

## HAVERING AND NEWHAM SHARED BACK OFFICE SUPPORT SERVICE

<b>JOINT COMMITTEE</b>	<b>23<sup>rd</sup> October 2015</b>
<b>Subject heading:</b>	<b>Customer satisfaction with oneSource services</b>
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<b>Financial Summary</b>	<b>There are no specific financial implications involved in reviewing the customer satisfaction of oneSource.</b>
<b>Is this a Key Decision?</b>	<b>No</b>

### SUMMARY

oneSource has a number of key performance indicators (KPIs) in place for 2015/16. These 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.

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.

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.

A challenging 80% customer satisfaction target has been set for oneSource to exceed in 2015/16. For September 2015, combined customer satisfaction increased to 75.82%, rising by 5.82% since the previous survey was conducted in January 2015.

Individually, customer satisfaction with the service received is 78% from Havering customers, 69% from Newham customers and 81% from oneSource customers. The best performing services were Internal Audit and Counter Fraud (83%), Procurement (83%) and Human Resources & Organisational Development (85%). This shows that oneSource has made significant improvements to the delivery of its services but still needs to do more to meet its target.

## **RECOMMENDATIONS**

The Joint Committee is asked to note the: -

- oneSource customer satisfaction key performance indicator (KPI);

## **REPORT DETAIL**

In September 2015, the second of the biannual Customer Satisfaction surveys was sent to all senior managers, who are customers within Havering, Newham and oneSource. 131 senior managers took part (49 from LBN, 49 from LBH and 33 from oneSource) answering a potential 32 questions (excluding breakdown questions).

This is a much larger response than the previous survey conducted in January 2015, where only 65 responses were received.

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

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

It is important to note that the figures utilised in this report for January 2015 are different to that reported in the March customer satisfaction report. This is as a result of removing the results for Democratic and Committee Services, and Exchequer Services to provide a like-for-like

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<sup>1</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.

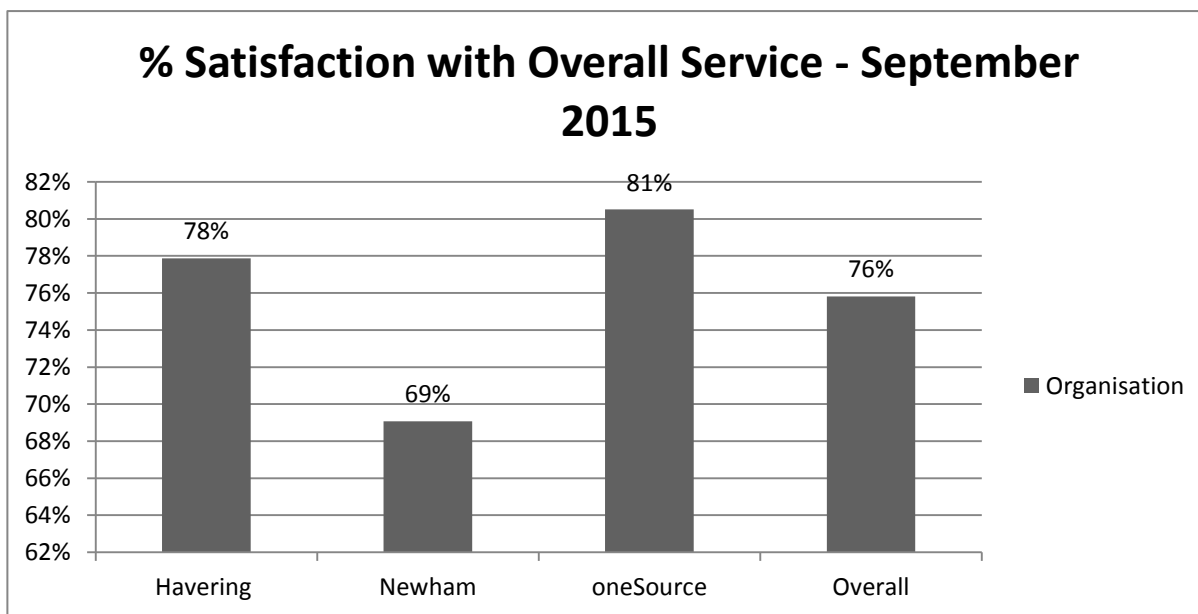
comparison between the two surveys. These services were not included in the September survey, as their customers are not managers within the organisations.

Customer satisfaction results may be skewed as responses are more likely to be from dissatisfied customers. In addition, it is possible that 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, and Havering and Newham customer satisfaction may appear lower than they were previously.

## **Overall Customer Satisfaction**

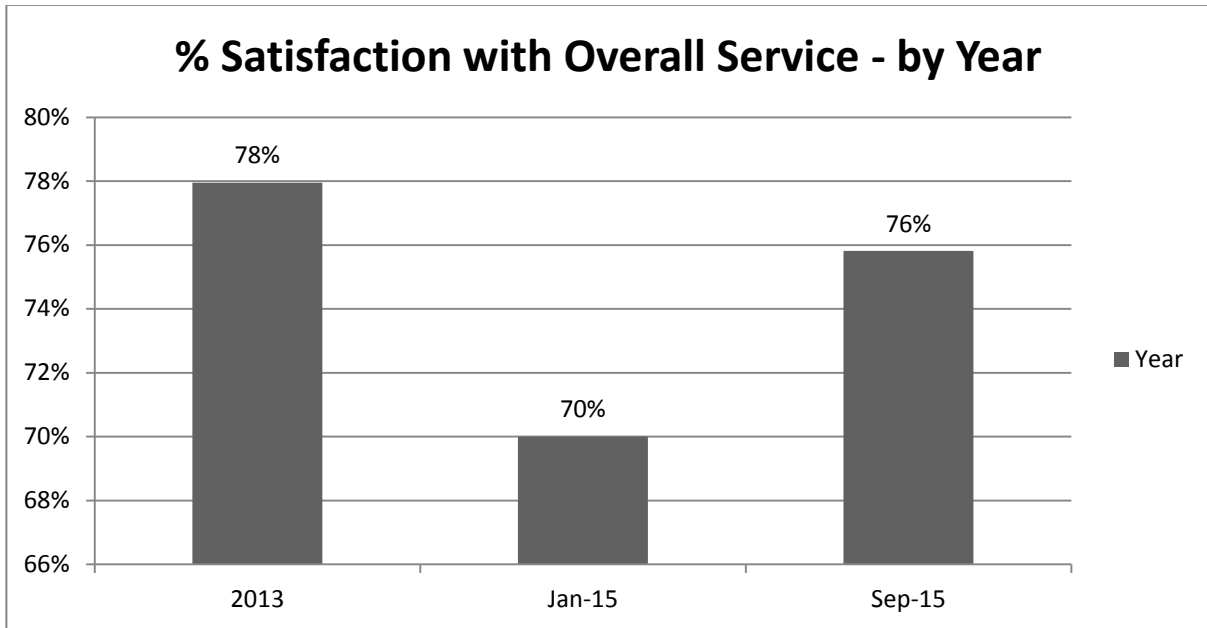
The combined satisfaction for oneSource services (across the three organisations) is 76%, which exceeds that found in the January 2015 survey, where only 70% of customers were satisfied with the service they received. However, this is below the 80% target set by the Joint Committee. The January 2015 figure has been reworked to 70% to provide a like-for-like comparison, as Exchequer and Transactional Services, and Democratic Services have not been surveyed in this report.

Individually, customer satisfaction with the service received is 78% from Havering Council, 69% from Newham and 81% from oneSource.



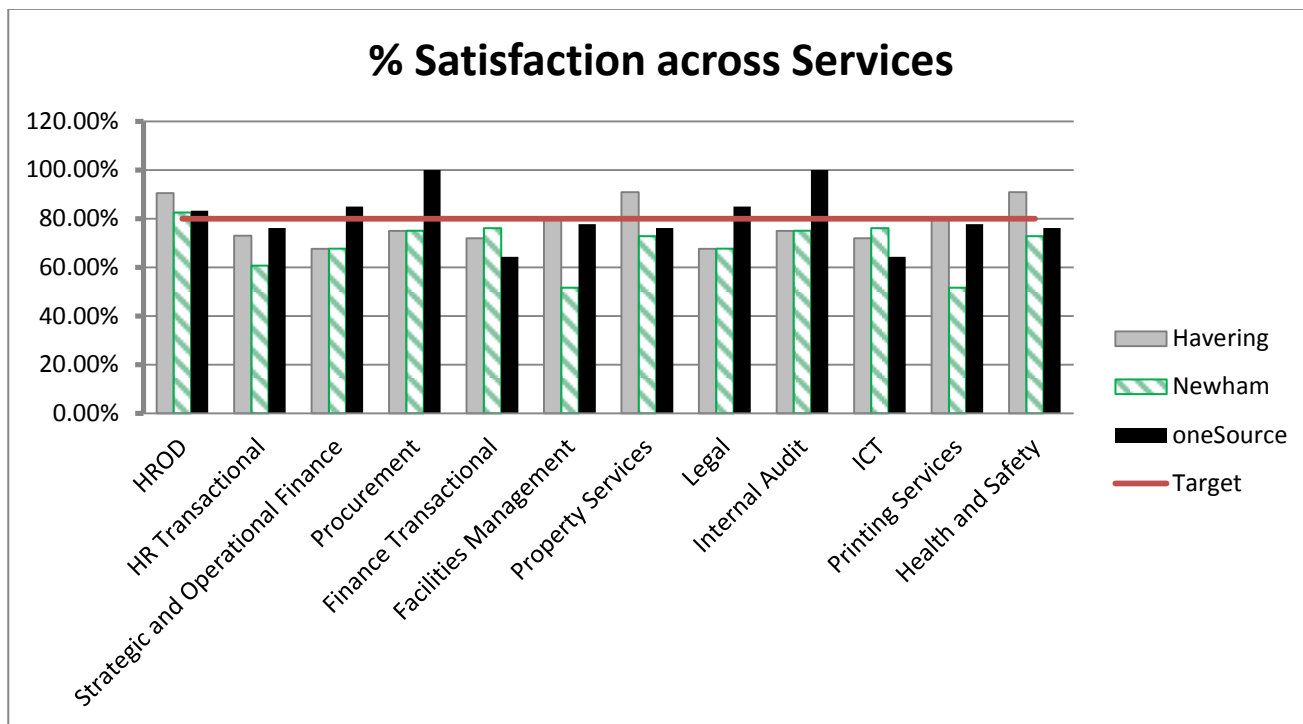
Customer satisfaction across Havering and Newham customers only is 73.5%. This is near to the 76% combined satisfaction across all three organisations, demonstrating that although oneSource customer responses slightly skew the results, satisfaction on the whole has increased from the previous year by 3.5% for Havering and Newham.

