



SPRING 2018

CUSTOMER SATISFACTION REPORT

Introduction

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

The purpose of this report is to present the findings of the most recent Customer Satisfaction survey conducted in Spring 2018.

107 senior managers took part (36 from LBN, 18 from LBH, 30 from LBB and 23 from oneSource) answering a potential 36 questions (excluding breakdown questions). This compares to a previous response of 98 senior managers in Autumn 2017. The overall response rate across the organisations is 32.3%

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 quality of support provided; and
- Satisfaction with the speed at which the support was provided.

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

The Programme Management Office is no longer provided by oneSource and therefore will no longer be reported. Only Newham and oneSource customers provided feedback regarding Projects and Programme, whilst only Havering and oneSource customers provided feedback on Technical Services. Bexley Council provided feedback on Strategic and Operational Finance, Internal Audit and Transactional Finance only as these are the only services that they utilise from oneSource.

For the first time, Exchequer and Transactional Finance has been split into its respective services (Payroll, Accounts Receivable and Accounts Payable, Enforcement, Pensions and People Establishment) for performance to be assessed individually. An overall HR Transactional figure will be calculated to provide a comparative figure to previous surveys; this will encompass results from Payroll, Pensions and People Establishment. The same will be applied to Finance Transactional which will include figures from Enforcement, Accounts Receivable and Accounts Payable.

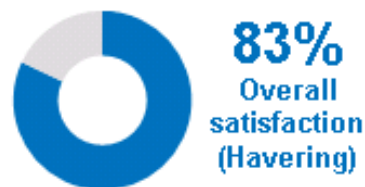
Passenger Transport service has been included with its annual figures; as satisfaction is assessed in March.

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

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

SATISFACTION SUMMARY

SERVICE	DoT
HR Transactional	↑
HROD	↓
Finance Transactional	↑
Strategic & Operational Finance	↓
Procurement	↓
Internal Audit	↑
Facilities Management	↑
Property Services	↑
Projects and Programmes	↓
Technical Services	↑
Health & Safety	↑
Legal and Governance	↑
ICT	↑
Printing Services	↑
Business Improvement	↓
Enforcement	NEW
Accounts Payable	NEW
Accounts Receivable	NEW
Pensions	NEW
Payroll	NEW
People Establishment	NEW

