57%	92.86%	**79.38%**
% Satisfied with the amount of resources/level of support available to you?	73.81%	84.21%	70.27%	78.79%	77.78%	100.00%	91.67%	100.00%	89.47%	51.85%	65.22%	100.00%	**77.19%**
% Satisfied the speed at which you received this service?	69.05%	78.95%	67.57%	78.79%	77.78%	100.00%	87.50%	100.00%	94.74%	55.56%	56.52%	100.00%	**75.00%**

Newham

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Health and Safety	Legal Services	ICT	Printing Services	**Total**
% Satisfied with the overall service you receive?	69.57%	89.19%	90.91%	74.29%	76.19%	60.00%	79.31%	57.14%	91.67%	62.86%	63.49%	92.86%	**74.64%**
% Satisfied with the amount of resources/level of support available to you?	69.57%	81.08%	87.88%	65.71%	61.90%	73.33%	75.86%	42.86%	91.67%	54.29%	53.97%	85.71%	**68.88%**
% Satisfied the speed at which you received this service?	69.57%	83.78%	84.85%	68.57%	61.90%	73.33%	68.97%	42.86%	91.67%	57.14%	47.62%	85.71%	**67.72%**

oneSource

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Health and Safety	Legal Services	ICT	Printing Services	**Total**
% Satisfied with the overall service you receive?	86.49%	96.15%	79.17%	86.96%	84.21%	95.00%	84.38%	100.00%	100.00%	81.82%	70.45%	100.00%	**85.56%**
% Satisfied with the amount of resources/level of support available to you?	89.19%	88.46%	83.33%	86.96%	68.42%	90.00%	90.63%	100.00%	100.00%	77.27%	61.36%	100.00%	**83.03%**
% Satisfied the speed at which you received this service?	81.08%	92.31%	79.17%	86.96%	73.68%	90.00%	78.13%	100.00%	100.00%	63.64%	59.09%	100.00%	**79.42%**

Appendix B

Asset Management

Facilities Management

Quality of work (errors, response times, advice)

- Facilities Management - slow to reply regarding car parking issue **(LBN)**

- In terms of facilities management, resolving problems is very slow. EG, a tap did not work in the women's WC W1 North for several weeks. Also, a sink was blocked from a Thursday to following Tues in same WC. It was reported by a member of staff immediately **(LBN)**

- Facilities management needs improving the building (dockside) is untidy and dirty **(LBN)**

oneSource response:

It is noted that customer satisfaction with Facilities Management within Newham is marginally lower than oneSource and Havering, despite the large increase in satisfaction. The comments raised by Newham regarding Facilities Management are likely as a result of the £570k saving made by the service in building and cleaning maintenance. This was achieved by slightly reducing the frequency of cleans.

Process

- Car parking renewal process needs to be automated; it is too time consuming to print off the form, fill it in and then scan it and e-mail it. The amount of time spent by all car park users doing that could be reduced significantly if the process was automated. I'm sure there are many other processes like this, but this is in the front of my mind this week as I have found it frustrating **(oS)**

- Why has facilities management removed their online form for raising requests? **(oS)**

oneSource response:

Asset Management processes will be reviewed to improve performance and service quality, in addition provide automation where possible.

Property Services

Quality of work (errors, response times, advice)

- Proactively lead property and asset management strategies   Demonstrate collaborative behaviour **(LBN)**

- Property is notoriously slow. I am constantly having to apologise to external partners for late delivery of outcomes **(oS)**

oneSource response:

An Asset Management Group has been established allowing Newham Leadership to work collaboratively with the service.

The ability to respond quickly is limited by a poor property record database. A timeline and funding has been provided to resolve these issues, with improvements being made to the dataset and verification process.

Quality of support (capacity, ability, customer service)

- Projects are entirely stalled by lack of ability, capacity and a misunderstanding of corporate priorities in Property. Ability and capacity also affect legal, though they have a better understanding of corporate priorities **(LBN)**

oneSource response:

There is a higher demand in Newham due to the increased resources in services that utilise Property Services. However, Property Services have fewer resources available despite the demand, which has an impact on the speed of response.

Improvements have been in the last year in Property Services to improve capacity in supporting Newham, especially in regards to the Red Door Ventures. A different operating model has been implemented, in agreement with Newham, to provide earlier instructions to the service. This allows for preparatory work to be conducted earlier and for speedier responses. The outcome of these improvements will be seen in the upcoming year.