This shows that oneSource has delivered significant improvements to its service, but still needs to do more to meet its challenging target.



Since the previous survey, conducted in January 2015, there has been an improvement in satisfaction from our LBH customers; whilst satisfaction has remained relatively stable with our LBN customers. oneSource customers have been included separately for the first time, showing strong customer satisfaction throughout the organisation. The overall increase in customer satisfaction is likely as a result of considerable rises in satisfaction in particular service areas, as outlined in this report.

The best performing services were Internal Audit and Counter Fraud (83%), Procurement (83%) and Human Resources & Organisational Development (85%). For oneSource customers, Strategic and Operational Finance, and Legal Services were also top performing services, achieving 85% overall customer satisfaction. Seven of the twelve services provided by oneSource have a satisfaction level below the target.



Previously, Internal Audit and Counter Fraud was one of the worst performers, especially with customers in Newham. Since the previous survey, it has rebounded successfully to having one of the highest satisfaction levels.

Across the oneSource services surveyed:

- The two lowest satisfaction scores regarding resources and support in total were Legal Services, and Operational and Strategic Finance. In particular, these two services were rated the lowest by Havering customers.
- Legal Services also had the lowest satisfaction results for speed at which supported.
- Customers in LBN are shown to be less satisfied with Printing Services and Facilities Management; whilst customers in oneSource are shown to be less satisfied with ICT and Finance Transactional.

Although a number of customers are aware that the 'gold standard' service level is no longer feasible due to budget constraints, they feel that oneSource could do more to manage user expectations.

Recommendations or improvements suggested by customers that could improve shared services within the councils will be looked at in the Service Transformation reviews.

More detailed survey results for individual service areas can be found in Appendix A

## **Conclusion**

Overall, customer satisfaction is marginally below target but has shown significant improvements since the survey conducted in January 2015. The increase in customer satisfaction indicates that oneSource is making great strides in embedding oneSource support services across the two councils, and improving services to become more seamless.

Several service areas have significantly increased customer satisfaction levels, though they are still below the customer satisfaction target. HR Transactional, Printing Services and Facilities Management have the lowest customer satisfaction levels. Internal Audit and Counter Fraud has made the most significant turnaround in customer satisfaction.

HR Transactional and Finance Transactional are currently in the midst of its Transformation review; which will help bring services together, improve performance, create capacity and identify savings. Strategic and Operational Finance, and Strategic and Operational HR are due to be reviewed later this year.

More communication is required across the two councils to ensure that managers of services are aware that the councils do not fund oneSource to provide a “gold standard” service but a service that is sufficient for services to be delivered efficiently to the community.

**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.

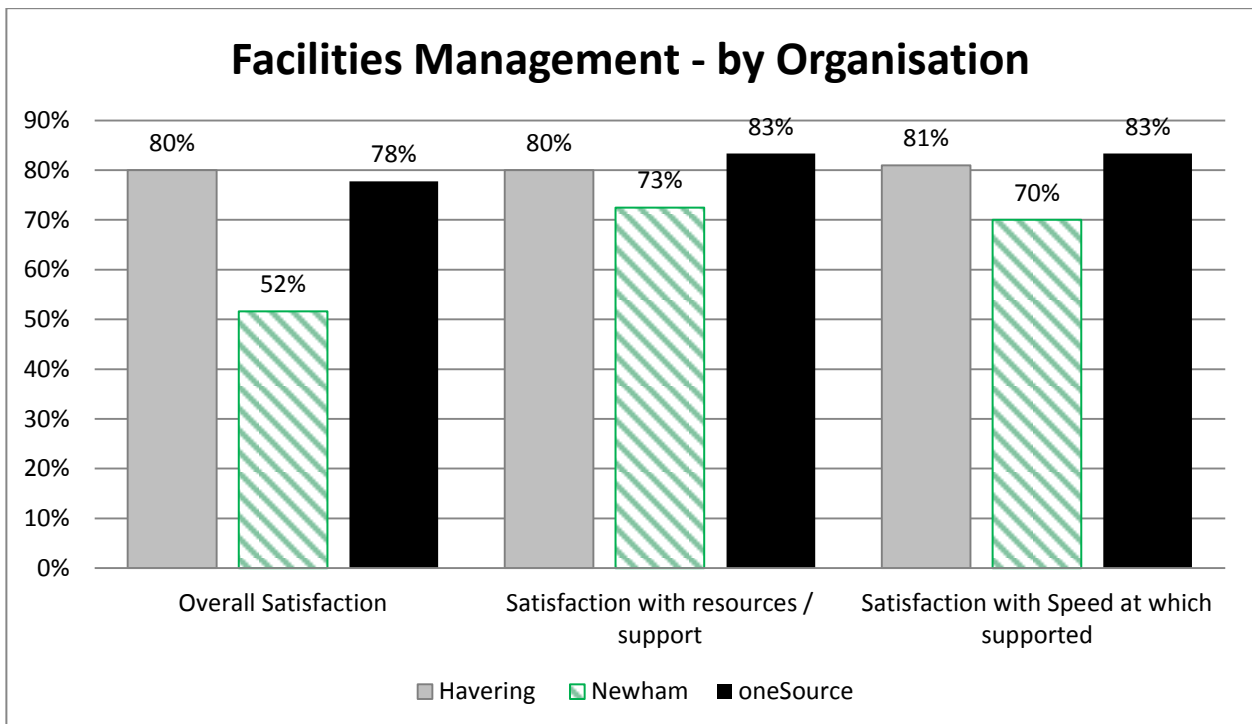
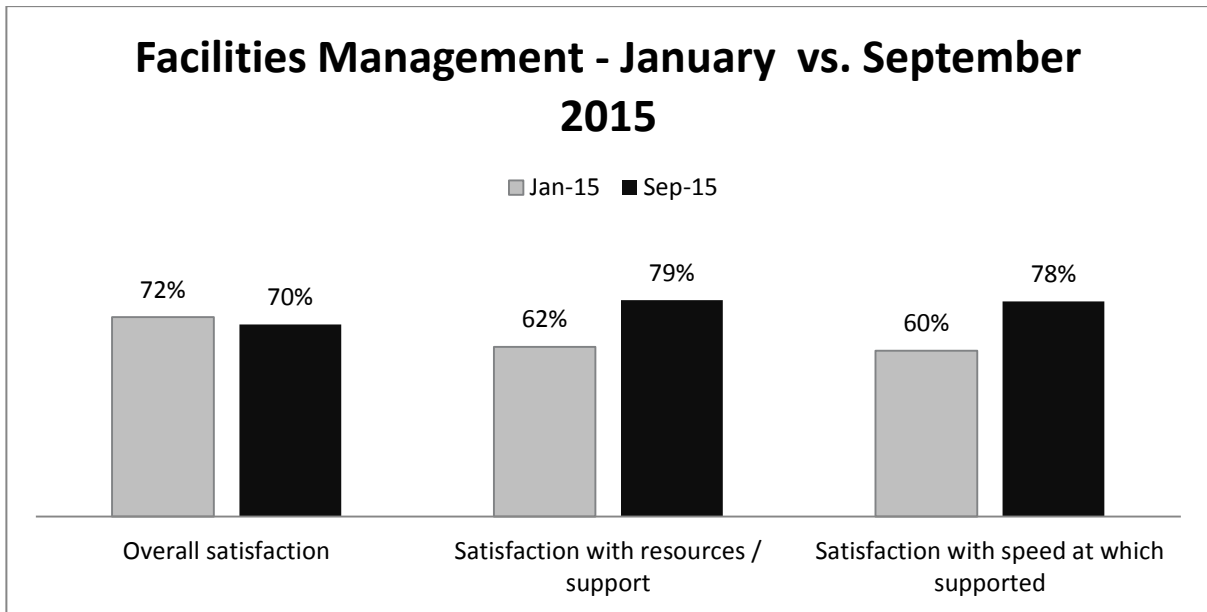
**BACKGROUND PAPERS**