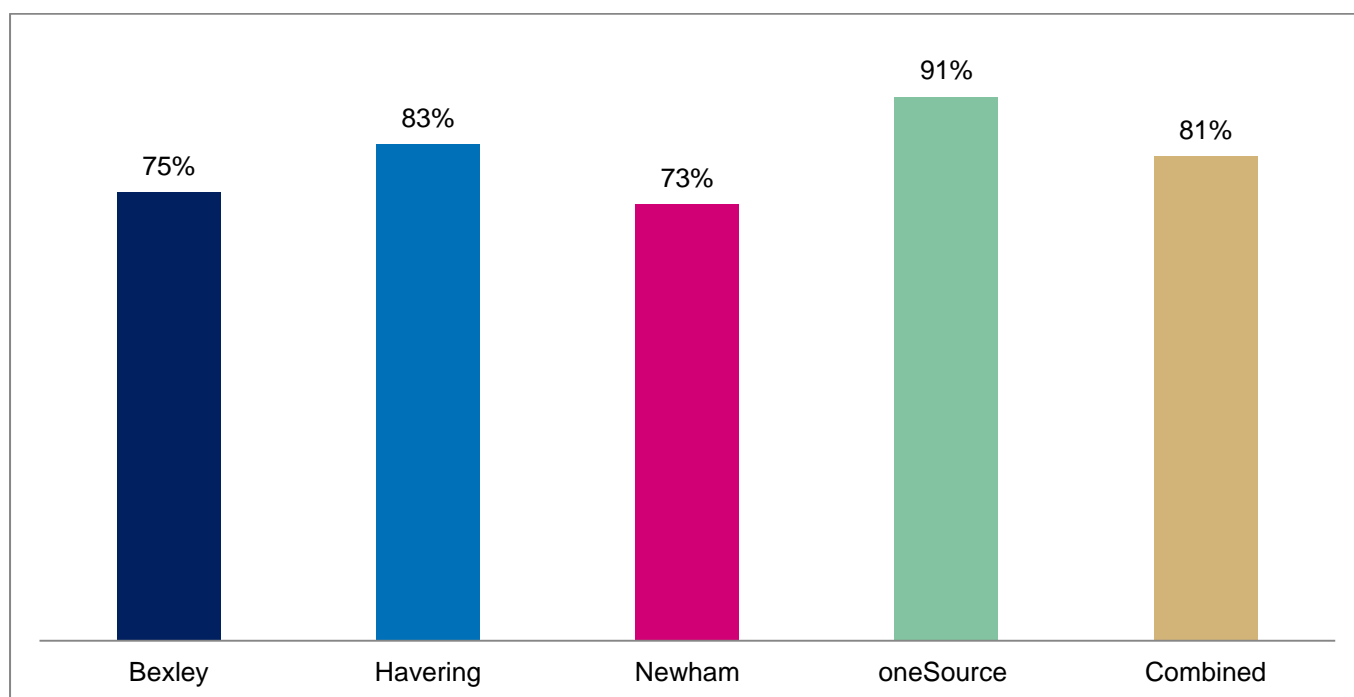


Overall Satisfaction

The overall satisfaction for oneSource services (combining the four organisations) is 81%, decreasing marginally by 1% from that found in the Autumn 2017 survey, where 82% of customers were satisfied with the service they received. This is the second time that oneSource has exceeded the 80% target set by the Joint Committee, since the organisation's inception. It is a significant achievement as oneSource is in its fifth year of operation and given the savings achieved; the additional savings request; implementation of self-service processes; and restructures that have taken place throughout this time.

Given the increase in satisfaction by oneSource and that this may unfairly skew the picture, overall satisfaction without oneSource is 77% (marginally below the target).

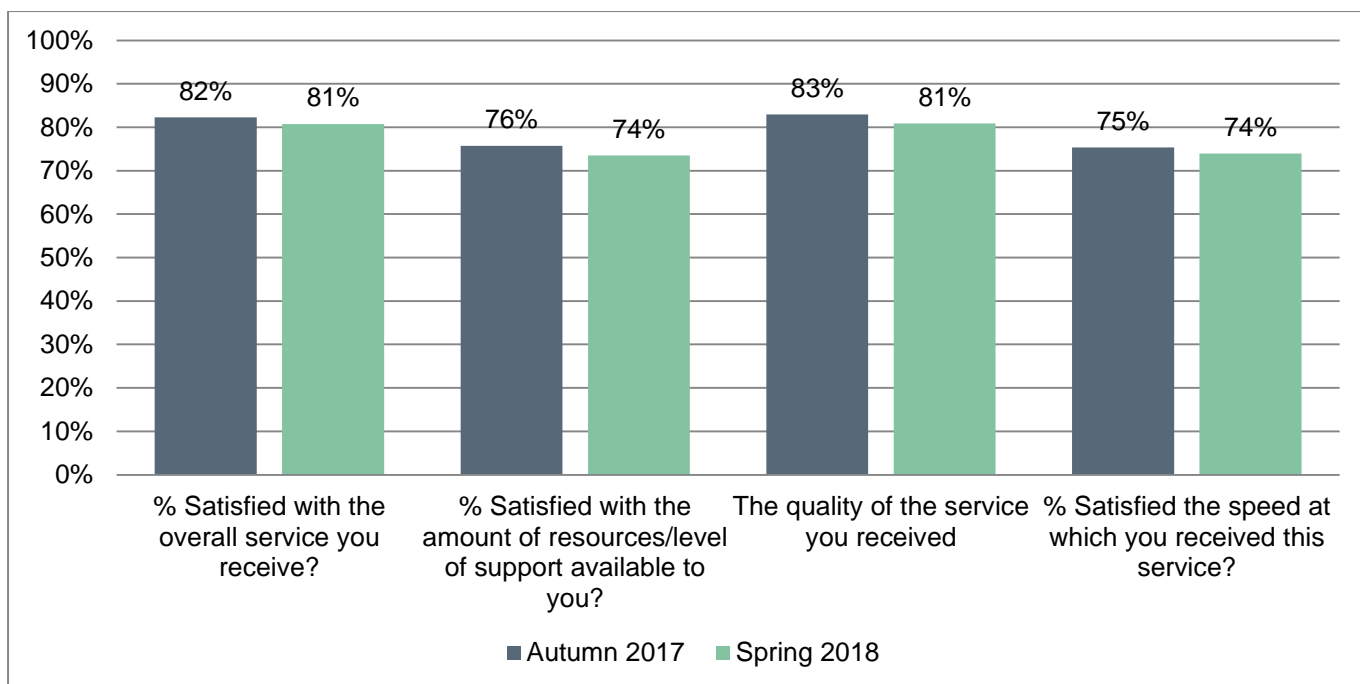
Individually, customer satisfaction with the service received is 83% from Havering Council, 73% from Newham Council, 75% from Bexley Council and 91% from oneSource. Customer satisfaction has increased for oneSource and Bexley, with satisfaction in oneSource exceeding the target. Overall satisfaction increased by a significant 20% within Bexley. Satisfaction within Havering dropped by 5% but overall satisfaction still exceeds the target. There was a decrease in satisfaction within Newham, with overall satisfaction dropping by 8%.