Cost

- One of the quotes supplied by Property Services is very high indeed. For example £2,000 to install four external PIR lights! Also our vehicle workshops have cost us far more for some jobs than they needed to. They obtained estimates when they should have asked fro quotes, and one body of work was more than double the price on the estimate. When I queried this and complained the manager I was dealing with supported the supplier rather than the council **(LBH)**

oneSource response:

The service will try to ensure that prices are competitive for customers.

Other comments:

Health and Safety has shown significant improvements since the previous customer satisfaction survey, despite fewer resources available in the service. This is due to the introduction of the Health and Safety Framework and the integration of a single team across Havering and Newham.

Exchequer and Transactional

Transactional HR

Quality of work (errors, response times, advice)

- Payroll and transactional HR - two of my staff members have been overpaid and the issues are not being handled well at all. Our department is losing money as a result and this is also causing my employees a great deal of stress. Also, I don't think that the invoicing system is particularly effective as the issuing of contracts for our sessional teachers. These delays have a massive financial impact on our service. **(LBH)**

- Not sorting out staffing structures and simple acting up requests has a major impact on service delivery, as everything is system driven. **(LBH)**

- The impact on the regular mistakes by HR has cost me money in that I have had to employ agency staff as a result. There have been significant mistakes during recruitment the worst I have seen in any LA. The service is not acceptable and should be placed in house. **(LBH)**

- Speed of response (**x4 LBN)**

- Adecco recruitment - what do they do - very little we all end up going to agencies to get our staff ourselves. **(LBH)**

- Recruitment, so slow - I nearly lost a really good candidate who was about to be poached by someone else - the delays were dreadful- it was as if they didn't care if we appointed or not. **(LBN)**

oneSource response:

The slow response and errors is due to more experienced officers from Havering working with Newham on Oracle go-live and vacancies being held in Exchequer and Transaction due to the launch of the restructure. Service delivery should now improve as Oracle has been implemented. This applies across Exchequer and Transactional services in general. The new structure also addresses these issues and will be in place by September.

Quality of support (capacity, ability, customer service)

- Transactional services - Lack of ownership when they make errors. Unwillingness to engage to sort out problems. **(LBH)**

- HR (Too much red tape and not prepared to deal in common sense) **(LBN)**

- The light-touch recruitment process just created more confusion, around what HR get and do not get involved in. Although the person I have been working with is efficient, polite and responsive, I think they are in a process / system which doesn't really work. **(LBN)**

- Need proactive helpful staff for supporting with recruitment issues **(LBN)**

- The recruitment service is very helpful and I tend to go to them direct rather than use the online option, which I found very cumbersome to use. **(LBN)**

oneSource response:

It is noted that there were many inconsistencies in service provision particularly for recruitment in the last survey. The new recruitment system, Talent Link, has significantly improved the recruitment process – hence an increase in customer satisfaction. The remaining issues regarding recruitment will be addressed in the restructure.

Recommendations

- Fewer divisions of teams in HR - feel as if we don't know who will be doing what and get passed to different subteams **(LBH)**

oneSource response:

Greater communication from oneSource is needed regarding the split between Transactional HR and Strategic and Operational HR. This is being addressed through the restructure process which includes an Improvement Board.

Transactional Finance

Process

- Payments sent often get lost somewhere or if there is a query it takes a while for issues to be raised. **(LBN)**

- oneSource Bailiffs, not performing well enough, external suppliers collect much more which impacts our collection targets **(oS)**

- I send requests for a PO number to Business Support. My understanding of the process is that I am not allowed to commit to purchase anything before I get a PO number, and many suppliers ask for a PO at the point of booking. I think there is a flaw in the process. Business Support will get the PO number and send the documentation immediately to the supplier.... but I haven't yet made the booking because I'm told I have to have a PO number first. So suppliers get PO documents and then make enquiries about what the PO relates to as they don't have a booking. And depending on which Business Support Officer is dealing with your request the amount of notice you yourself get varies form not being told at all to getting an email with all the details **(LBN)**

- When emailing the sharedservices email address about an existing service request, the acknowledgement email contains a new SR number, despite the fact that you already have one. This can get confusing **(LBH)**

Technology and Systems

- iProcurement - requisitions 'get stuck' in the system delaying payments (i.e. CAMHS, LAC). **(LBH)**

- iProcurement - trying to find anything on the system is a nightmare (recycled paper, plastic spoons, use of smart forms). Takes up too much time to search and input **(LBH)**

- Re procurement, I-proc/I-supplier does not seem very responsive in terms of getting new suppliers on there. **(LBH)**

oneSource response:

The customer satisfaction feedback on Exchequer and Transactional services will be used to influence and shape the service as it changes due to a restructure that has just been launched. An Improvement Board is in place to review processes.