None

Appendix A

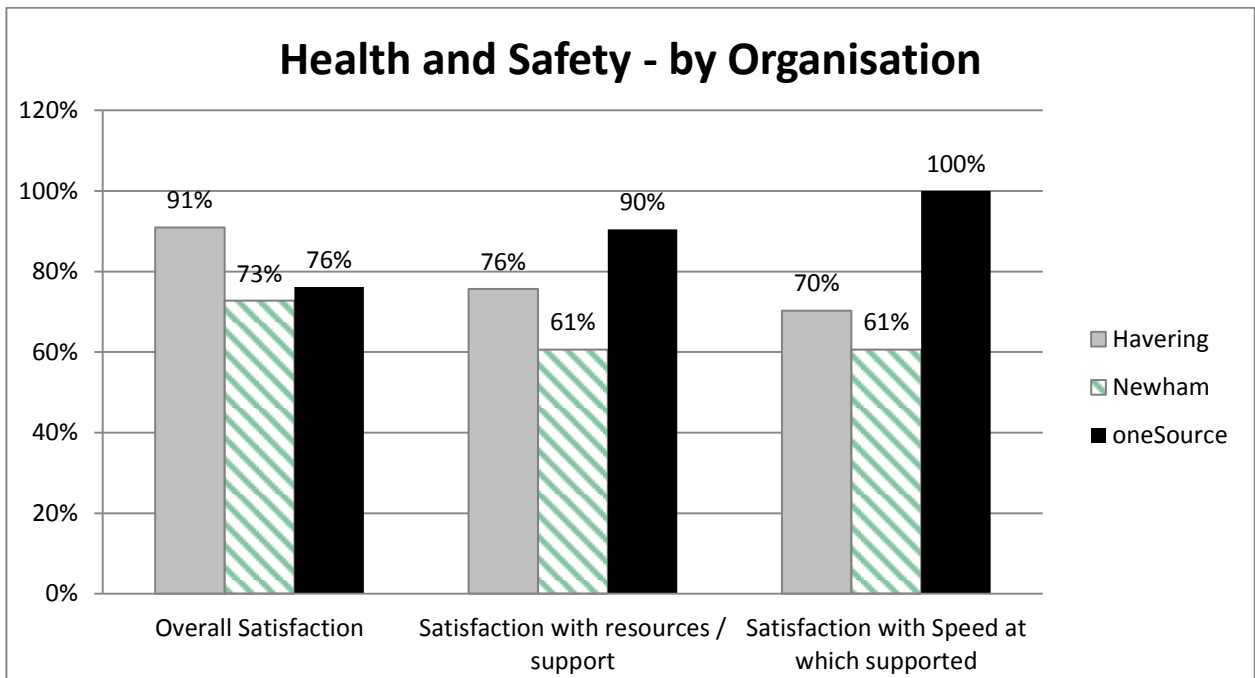
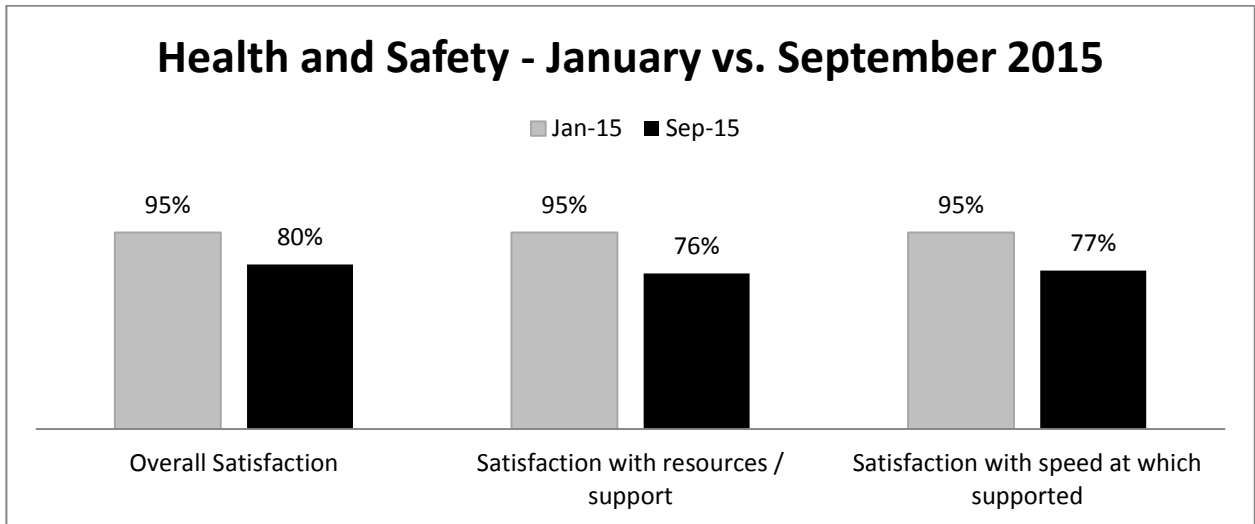
**Facilities Management**

Facilities Management has shown significant improvement in customer satisfaction with LBH customers since the previous survey, achieving 80% customer satisfaction; with satisfaction at 78% with oneSource customers. However, overall customer satisfaction in LBN has decreased by 30%. Further investigation is needed by the service to determine the significant decrease in customer satisfaction within Newham.



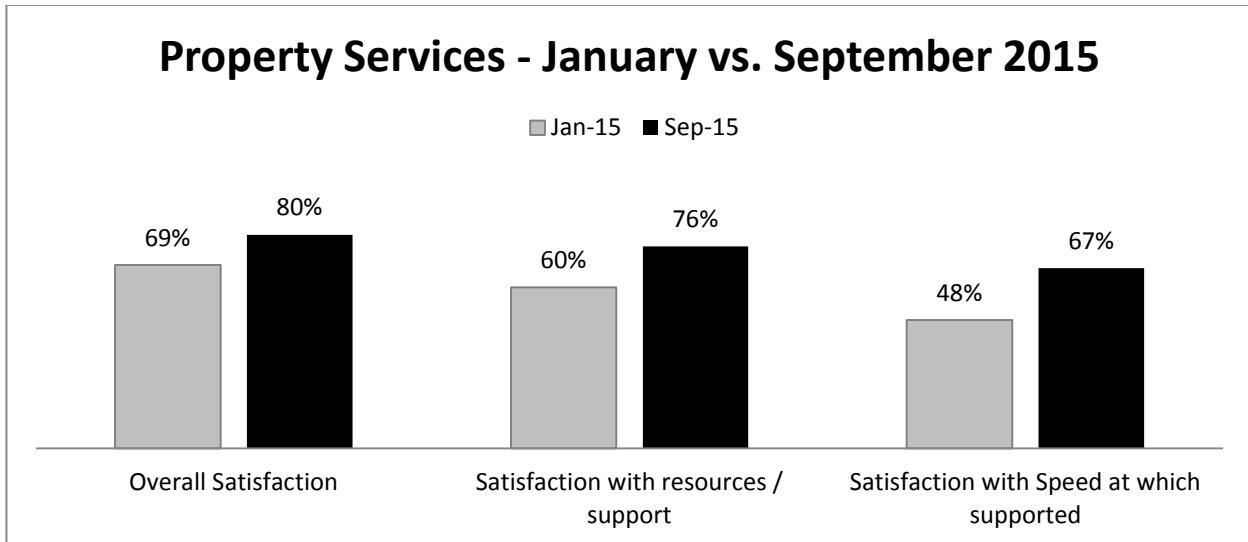
## Health and Safety

Health and Safety, has generally seen a decrease in customer satisfaction across the three organisations. However, Health and Safety achieved 100% satisfaction in “speed at which supported”; and 90% with resources in oneSource. In addition, the service achieved 91% overall satisfaction within LBH.

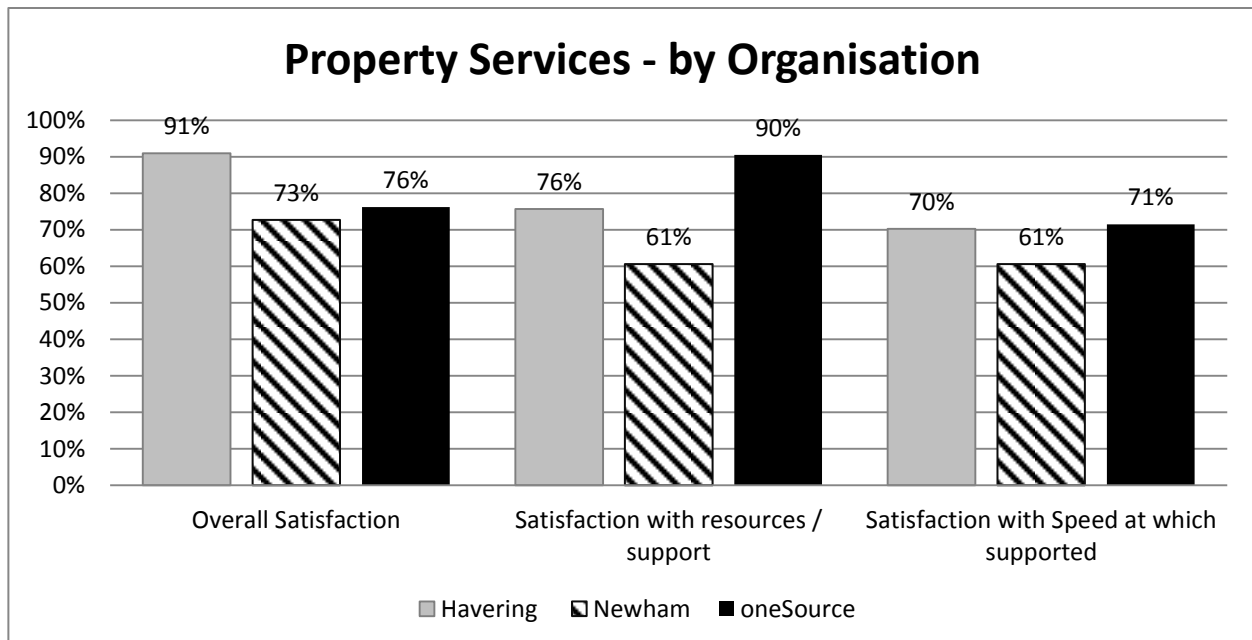


## Property

Property services achieved 91% overall customer satisfaction within Havering, increasing by 8%; increased overall satisfaction by 19% in Newham; and 90% of oneSource colleagues were satisfied with the amount of resources / support made available.



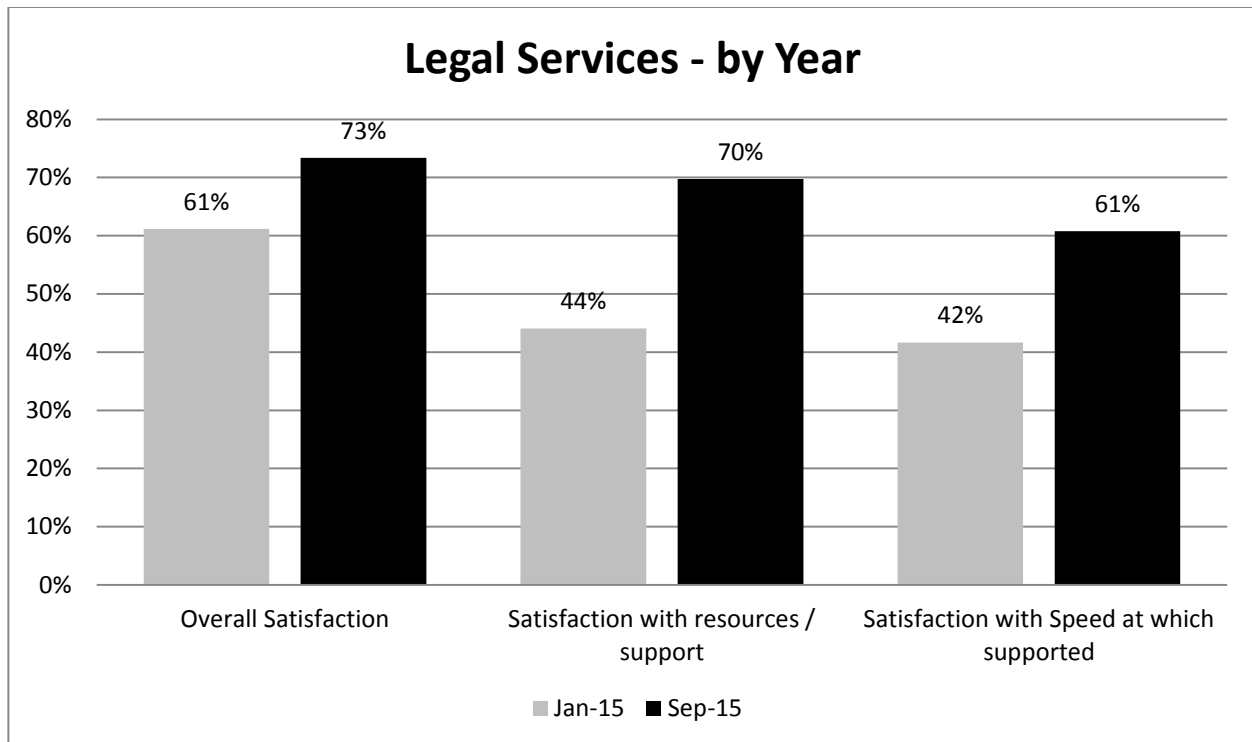
There has been significant progress in satisfaction with the speed at which services are supported by Property Services, with an overall increase of 19% to 67%. However, concerns were expressed about insufficient capacity to meet the needs of other services within reasonable timescales, resulting in project delivery being unnecessarily delayed.