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

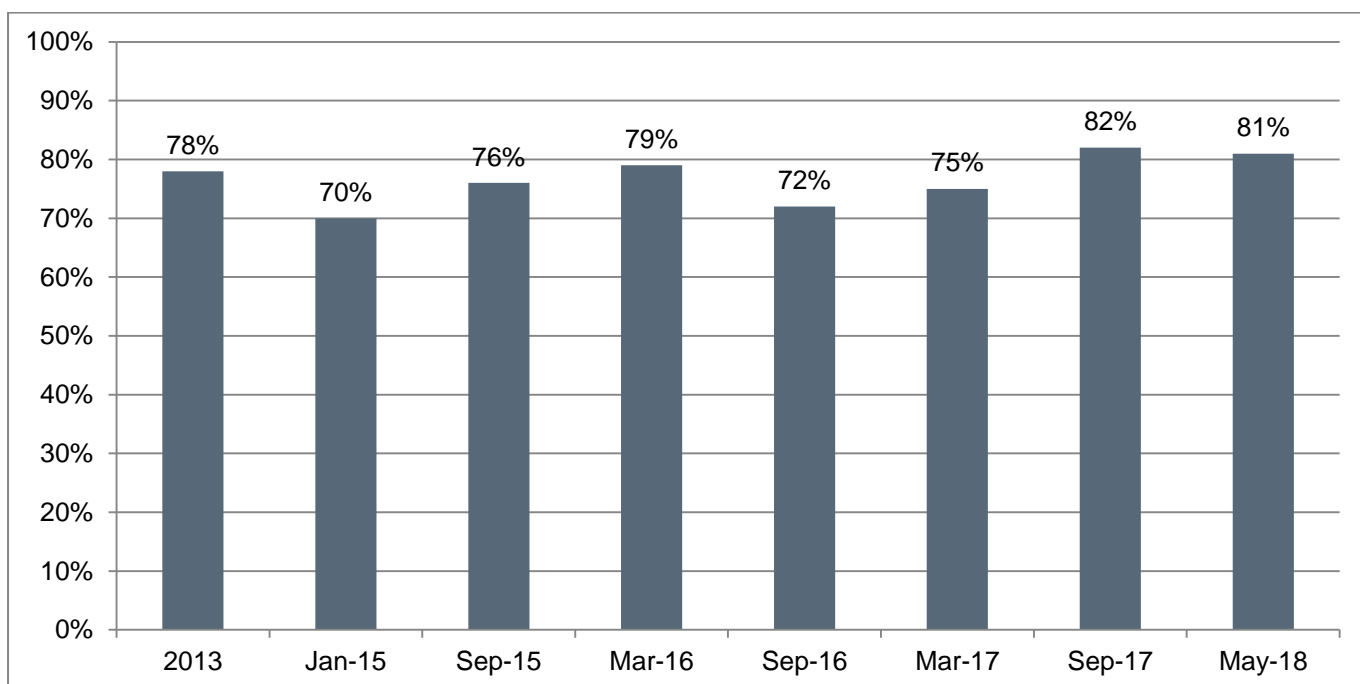
Satisfaction within Bexley, Havering, Newham and oneSource were within a similar range, bordering near the target; therefore indicating that oneSource has reached an embedment period and the level of service has been firmly established within the partner organisations, though improvements can be made to improve service delivery.