The service is working with Oracle's shared application support to rectify the requisitions "stuck" in the system.

Wildcards can be used to search the system allowing users to find the items required (e.g. %spoon); the wildcard can be used anywhere within the search criteria.

New suppliers should be entered on the system within 4-6 weeks, after being checked and classified by the Procurement Unit. The actual set up process in Oracle normally takes 2-3 days, however the process then requires Procurement Unit to provide the pro-class classification for the Suppliers. These are processed currently on a batch basis, usually 10 at a time, hence the 4-6 week timescale. Exchequer and Transactional will send individual suppliers to SPU for pro-class classification when each request is received and actioned them on this basis.

Strategic and Operational Finance

Strategic Finance

Quality of support (capacity, ability, customer service)

- Operational Finance - not knowing about the service. Not able to 'go the extra mile'. Blame culture. **(LBH)**

- Financial services, always unhelpful and obstructive. What do they actually do? **(LBH)**

- Need better communication about new procurement processes; NEPRO in particular is not working well for us in terms of reducing bureaucracy. **(LBH)**

- Procurement do not assist they identify issues for you to resolve. This is similar with corporate finance who increasing not providing support for more and more areas. **(LBH)**

- Refusing to engage in a meaningful way with the service i.e. production of business plan. Little to no involvement in key strategic decisions. **(LBN)**

- Finance adds little value, communication / information is poor for example where is the guidance with regards to new codes to use with Oracle? It is as though cost centre managers provide a service to them! **(LBN)**

- Procurement staff keep changing we need a business partner agreed. Also discussions with David are helpful but they are not always communicated to the team which causes issues getting procurements live and too much reliance on my team to do things procurement should do themselves. **(LBN)**

- I have found the Audit service particularly helpful, speedy turnaround of work, robust and professional service **(oS)**

oneSource response:

oneSource operates a self-service environment where managers are supported to complete tasks by themselves. This can be perceived as a lack of engagement from Strategic and Operational Finance. There needs to be a cultural change programme to clarify the level of support that can be provided given the resources available and the savings that need to be made; and to provide training to other managers to embrace the self-service ethos. Strategic Finance are organising a range of training sessions and drop-ins for managers to support this.

Quality of work (errors, response times, advice)

- Finance - Significant additional staff time spent in this area. **(LBN)**

- I don't feel Finance offers a 'service'. The flow of information and the quality of communication could work better. **(LBN)**

- Delayed or undelivered contracts (x2 LBH, 1 x oS)

- Awaiting a response from procurement to emails 1st sent months ago, contracts may expire. **(LBN)**

- Procurement 70/30 split and e-auctions mean we use a considerable amount of time drawing up tender lists. **(oS)**

Recommendations / Comments

- Removal of Strategic Business Partners. **(2 x LBH)**

- Better support service in Procurement – faster response times (**2x LBN**)

oneSource response:

It is noted that there are delays in response times; which may be caused by a number of factors including managers not fully understanding the intricacy of EU Procurement rules; not involving Procurement at an early stage; or delays in the support provided by Legal service on contracts.

Improvements currently being implemented in Legal will have a positive impact on Strategic Finance. In addition, the upcoming LEAN review will improve service delivery and the effectiveness of processes in Procurement.

Finance is currently undergoing a restructure, which will combine Bexley, Havering and Newham, forming an integrated financial service across the boroughs. The restructure will resolve the issues raised as the service becomes more integrated and adopts common processes; ultimately leading to a service that is capable of providing services internally and externally.

The implementation of the Transformation and Service Improvements Plans will also improve service delivery and the effectiveness of processes, and hopefully address the disparity in customer satisfaction.