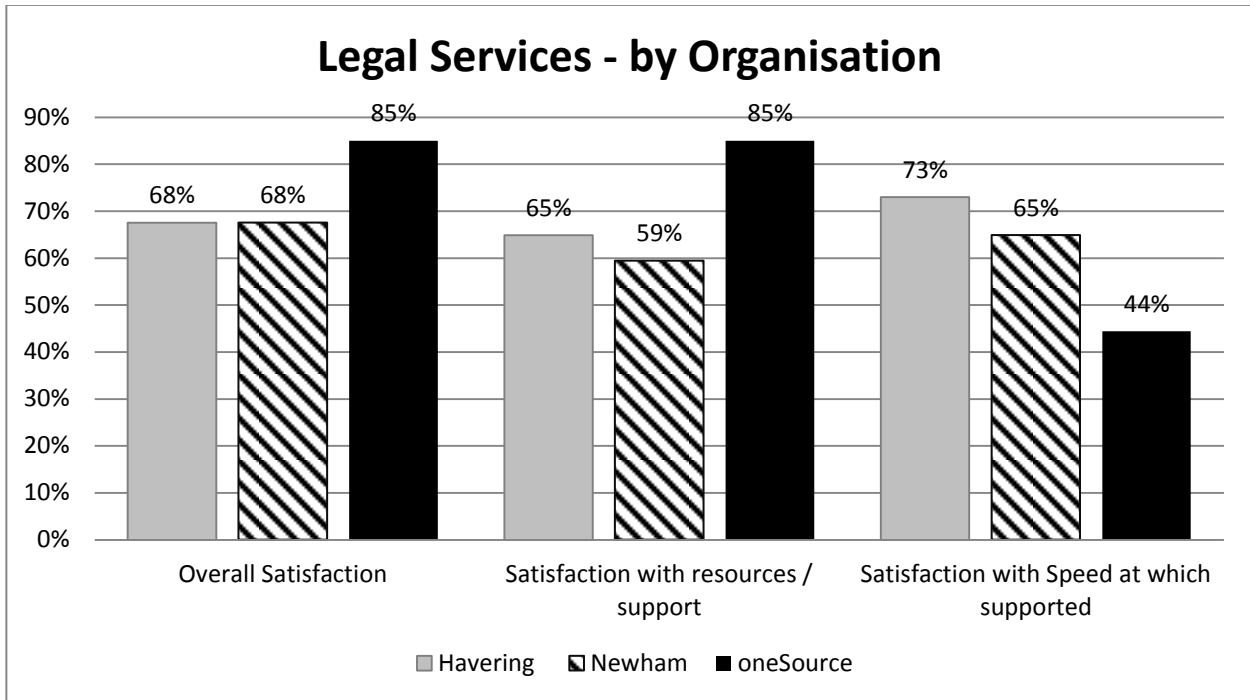
## **Legal Services**

Legal Services have shown significant progress in improving customer satisfaction since the survey conducted in January 2015, with the biggest improvement in satisfaction with resources / support available. However, there is still further work needed to ensure the service reaches the target customer satisfaction levels.

In general, there was an average increase of 19% across the three indicators, with satisfaction with resources improving by 26% to 70%. The combined overall customer satisfaction increased from 61% to 73%.



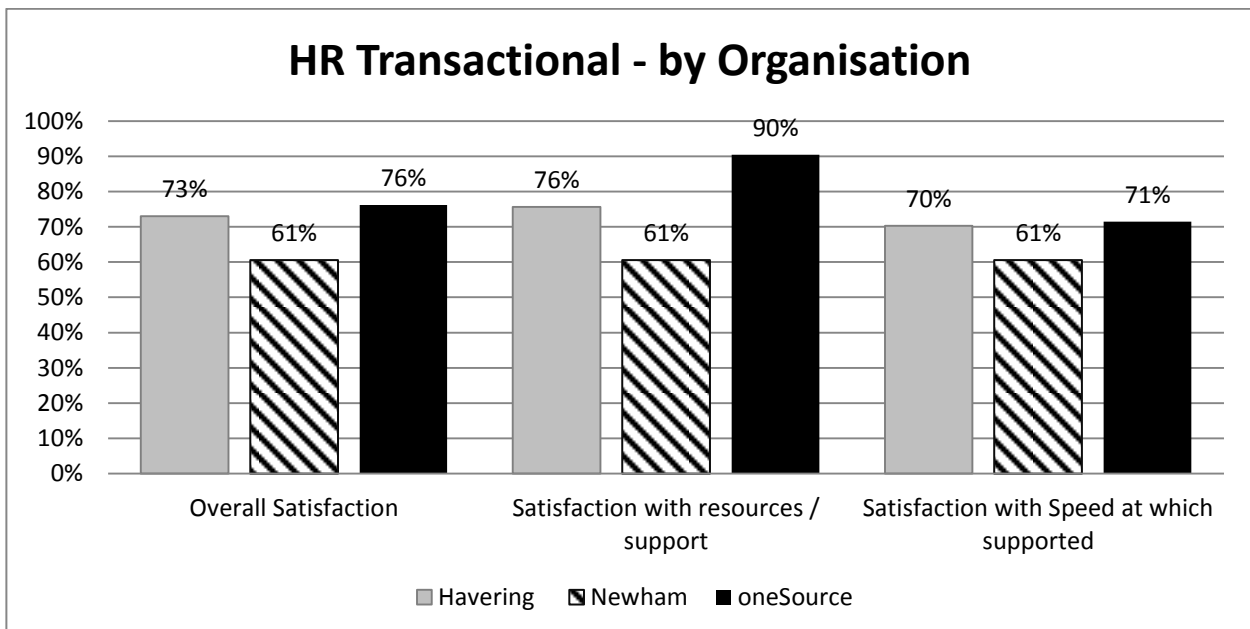
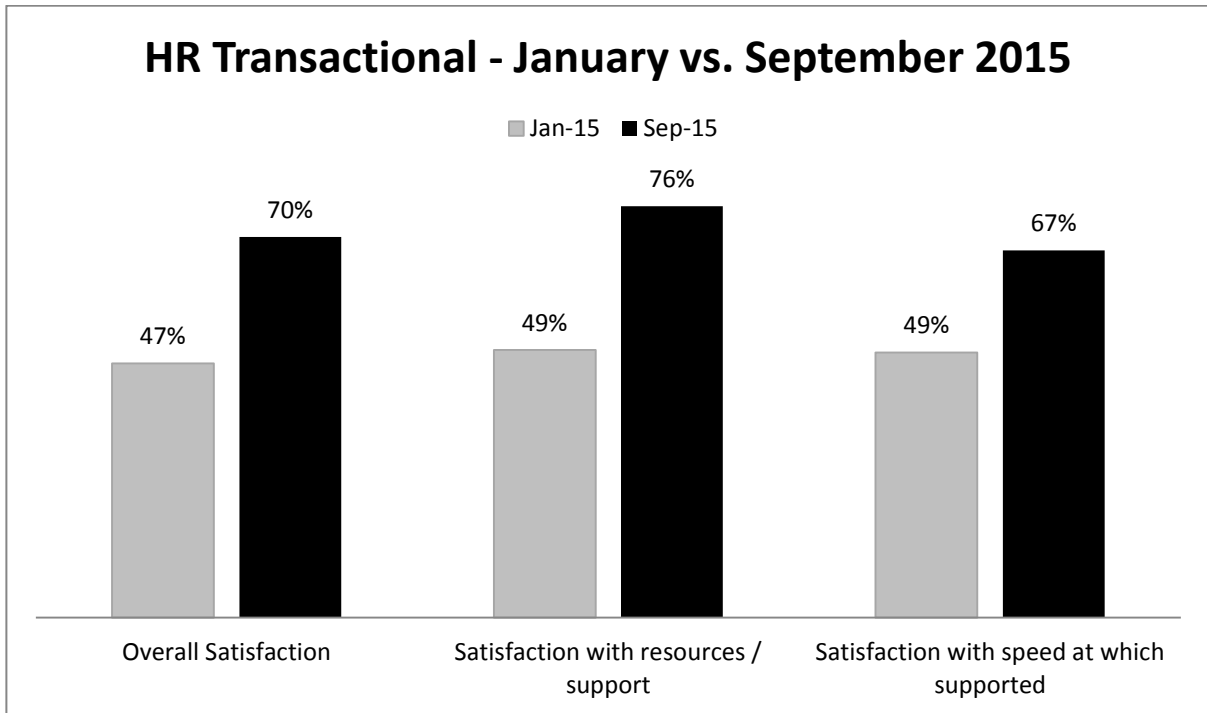
In two of the three key indicators (both Newham and Havering), Legal Services had one of the lowest customer satisfaction levels. The satisfaction with the level of support received and speed at which this support was received is 59% and 65% respectively. Within Newham, the satisfaction level is a greater cause for concern than Havering, with Legal Services ranking the lowest in two indicators. In addition, from oneSource customers, Legal Services scored the lowest in speed at which supported, with only 44% of customers satisfied.



A number of individual comments have been received that are being looked at by legal services although there was no consistency in the comments. The new structure for Legal Services implemented, in September, will deal with some of the individual issues.

## HR Transactional

The combined customer satisfaction for HR Transactional is 70%, increasing by 23% since the last survey. Across LBH, LBN and oneSource customers, the overall satisfaction was 73%, 61% and 76% respectively. This is a significant improvement, especially from LBH where satisfaction increased by 40%.