Customer satisfaction has decreased across all four indicators since Autumn 2017, with an approximate 1.5% decrease across the board. This may be due to the removal of Programme Management Office which typically boosts overall scores and the fewer number of responses received from Havering customers. Other issues that may be affecting satisfaction levels include capacity, integration and contact with oneSource services.



Graph 2: Satisfaction across all four indicators (Autumn 2017 vs. Spring 2018)

Customer satisfaction has varied over the past five years with the recent survey showing the second highest customer satisfaction. Satisfaction has seen a general trend of continuous improvement since September 2016.



Graph 3: Customer Satisfaction by survey

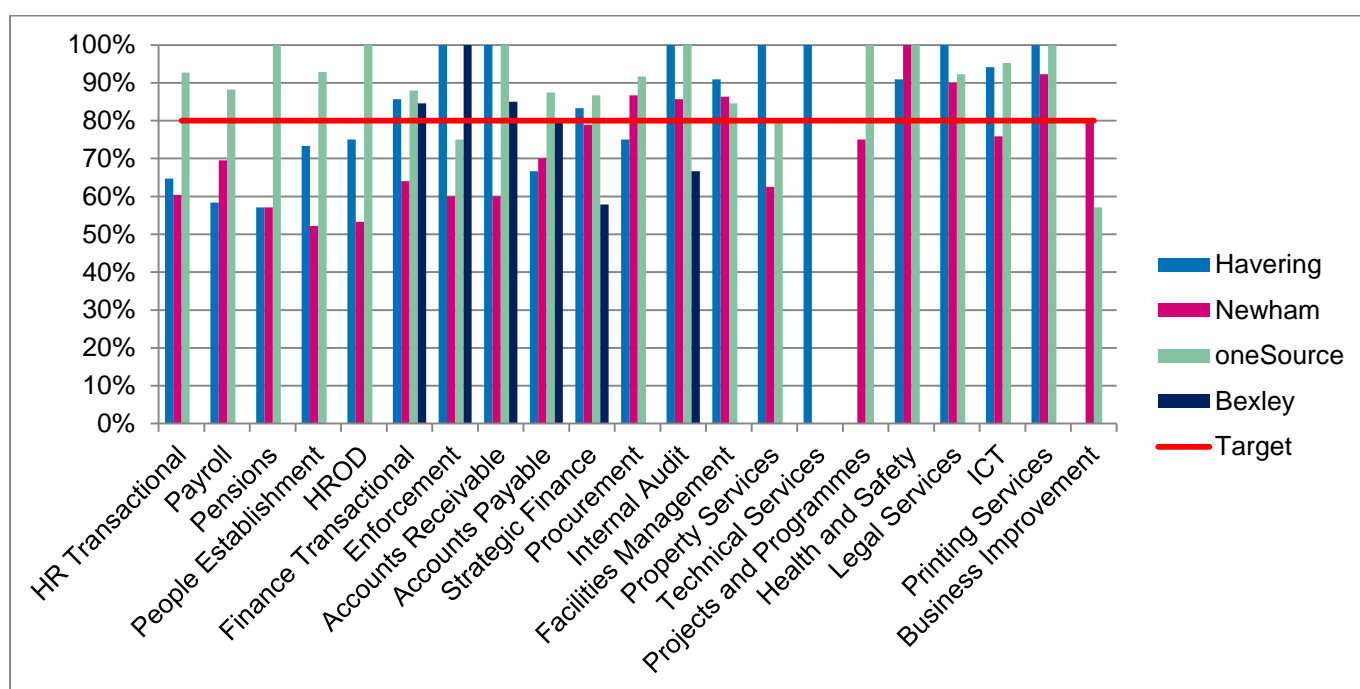
Of the nineteen services surveyed, the number of services meeting or exceeding the 80% target decreased from fourteen to ten. The ten best performing services were Facilities Management (87%), Projects and Programmes (80%), Technical Services (100%), Legal and Governance (93%), ICT (87%), Health and Safety (95%), Printing Services (97%), Procurement (86%), Internal Audit and Counter Fraud (88%) and Accounts Receivable (85%). Aggregated results for Transactional Finance (81%) results also show the target was met.