Strategic and Operational HR

HR

Quality of support (capacity, ability, customer service)

- HR support is a like a curate's egg. It really does depend on the HR consultant you are allocated. Some such as Jacqueline Smith have been very good. Others are unfortunately very different. **(LBN)**

- HR appears confused or conflicted about whom they serve and their purpose. The reorganisations seem to have left staff highly defensive and afraid and unable to make decisions **(LBN)**

- HR (not prepared to deal in common sense **(oS)**

- Better strategic engagement with the self service culture to support managers in being clear on expectations **(LBH)**

oneSource response:

The customer satisfaction feedback and the Voice of the Customer exercise has been utilised in redesigning HR for the restructure. A case management will be introduced to track queries and requests, and manage the consistency of advice. Business Partners will remain in place to deal with strategic issues instead of operational issues; with named people in the structure for managers to direct their queries.

The self-service ethos will be better communicated to all managers, especially for new starters, to ensure that staff are aware of the level of support that can be provided.

Quality of work (errors, response times, advice)

- HR - they never seem to be able to get it right. The volume of big mistakes and time delays and costs as a result are not worth paying for this service. **(LBH)**

- HR - they seem to be there to tell you what you can't do as opposed to what you can do **(LBN)**

- Poor HR advice and help **(x2 LBN)**

oneSource response:

The Transformation review and the implementation of Oracle will streamline and standardise processes providing consistent service delivery. The implementation of training standards and a development plan will ensure officers are continually developing to support all managers, regardless of their query.

Technology

- Sort out some key annoyances re one oracle i.e. no PDR electronic process in place for 2 years of PDR cycle **(LBH)**

oneSource response:

Oracle is a shared platform between seven councils in London with common processes utilised. The PDRs cannot be altered to fit only Havering or Newham's processes as this would require bespoke software.

Recommendations / Comments

- HR should be in house as should IT and recruitment that Adecco are supposed to do **(LBH)**

- Fewer divisions of teams in HR - feel as if we don't know who will be doing what and get passed to different subteams**(LBH)**

- HR - Caroline is excellent. **(LBN)**

oneSource response:

Greater communication is required regarding oneSource, including what it is, how it operates and the split in services (i.e. Transactional HR vs. Strategic HR), to avoid confusion that services have been outsourced and to delineate what functions each service provides. This will be picked up by the Improvement Board.

ICT

Quality of work (errors, response times, advice)

- We have been very frustrated with the service supplied in conjunction with BT and Virgin to get an ICT line installed at one of our depots. This is not the direct fault of ICT, but this has been going on now for more than six months and we still do not have ICT at this depot. **(LBH)**

- Poor ICT response times (*LBH x5)*

- ICT cancel some calls without resolution. **(LBH)**

- Constant chasing of service requests (*LBN x 2)*

- Inability to resolve issues (*LBN x2)*

- I am particularly dissatisfied with the service from ICT as their response times have significantly deteriorated over the past 2 years.... for example, I been waiting over 3 months to be given access to a programme which will help us improve performance and savings ... it's very frustrating as you're just made to feel that your issue is not important to ICT ... and yet when (if) you finally do get someone from ICT to deal with your enquiry it's normally dealt with very well ...I suspect ICT do not have enough staff ?? **(LBN)**

- Consistency of support **(LBN)**

- Poor ICT response times (*LBN x 10)*

- ICT- A request was made for a new hunt group to be set up. Impact - staff receiving calls unrelated to their area of work **(LBN)**

- Poor ICT performance leads to service disruption and impacts on performance **(LBN)**

- ICT have not resolved an issue with software installed on my PC; it took nearly a month to get a new phone. The PC's have different settings and the ability to log on across sites is a major issue. **(LBN)**

- In terms of ICT service the level, quality and speed of response has been very poor over the last year for myself and team members. Calls/logged with the ICT helpdesk are not responded to in a timely manner, the ICT staff lack some specialist knowledge to resolve the fault. The ICT infrastructure and changes to it affect people's ability to do their jobs and obtain the information they need -e.g. freezing screens or applications, slow connections. There is no acknowledgement that these global problems exist and/or are being looked into. **(LBN)**

- ICT not set up properly for new user, poor communications of oneSource processes, etc. Also, many issues with equipment and technology. But some individuals in ICT team have been extremely helpful and responsive. **(oS)**