In January 2015, HR Transactional was the worst performing service for Havering customers, which resulted in it having the lowest score overall. This was mainly driven by a poor

**Joint Committee, 23rd October 2015**

recruitment IT system utilised within Havering, which has now been replaced by another system utilised by both councils.

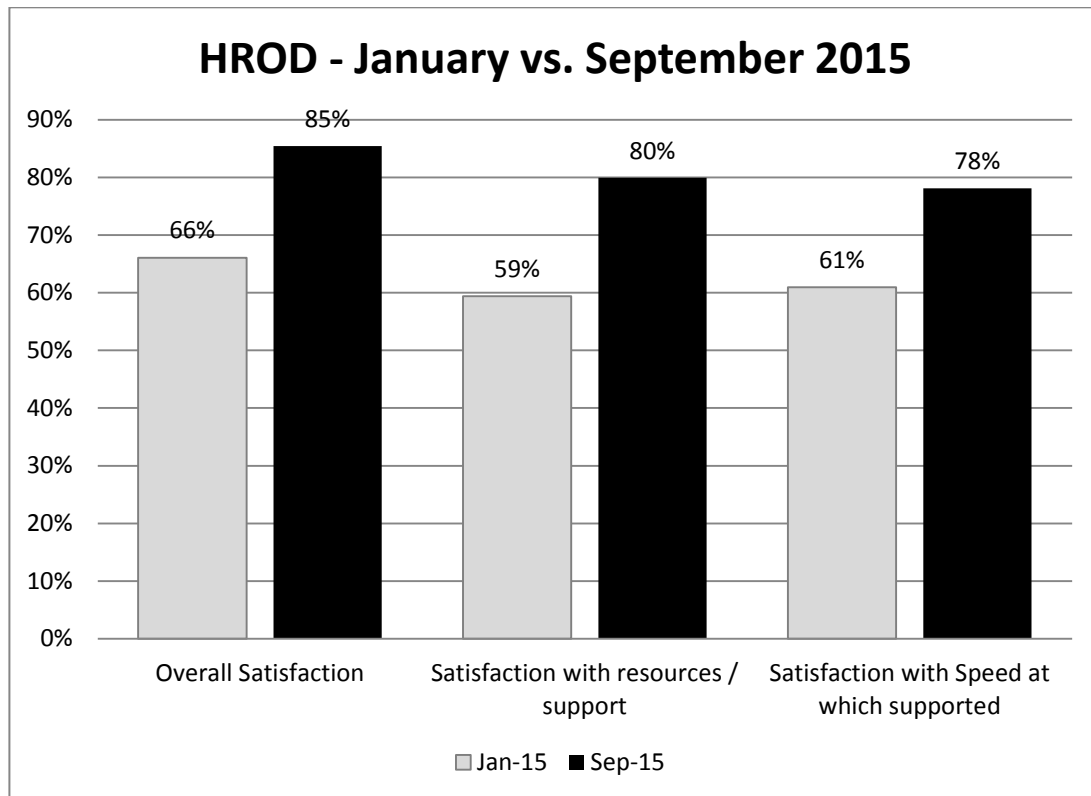
One of the most cited issues raised by customers was the recruitment process. Many customers feel that the recruitment process is cumbersome, with multiple documents needing to be signed off (e.g. eleven different forms were provided). This has led to inconsistent advice and quality of service, which has resulted in significant delays in the recruitment process.

The service has made a number of changes to improve customer satisfaction, with issues cited being addressed by the Transformation service review.

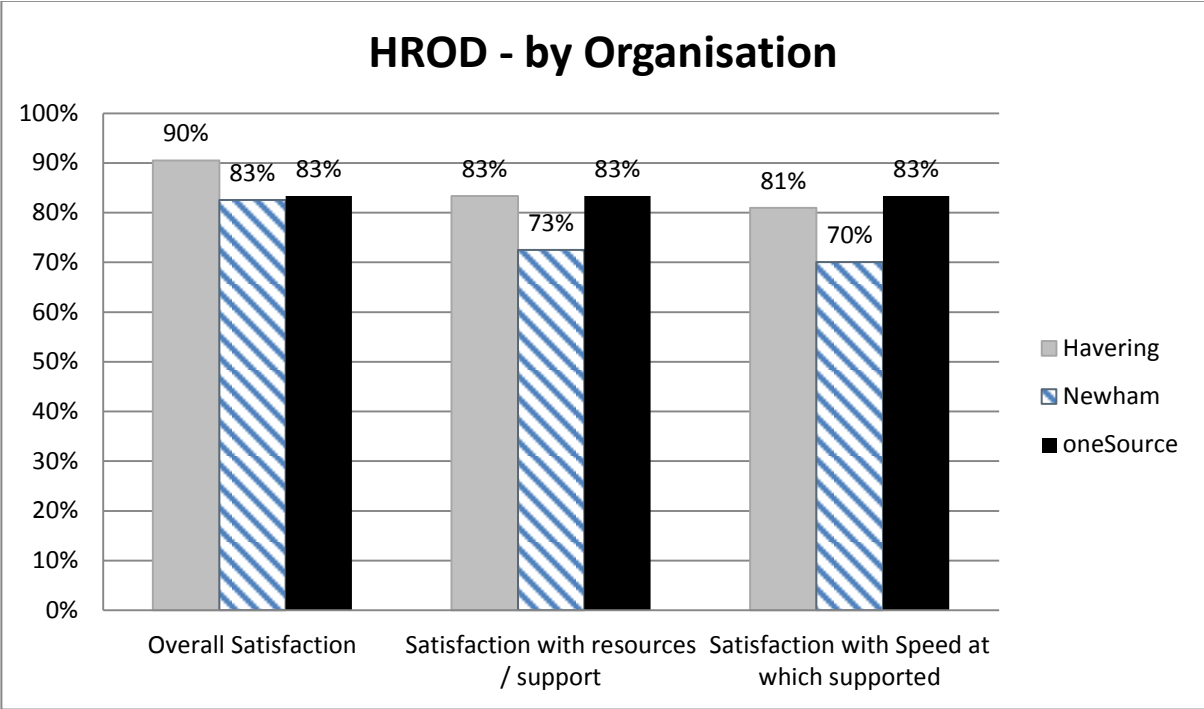
## Human Resources and Organisational Development (HROD)

HROD includes: employee relations, HR policies, restructures and Organisational Development.

In all three organisations, customers rated HROD highly with a combined customer satisfaction level of 85%. It has improved its overall customer satisfaction figure by 19% since January 2015.

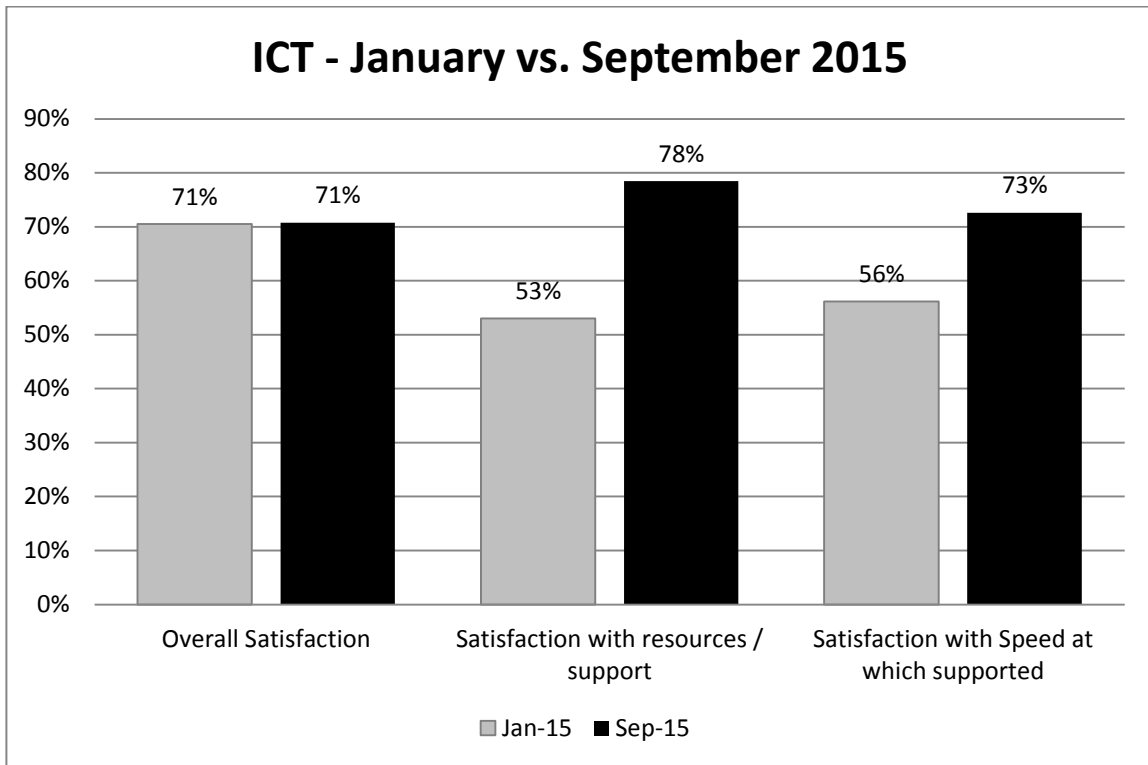


LBH customers rated HROD the highest with 90% customer satisfied with the service; whilst 83% of customers in both LBN and oneSource were satisfied with HROD.