Individually, within oneSource, the top performing services were HROD (100%), Strategic Finance (87%), Procurement (92%), Facilities Management (85%), Property Services (80%), Projects and Programmes (100%), Health and Safety (100%), Legal Services (92%), Printing Services (100%), Internal Audit (100%), Payroll (88%), Pensions (100%), People Establishment (93%), Accounts Receivable (100%) and Accounts Payable (87.5%). Aggregated HR Transactional (93%) and Finance Transactional (88%) show that both exceeded the target.

For Newham, the top performing services were Internal Audit and Counter Fraud (86%), Procurement (87%), Health and Safety (100%), Legal and Governance (90%), Printing Services (92%), Business Improvement (80%), Facilities Management (86%).

In Havering, there were eleven top performing services and all exceeded the target. The top performing services were Printing Services (100%), Strategic Finance (83%), Internal Audit (100%), Property Services (100%), Technical Services (100%), Legal and Governance (100%), ICT (94%), Facilities Management (91%), Health and Safety (91%), Enforcement (100%) and Accounts Receivable (100%). Aggregated Finance Transactional (86%) showed that it exceeded the target.

Within Bexley, three services exceeded the 80% target. This includes Accounts Payable (80%), Accounts Receivable (85%) and Enforcement (100%); with the aggregated Finance Transactional (85%) figure also exceeding the target.



Graph 4: Overall Satisfaction across oneSource Services

The majority of responses for services across the four indicators were either rated as 'very satisfied' or 'somewhat satisfied'.

Across the oneSource services surveyed:

- Satisfaction with Property Services has continued to increase, with the service close to the target set by the Joint Committee. The service has the most significant increase in satisfaction, rising by 18% in overall and 33% in satisfaction with resources. This is predominately due to rising satisfaction within Newham.

- The top performing service is Technical Services which had a 100% overall customer satisfaction though was the lowest performing service for satisfaction with speed.
- For Bexley, Internal Audit had the most significant increase with 33% in overall satisfaction and 50% in satisfaction with quality.
- HROD had the most significant decrease in Newham with satisfaction dropping by approximately 32% across all four indicators.
- Within oneSource, HR Transactional had the most significant increase with an average 37% in all four indicators.
- Individually, the highest performing service in partner councils is Enforcement in Bexley (100%) and Health and Safety in Newham (100%). For Havering and oneSource, internal audit and printing services (100%) with Legal in LBH.
- Individually, the lowest performing service in partner councils is Strategic Finance in Bexley (58%), HR Transactional in Havering (65%), HROD in Newham (53%) and Business Improvement in oneSource (57%)