- General ICT support helpdesk solutions are good and pretty quick and responsive. I am leading on a project to get services on line and channel shift and there are problems with the security. This means the project is almost 10 months overdue as a solution is not yet in place. I realise this will take time and will incur significant cost, but this should have been picked up in the specification and ICT project management. This may be a one off but there is a considerable impact on the CT&B service being able to deliver its own efficiency targets as a result. **(oS)**

- BAU ICT services seem to be failing more often **(oS)**

- I am dissatisfied with ICT generally in terms of response time and closing jobs without solving issues. One job was closed because I was on leave! My major issue, which I addressed directly with John, was that ICT removed mine and my colleagues' access to a shared drive. This had a major impact. There was a period where we constantly had to raise online jobs with facilities management to get tea coffee and paper towels - there did not seem to be any proactive approach. **(oS)**

oneSource response:

The data storage servers, wireless network, e-mail system and some other elements of core infrastructure are in the process of being replaced. Once this has been completed (some projects are already completed with others in progress and to be completed within the year), this will significantly improve response times.

Quality of support (capacity, ability, customer service)

- ICT - The overall lack of resources available, the single points of failure within the service structure and the apparent priority given to LBN projects have severely delayed delivery of corporate priorities within LBH **(LBH)**

- Some services e.g. ICT (service desk) and Print do not appear to be very customer focussed. The customer service we have received has been disappointing. **(LBH)**

- In terms of ICT, the lack of resources to promptly resolve problems has meant that members of my team have not been able to do some aspects of their job for unacceptably long periods. ICT has declined since oneSource came in. **(LBN)**

- The ICT helpdesk is in a position where the responsible staff cannot see anyone at the desk and you have no way of attracting their attention i.e. no buzzer. This means you end up pestering the staff immediately in front of you who get understandably irate as the helpdesk isn't their responsibility. **(LBN)**

- More resources for key corporate systems and interfaces such as CRM/My-Newham etc. **(LBN)**

- Only issue at present is with ICT - resources to address concerns/issues raised **(LBN x2)**

- Looking at ways to improve the expertise in ICT**(LBN)**

- ICT manager also great. **(LBN)**

- ICT seem very stretched. This needs to improve **(oS)**

oneSource response:

ICT has had to redirect some of its business as usual capacity to support some major projects such as Newham 1Oracle, Newham Social Care systems replacement, Havering Housing system replacement, mobile working in Havering Social Care, online Services in Newham, Havering (green waste and Registrars in particular) and for external customer work in Norfolk and Brent. There is a clear need to review how resources are prioritised in conjunction with out customers. Solutions need to be found for resource shortages.

Systems / Technology

- ICT... a couple of observations... 1. Our systems really need to be simpler and more user friendly, if we have to download a 40-page almost unintelligible instruction pdf before we can perform a task then something is wrong.   2. Encryption of devices such as USB drives just happened one day without warning, there are parts of the business (probably quite a lot of them) that need to transfer volumes of information from different machines and platforms, that's the modern world, an arbitrary closing off of the ability to move files around is unhelpful to say the least. 3. Likewise, in Culture and Leisure, we need access to the likes of YouTube, social media channels and external websites. To receive a threatening 'URL Access Warning'... 'this will be referred to your manager' when we want to check a video we've posted is: a) insulting as it implies we're skiving when actually we're working our arses off b) a pain in the neck causing us to waste valuable time trying to find workarounds.   LBH is, or at least should be, an organisation that operates in the 21st century. I appreciate that there may be risks to systems from viruses, but our IT systems seem set up to make life more difficult. We really don't need to be parented about what sites we can or can't visit, it's a matter of trust. **(LBH)**

- The stability of systems is a major factor that impacts on CS performance. We have been highlighting fundamental issues with the Web for 3 years and are still waiting to see any major improvement or initiative to improve the web platform though I have been advised this will now be a priority. Morale is low is CS within the team that deal with the web, they feel they are working with broken tools **(LBH)**

- Outlook - ICT - outlook continually freezes which in turn locks the rest of your computer and you just have to sit and wait for it to respond **(LBH)**

- ICT could provide better quality equipment and could be better value for money. **(LBN)**

- ICT. Also on our soft wares as some of the functions that other authority uses, we do not have **(LBN)**

- Speed of PC, networks and Oracle is slow **(oS)**

- Slow systems/ network **(LBH x 2)**

oneSource response:

As previously mentioned, the data storage servers, wireless network, e-mail system and some other elements of core infrastructure are in the process of being replaced. In addition, the Havering web site is now 5 years old and has struggled to cope with the increased volume of traffic. This is a high priority for replacement and will be carried out during this summer.