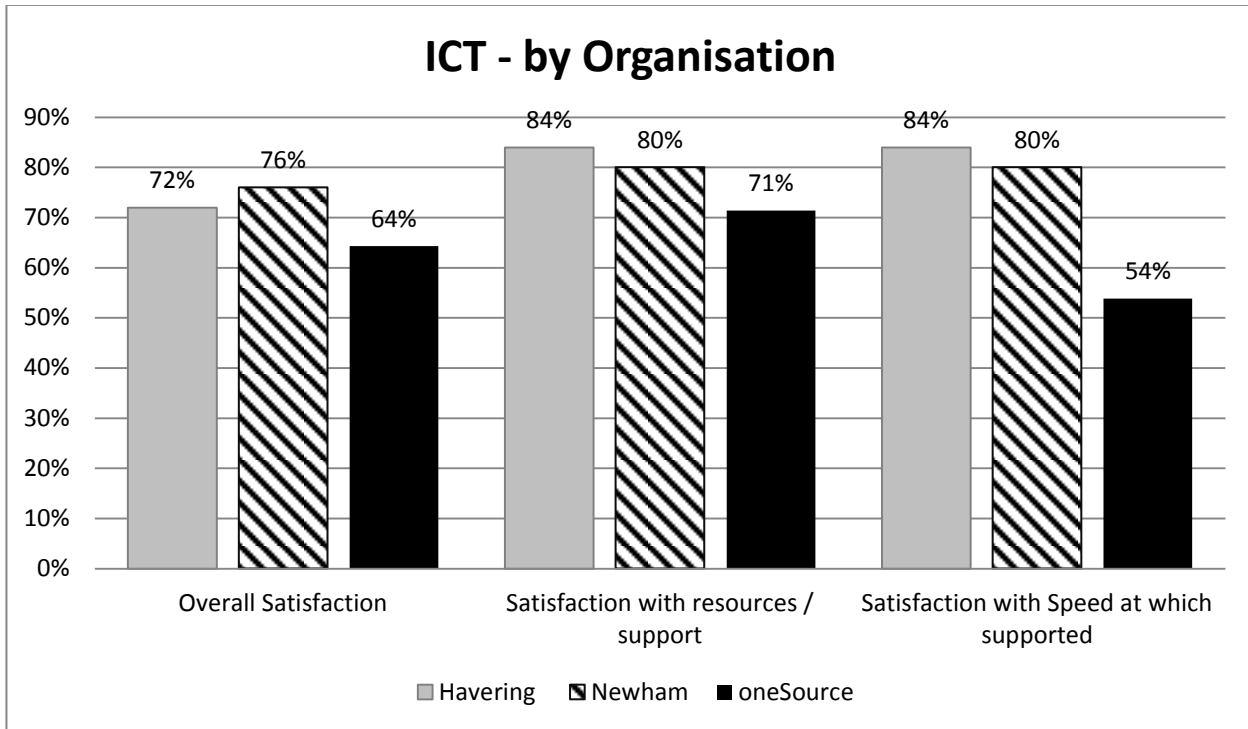


## **ICT**

ICT has shown considerable improvements in two of the three indicators, increasing by roughly 20% in satisfaction with amount of resources / support made available, and satisfaction with speed of the service. Overall satisfaction with ICT has remained the same since the previous survey, despite the 2015/16 budgetary savings which are being delivered.



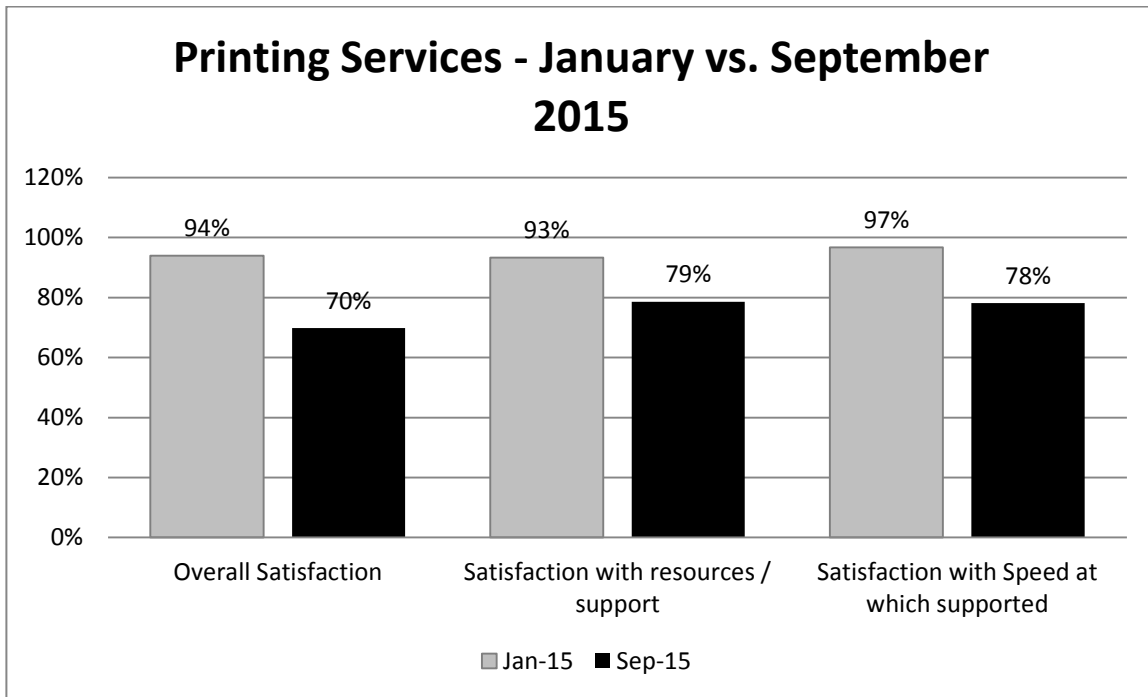
For both Havering and Newham, ICT met its target for satisfaction with amount of resources / support made available, and satisfaction with speed of the service achieving 84% and 80% respectively. Overall satisfaction has increased significantly within LBH, increasing from 57% to 72%, whilst satisfaction within LBN, decreased slightly from 84% to 76%.



Upon review of the comments made by customers, there were a number of issues identified within ICT with opportunities for improvement. The results from the survey reflect the improvement in performance within the services over the last six months. They tally with individual call feedback which shows all indicators have increased, including record satisfaction levels for September. The feedback provides guidance for the service on what areas need to be focused upon in order to achieve continuous improvement, particularly in terms of the services received by oneSource colleagues.

## Printing Services

Printing Services rated poorly in the customer satisfaction survey, with it ranking one of the three lowest services across organisations. The overall customer satisfaction was 70%, decreasing significantly from 93% since the previous survey. Although Printing Services was rated one of the highest by Havering, with customers rating it 80%, customers within Newham were less satisfied (52%).

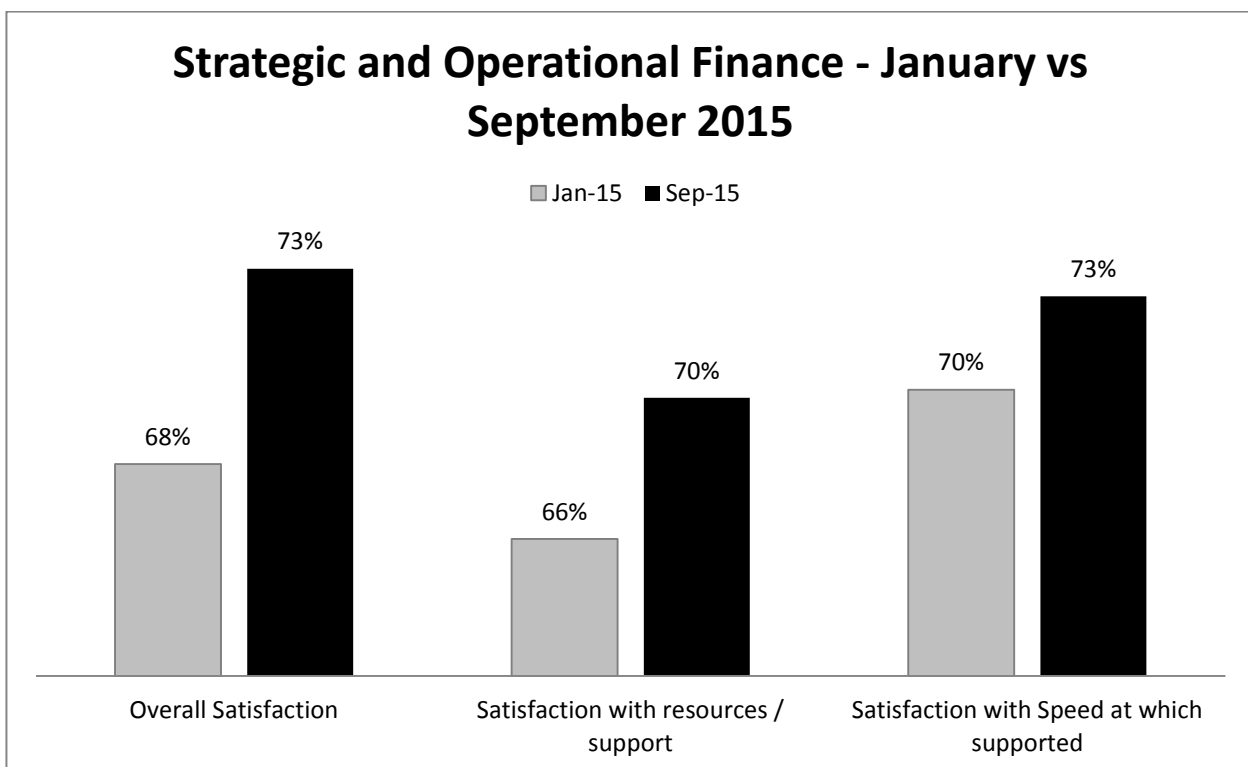


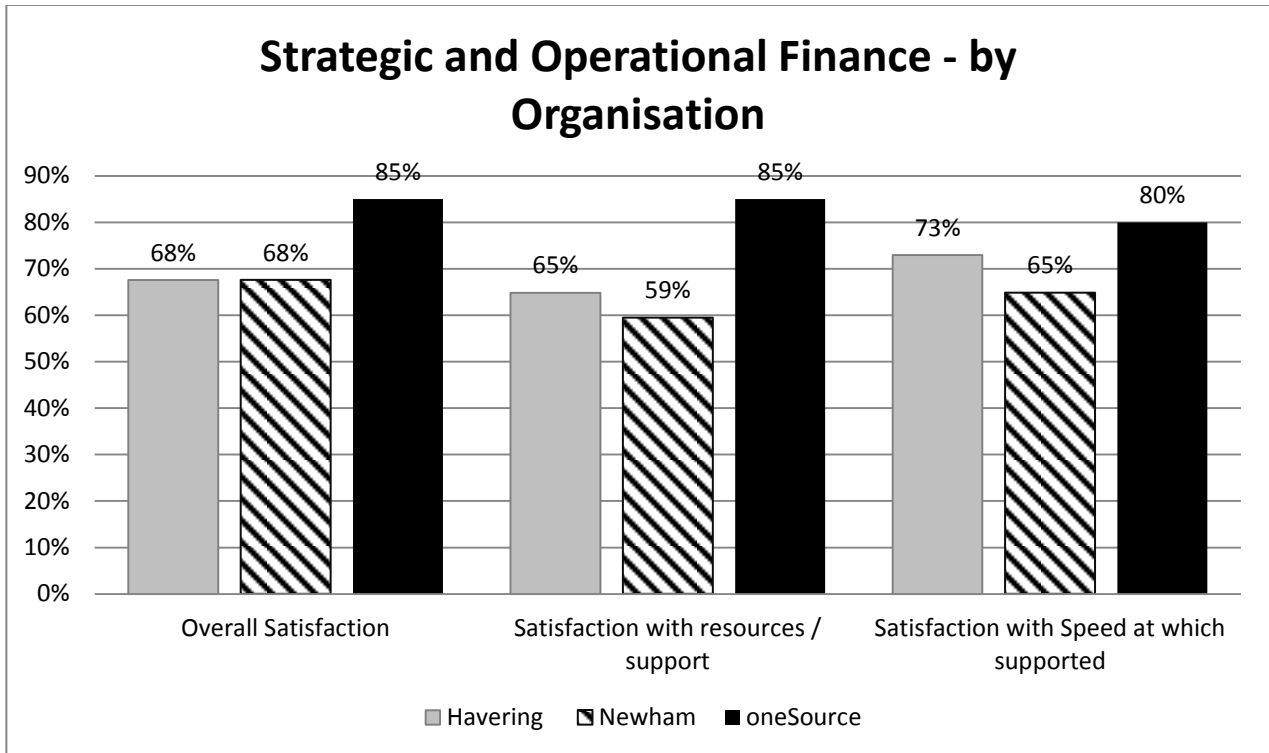
Reasons for the decrease in customer satisfaction were not cited; therefore further investigation is being conducted by Printing Services to establish cause. Printing Services will trial a transactional customer survey to determine satisfaction and issues after each service request.

## Strategic and Operational Finance

Overall, oneSource Strategic and Operational Finance has seen a moderate increase across all three indicators for customer satisfaction. Although Procurement is delivered as part of Strategic and Operational Finance, it has been surveyed separately. Thus the results for Strategic and Operational Finance are not a like-for-like comparison to the previous year.

With oneSource customers, Strategic and Operational Finance met its target across all three indicators, achieving 85% in overall satisfaction. However, from Havering and Newham users, Strategic and Operational Finance had one of the lowest customer satisfaction levels. For both councils, satisfaction with overall service was 68%; with the average satisfaction across the three indicators being 68% from Havering Council and 64% from Newham Council.

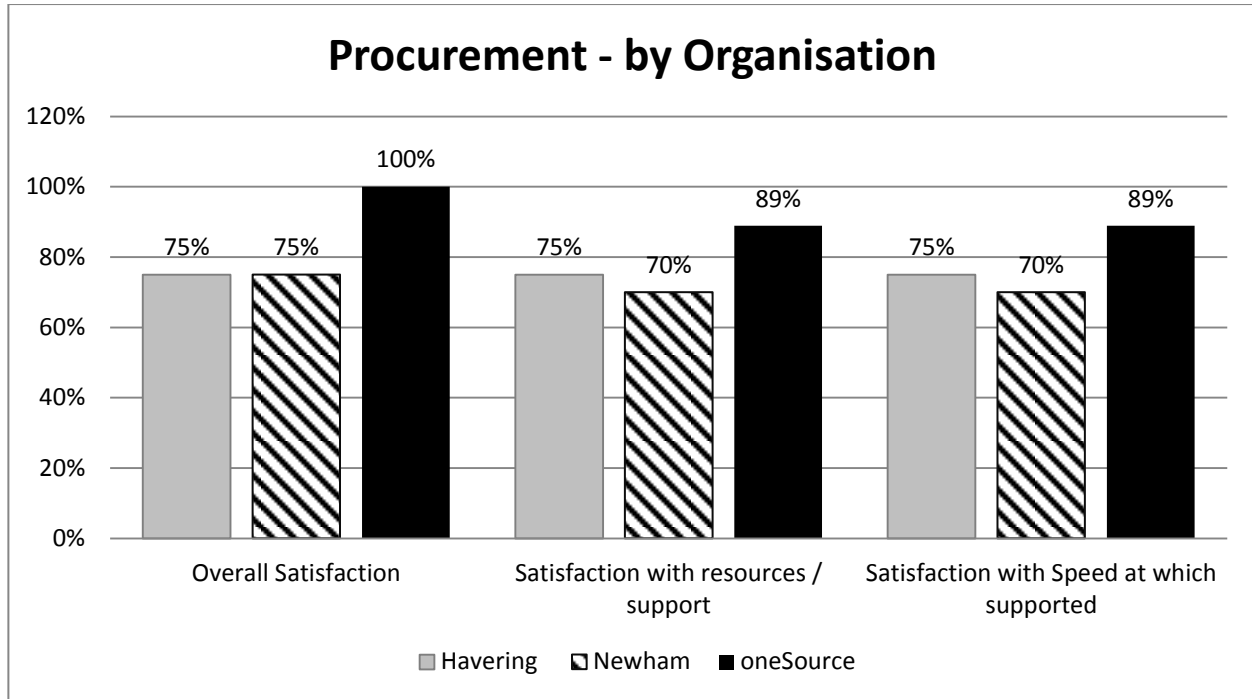




As part of the survey, a number of issues were identified that will be looked at in the Transformation Service reviews.

## **Procurement**

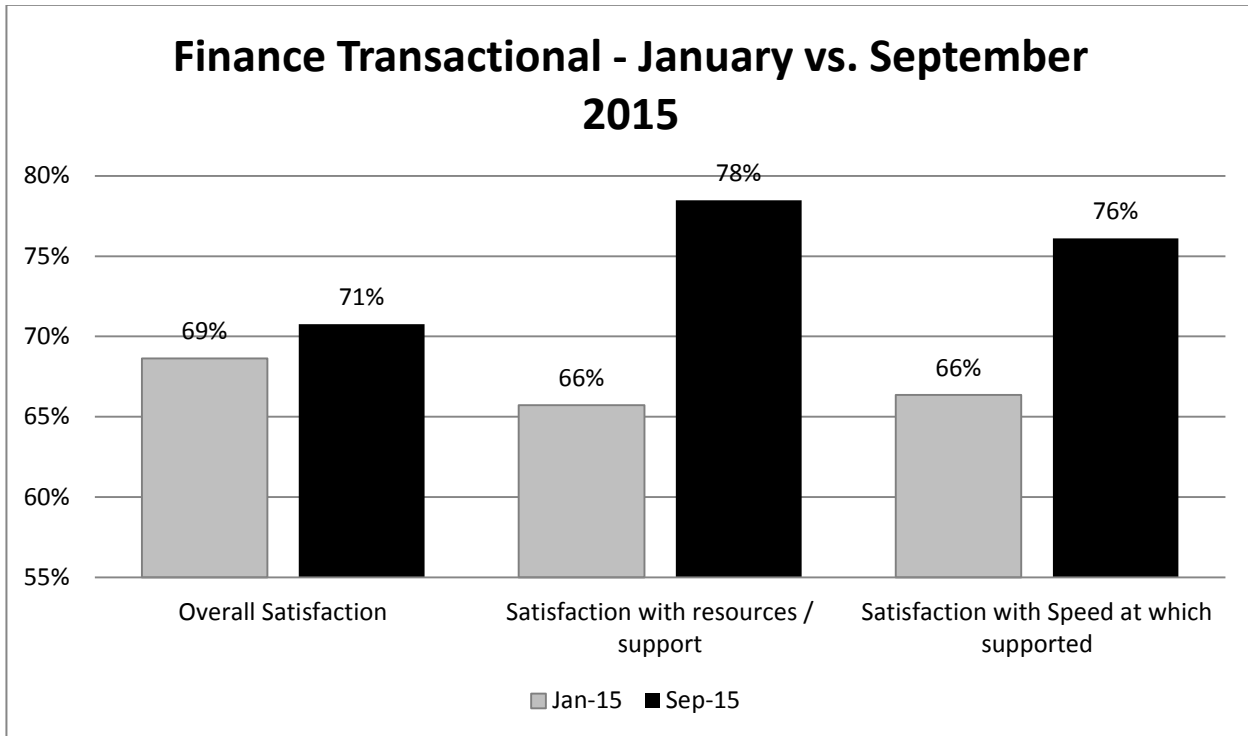
In the previous survey, procurement was included within the results for Strategic and Operational Finance. Therefore, a comparison with previous years is not available.



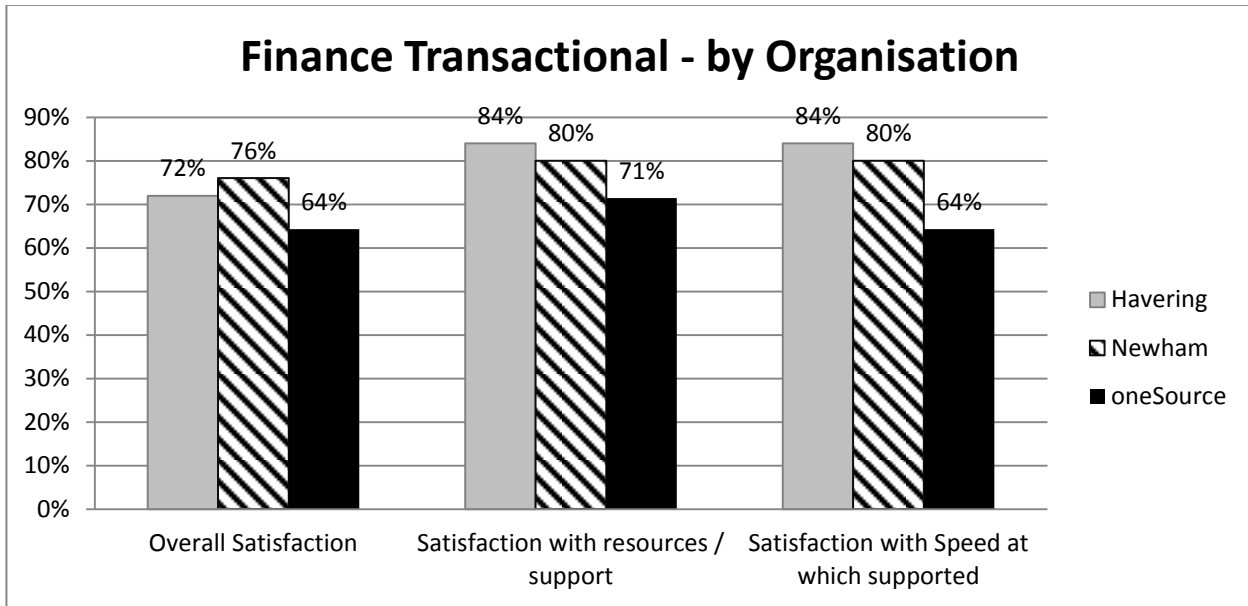
Within oneSource, Procurement achieved 100% in overall satisfaction; with satisfaction with resources / support and speed at which reported, both achieving 89%.