Cost

- ICT costing is expensive, by way of example: a member of my team ordered an ordinary mouse for her computer, which cost £60. This is just one example. **(LBN)**

oneSource response:

The service will try to ensure that prices are competitive for customers.

Recommendations / Comments

- Improve ICT **(LBH)**

- It must improve quality, processes (systems thinking/lean) and response times so that its front line services (the face of oneSource) can perform to the best of their ability. I don't get the sense that oneSource services really work as 'one' but as silos with their own agendas **(LBH)**

- HR should be in house as should IT and recruitment that Adecco are supposed to do **(LBH)**

- Take ICT out of oneSource and separate them **(LBN/LBH)**

- Only issue at present is with ICT - resources to address concerns/issues raised **(LBN)**

- ICT could be more responsive **(LBN)**

- Better ICT, clearer vision as to what oneSource wants to achieve and job security **(LBN)**

- A member of ICT to be based in offices spread around the borough away from the main ICT hub **(LBN)**

- Invest on ICT **(LBN)**

- I am dissatisfied with ICT - It prevents both myself and that of my direct reports from undertaking our duties and responsibilities **(LBN)**

- ICT   This department through no fault of the officers & Management is clearly struggling with the weight put on them. This is the worst the service has ever been. **(LBN)**

- ICT manager also great. **(LBN)**

oneSource response:

In order to achieve savings targets (approx. £750k PA) and deliver essential changes to security environments the ICT service had to redirect scarce resources for a period of time and hold back from filling vacant posts previously. In the last few months, ICT has filled nearly all posts, brought in 5 new apprentices and are using two new external suppliers to complement our internal change capacity. ICT can see from the very high volume of customer feedback scores on individual service requests that satisfaction has increased significantly in recent months from around 5.8/7 to 6.1 out of 7 (see Appendix C), but perception and confidence always lag actual experiences, so we expect to see overall satisfaction increase consistently during 2016/17. The councils currently have a number of important systems such as e-mail which are very old and are in the process of being replaced. This will make a big difference to user experience and therefore overall satisfaction.

Legal Services

Quality of work (errors, response times, advice)

- Legal - delays in work allocation and lack of communication. Timescales missed because of this.

- Slow response times (**LBH x3, oS x3, 1x LBN)**

- There is an ongoing legal issue with LB Newham which has caused problems using legal services. We have had to ask another legal rep from another department to represent us as legal now supports LBH and LBN which has caused a conflict of interest in this instance. **(LBH)**

- Legal - almost impossible to get assistance, too many staff changes, unable to obtain advice. **(LBN)**

oneSource response

Legal services are undertaking a number of workstreams to address issues raised. Most importantly, Legal services are in a process of fully implementing a case management software that will improve communication and information going to client departments. It will also create efficiencies in automating tasks and providing clear timetables for staff. They are working with ICT on a new intranet page for instructing Legal services that will automatically refer matters to the correct team and generate responses.

Quality of support

- Legal - not sure who does what and who we should go to for advice; particularly for report clearance we seem to be starting form scratch all the time. **(LBN)**

- High level of dependency on legal and property services. Both appear inadequately resourced to meet service needs. Requests for support and advice are often simply ignored. **(LBN)**

- Projects are entirely stalled by lack of ability, capacity and a misunderstanding of corporate priorities in Property. Ability and capacity also affect legal, though they have a better understanding of corporate priorities. **(LBN)**

- Legal. Clare is excellent. **(LBN)**

- Legal services is variable. Great service regarding contract work but poor service regarding another piece of work where no update on progress etc. given. **(2 x oS, 1 x LBN)**

- There has been a change of staff and things seem to be improving. This has prevented the pensions team complying with their regs, and delayed monies coming into the pension fund timely. **(oS)**

oneSource response

Legal services have addressed ability in a number of areas; bringing in staff to support important areas like CSSB, housing and regeneration; acting against poor performing staff and locums; and introduced standard objectives.