## Finance Transactional

Overall, Finance Transactional has seen an increase across all three indicators, averaging roughly 8%. The most significant increase is satisfaction with resources / support, where satisfaction increased by 12%.



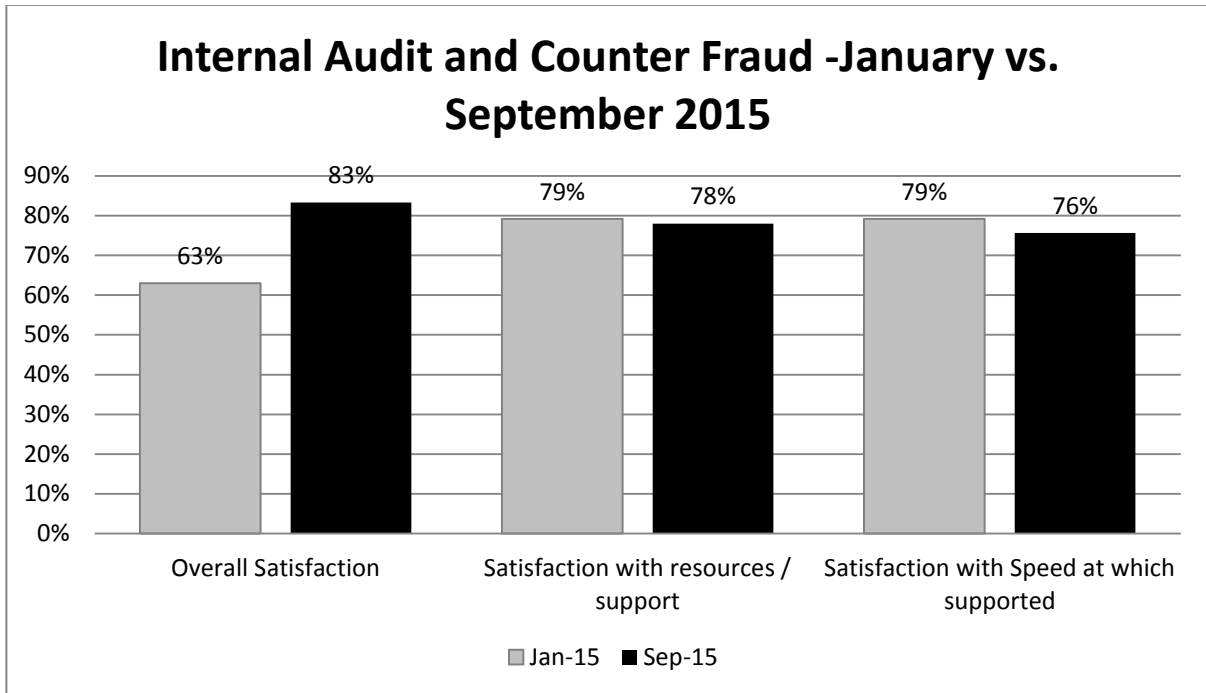
Finance Transactional met its target for two of three indicators for LBN and LBH customers, achieving 80% or higher in satisfaction with resources / support available, and satisfaction with speed. This was a significant increase from Havering (an average 20% rise) considering in January 2015, the service achieved only 60% across all three indicators. However, in oneSource, Finance Transactional had the lowest customer satisfaction results. Overall satisfaction with Finance Transactional was 64%, with satisfaction with resources / support and satisfaction with speed were 71% and 64% respectively.



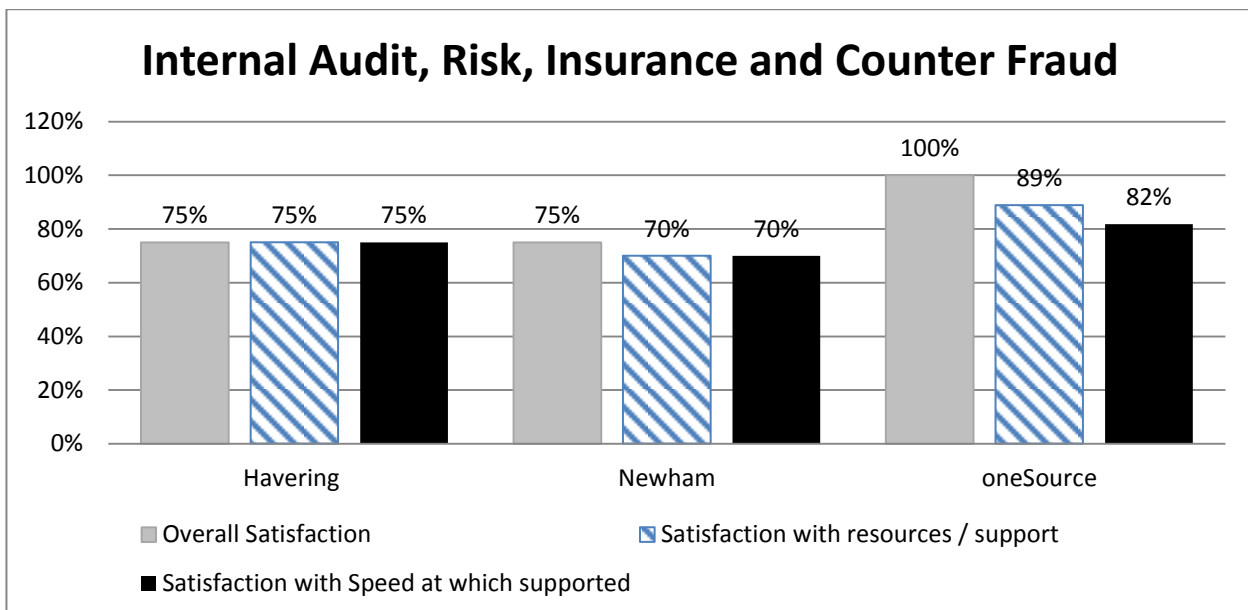
There were a number of issues identified within Finance Transactional that will be looked at in the Transformation Service Reviews.

## Internal Audit, Risk, Insurance and Counter Fraud

The overall customer satisfaction for Internal Audit, Risk, Insurance and Counter Fraud has shown significant improvements, with comments indicating increasing satisfaction with the services.



The combined overall customer satisfaction with Internal Audit was 83% across the three organisations, exceeding the 80% target; in comparison to January 2015, where it was ranked the third lowest service area for customer satisfaction.



Appendix B

**oneSource Customer Questionnaire September 2015**

**131 customers took part in the survey** [49 from LBN, 49 from LBH and 33 from oneSource) answering a potential 32 questions (excluding breakdown questions)].

**All Organisations Combined  
(total)**

Answer Options	HROD	HR Transactional	Strategic and Operational Finance	Procurement	Finance Transactional	Facilities Management	Property Services	Legal	Internal Audit	ICT	Printing Services	Health and Safety	Total Across All Services
% Satisfied with the overall service you receive?	85.44%	69.92%	73.38%	83.33%	70.76%	69.80%	79.94%	73.38%	83.33%	70.76%	69.80%	79.94%	75.82%
% Satisfied with the amount of resources/level of support available to you?	79.72%	75.59%	69.77%	77.96%	78.48%	78.61%	75.59%	69.77%	77.96%	78.48%	78.61%	75.59%	76.34%
% Satisfied the speed at which you received this service?	78.10%	67.43%	72.61%	77.96%	76.10%	78.10%	67.43%	60.76%	75.61%	72.62%	78.10%	76.96%	73.48%

Summary by customer

HAVERING COUNCIL

Answer Options	HROD	HR Transactional	Strategic and Operational Finance	Procurement	Finance Transactional	Facilities Management	Property Services	Legal	Internal Audit	ICT	Printing Services	Health and Safety	Total Across All Services
% Satisfied with the overall service you receive?	90.48%	72.97%	67.57%	75.00%	72.00%	80.00%	90.91%	67.57%	75.00%	72.00%	80.00%	90.91%	77.87%
% Satisfied with the amount of resources/level of support available to you?	83.33%	75.68%	64.86%	75.00%	84.00%	80.00%	75.68%	64.86%	75.00%	84.00%	80.00%	75.68%	76.51%
% Satisfied the speed at which you received this service?	80.95%	70.27%	72.97%	75.00%	84.00%	80.95%	70.27%	72.97%	75.00%	84.00%	80.95%	70.27%	76.47%

NEWHAM

Answer Options	HROD	HR Transactional	Strategic and Operational Finance	Procurement	Finance Transactional	Facilities Management	Property Services	Legal	Internal Audit	ICT	Printing Services	Health and Safety	Total Across All Services
% Satisfied with the overall service you receive?	82.50%	60.61%	67.57%	75.00%	76.00%	51.61%	72.73%	67.57%	75.00%	76.00%	51.61%	72.73%	69.08%
% Satisfied with the amount of resources/level of support available to you?	72.50%	60.61%	59.46%	70.00%	80.00%	72.50%	60.61%	59.46%	70.00%	80.00%	72.50%	60.61%	68.19%
% Satisfied the speed at which you received this service?	70.00%	60.61%	64.86%	70.00%	80.00%	70.00%	60.61%	64.86%	70.00%	80.00%	70.00%	60.61%	68.46%

ONESOURCE

Answer Options	HROD	HR Transactional	Strategic and Operational Finance	Procurement	Finance Transactional	Facilities Management	Property Services	Legal	Internal Audit	ICT	Printing Services	Health and Safety	Total Across All Services
% Satisfied with the overall service you receive?	83.33%	76.19%	85.00%	100.00%	64.29%	77.78%	76.19%	85.00%	100.00%	64.29%	77.78%	76.19%	80.50%
% Satisfied with the amount of resources/level of support available to you?	83.33%	90.48%	85.00%	88.89%	71.43%	83.33%	90.48%	85.00%	88.89%	71.43%	83.33%	90.48%	84.34%
% Satisfied the speed at which you received this service?	83.33%	71.43%	80.00%	88.89%	64.29%	83.33%	71.43%	44.44%	81.82%	53.85%	83.33%	100.00%	75.51%