Capacity issues are being addressed by improving management information and SLAs based on client need. As stated, with client agreement we have brought in experienced key staff. This is backed up by joining the London Boroughs Legal Alliance which has frameworks for both solicitors and barristers when legal services can support. One firm is already supporting Carpenters estate work in Newham following a mini-tender.

Price

- Spend a lot on Legal Services but don't know what this pays for as invoices are unclear. **(LBN)**

oneSource response

Legal services have addressed ability in a number of areas; bringing in staff to support important areas like CSSB, housing and regeneration; acting against poor performing staff and locums; and introduced standard objectives.

Other Comments

Customer Service / Staff

- Overly bureaucratic systems. Refusal to go beyond standard customer service leading to frustration and not knowing who can resolve query. Hands off approach in excess of self service. E-mails not replied to. Phone calls not returned. **(LBH)**

- Imbed staff within the teams they are supposed to support. Understand the businesses needs and support it effectively. In the areas where this is evident efficiency increases. **(LBH x 2)**

- Look at ensuring the sections are more joined up - e.g. being passed to people within their own sections rather than taking ownership of the issue / query **(LBH)**

- Greater flexibility when trying to engage with external customers. Better support with marketing. Some overall customer services/marketing training. **(LBH)**

- Train staff on customer service. Employ the right people - ones who care about the role. **(LBH)**

- Better understanding of the services supported and engage strategically and authoritatively **(LBH x 3, 1 x LBN)**

- Staff need willingness to 'own a problem'. It is become a near universal experience that the first response is to refer to someone else or pass over to someone else. I had one experience during the year of someone who said 'I don't know the answer but I will find out and get back to you straight away' - that was so refreshing. It was someone newly appointed to employee services.   ICT tend to be very good at responding and solving problems too. **(LBN)**

- I appreciate that we are all experiencing some challenging times, but has a Customer facing service at times we are finding it very difficult to competently address their enquires. **(LBN)**

- Order in office very important to me such as allowing staff to get on with work in peace, few staff (mostly agency staff) are very loud and disrupting. Management should put a stop to this and not encourage. Management need staff who work and not entertain them. May be a little during working hours I don't mind. **(LBN)**

- I think all the process and procedures need to be reviewed, and oneSource need to see themselves as selling services to internal customers and sort out their customer services. **(LBN)**

- Strong management that I can look up to, who do their job well, who don't mind stepping in helping team such as when we are very busy with telephone calls and management who treats everyone in the same manner - same rule for everyone. **(LBN)**

- Less focus on making things cheaper and more focus on making things better (as above). They could start by actually listening to what staff tell them about their own service. **(LBN)**

- Look at focusing on how we can achieve what we want rather than informing us that things are not possible - provide alternatives more. **(oS)**

Communication / Information

- More information on the intranet regarding oneSource and named contacts **(LBH x 2)**

- Focus on mapping processes and communication **(LBH)**

- Better communication and understanding **(LBH x2)**

- Provide details and results of customer satisfaction surveys (**LBN x 2)**

- I don't like anonymous email addresses.   I don't like hearing about what Havering is doing and what oneSource is doing for Havering. I don't need to know about Havering. **(LBN)**

- Regular customer satisfaction surveys like this. **(LBN)**

Self-service / Support

- Stop shifting responsibilities from oneSource to frontline managers or services that lack capacity to take additional responsibility (LBH x2, LBN x 1)

- Need to clearly communicate processes and help staff to understand the self service model better **(LBH)**

- To save time and money return to the departments putting in their own recharges rather than having shared services do it 2 people don't need to do 1 job **(LBH)**

- More business like distinction in providing a service but being clear when managers should be doing thing an reporting that up so remedial action can be put in place **(LBH)**

- Extremely frustrating that more pressure is being placed on operational managers for tasks that were previously supported by central services. Central charges are still being paid but oneSource seems to be taking on a more 'policing / auditing' role than supporting managers. **(LBN)**

- Fragmentation due to self-service **(oS)**

Resources / Funding

- More resources **(LBH x 3, LBN x 2, oS x 1)**

- More staff to work on Havering issues **(LBH)**

Operation of oneSource (values, savings, performance)

- Greater flexibility when trying to engage with external customers. Better support with marketing. **(LBH)**

- Most staff are genuinely helpful and try to assist if they can, however council services and the way in which services are now delivered (and are continuing to develop) does not blend well with the process that oneSource continue to use as a legacy from LBN. We are entering a new age for Local Authorities and oneSource needs to have SLAs, process, and procedures that are modern and are fit for purpose. **(LBN)**

- The implementation of oneSource has created operational difficulties in my service. I wonder whether any impact assessments were undertaken to examine how the implementation would affect services. **(LBN)**

- Set up overarching agreements with service at the beginning of the year about the service that is needed **(LBN)**

- To get away from the blanket approach (one fits all) **(LBN)**

- Directors and staff to visibly operate as oneSource not individual councils. **(LBN)**

- Consider Newham and Havering as separate customers with individual needs **(LBN)**

- oneSource needs to think about customers, not introduce new processes without consultation i.e. work with services not do things to them **(LBN)**

- Listen to what we need to deliver the council's agenda and provide that service rather than continually restricting the service we receive **(LBN)**

- They need to be quick, responsive, and understand the overall business from a business perspective. **(LBN)**

- If we have ACT allow people to demonstrate it, service reviews are all about saving money at all cost and have not to date improved performance but in effect reduced the quality of service - what is the real cost of these short term savings **(oS)**

- Adjust its offer to meet the needs of the service **(oS)**

- Improve quality and focus on oneSource Service to support them to deliver a better service throughout **(oS)**

Quality of work (errors, response times, advice)

- Better response times needed (LBH x 9. LBN x 2, oS x 1)

- Respond to requests and queries. **(LBH)**

- Clearer information in responses / Consistent and accurate advice **(LBH x 1 LBN x1 oS x 1)**

- We should be able to arrange our own servicing for horticultural machinery across the board. It's not carried out quickly enough and is frequently extremely expensive. Given the choice I would not use the council workshops at all.

- Complaints from customers and residents of not dealing with their enquiries **(LBN)**

Costs / Prices

- By working harder to obtain lower prices. **(LBH)**

- I realise that we are all trying to make savings, but when people are supplying services that we can't get ourselves they do not appear to be making much effort to get best value. **(LBH)**

- Reduce my costs in line with my budget reductions. **(LBN)**

Process

- Single point of contact for queries. **(LBH x 2)**

- The systems and bureaucracy, still too much red tape not enough get on and do it. **(LBH)**

- Provide us with a telephone number to call for each service so that we can solve things quickly rather us wasting our time waiting for one source to unblock the system- oneSource then becomes part of the problem when not responding quickly. **(LBN)**

- Focus on mapping processes and communication **(LBN)**

- Review processes and forms etc. to strip down to what is necessary for the client to give, not just what has always been asked for. Also unnecessary stages in processes and decision making structures should be removed. Then move them online. **(oS)**

- Hard to say, Oracle needs to bed in so we can see how Services are managed and then look to see if and where improvements can be made. **(oS)**

- Budget setting**(oS)**

Technology and Systems

- Review systems to see how they can be made more user friendly (i.e. talent link is difficult to use, is not intuitive, CP is consistently of-line, freezes, takes ages to use) **(LBN)**

- Look at being more digital from the employee perspective - removal of paper forms, automating approvals and processes.**(oS)**

- Move transactional services online. **(oS)**

- Leaner and faster Oracle system. Automated email alerts from the dashboard. **(oS)**

Alignment / Collaboration

- As oneSource I think we should all be working much more collaboratively and trying to support each other. **(LBH)**

- Set up a single log on **(oS)**

- Greater alignment between councils and operationally (**oS x 3**)

Other / Comments

- The supports service I have used have been of value to me **(LBH x 3)**

- Stop being jobs worthy **(LBH)**

- Process reengineering. **(LBH)**

- Get the services in house. **(LBH)**

- Salary is important - protect my grade. Money makes everything positive. Poor pay does not encourage motivate me to go to work in the morning. **(LBN)**

- Was unable to do my job, not happy **(LBN)**

- When they couldn't contact me, they said they weren't able to find out who my Line Manager was despite the details being available on the Intranet. **(LBN)**

- Has an impact on the service we provide, especially being frontline **(LBN)**

- Almost all colleagues in oneSource seem over stretched **(LBN)**

- Business Development **(LBN)**

- Procurement, Legal, Health & Safety, and Strategic finance (not business partnering who are useful (in response to which services do not add value) **(LBN)**

- Made job harder to complete **(oS)**

Appendix C – ICT Transactional Customer Satisfaction Score