Action Plan Update

Service Area	Director	Actions	Update / Future Actions
Asset Management	Sarah Chaudhry	<ul style="list-style-type: none"> Implementation of Technology Forge helpdesk into Newham to provide a universal point of contact and improve information flow. Restructure and / or recruitment in Facilities Management, Technical Services, Projects and Programmes, and Health and Safety Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Implementation of Technology Forge will be in September. Development of Asset Management Plans and Accommodation Portfolio Plans. Refresh of Estate Database. All the services within Asset Management are working draft KPI's and objectives are being reset.
Exchequer and Transactional	Sarah Bryant	<ul style="list-style-type: none"> Review of Recruitment process to assess customer experiences and use of system Review of Payroll as part of pilot scheme to assess future trading models and improved way of working Continuation of engagement with managers, including training on live work', focus groups and survey Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Development of SLAs completed. Project to review Recruitment has been established. The estimated completion time for the project is March 2019 for both councils. Priorities for the service include projects regarding transformation, Universal Credit, service reviews, ERP, recruitment and debt management. Implementation of transactional survey to provide further customer feedback.
HROD	Jan Douglas	<ul style="list-style-type: none"> Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity Development of systems, including case management and time recording Review of policies, processes, recording and customer access as part of post-restructure findings review 	<ul style="list-style-type: none"> Development of SLAs completed. IKEN has been implemented within HROD. The service is currently improving the reporting function to inform targeted work and training. For example, reporting on cases, suspensions, equality or dismissals. HROD will be embarking on a wide ranging, thorough change and transformation programme to improve capacity and knowledge, and deliver service improvements. The programme will focus on Policies, Process / Guidance, Communication & Engagement, Optimising IKEN and Manager Training.

Technology and Innovation	Priya Javeri	<ul style="list-style-type: none"> Continuation of infrastructure improvement program to address key concerns, including infrastructure, systems performance, availability and resilience Development of IT strategy for both councils Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Infrastructure improvement plan currently underway. Priorities for the programme include the replacement of corporate telephones to Skype for Business; replacement of the existing contact centre solution to provide significant improvement in function features; and refreshing the existing corporate Wi-Fi to provide improved user experience and coverage. Development of ICT strategy, linking to Digital and ICT plan. Review of Digital Post Room with business case in development for October.
Strategic and Operational Finance	Paul Thorogood	<ul style="list-style-type: none"> Focused survey on satisfaction with Bexley Council to identify issues Development of Financial Systems strategy to review Collaborative Planning and Oracle Monthly training sessions organised for managers to support forecasting and budget monitoring Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Implementation of improvement plan, focusing on top 25-30 core processes in need of streamlining and standardisation. Development of business case for Oracle and Collaborative Planner. Implementation of generic operational pool for Finance Officers and Finance Accountants. Streamlining of procurement gateway process.
Legal	Daniel Fenwick	<ul style="list-style-type: none"> Continuation of internal customer satisfaction survey to review performance and monitor resources Working with clients to plan resources and identify priorities Development of SLAs with projects and priorities for each council, which will assist in ensuring resourcing capacity 	<ul style="list-style-type: none"> Developed SLAs and service plans. Upgraded time recording and case management system. Working towards Lexcel Accreditation Upcoming priorities for the service area include implementing the online executive report writing process; planning and allocating resources effectively to provide consistent levels of support and identify potential problems; and improving management information to clients and partner councils.

oneSource Customer Questionnaire Spring 2018

Combined Results (Havering, Newham, Bexley and oneSource)

OVERALL	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Mgmt.	Property Service	Projects and Programmes	Technical Services	H&S	Legal Service	ICT	Printing Service	Business Improvement	Payroll	Pension	People Establishment	Enforcement	Account Receivable	Accounts Payable	Total
% Satisfied with the overall service you receive?	72%	71%	81%	75%	86%	88%	87%	75%	80%	100%	95%	93%	87%	97%	62%	73%	75%	69%	78%	85%	77%	81%
% Satisfied with the amount of resources/level of support available to you?	69%	56%	74%	60%	74%	83%	83%	69%	80%	67%	86%	78%	88%	97%	54%	71%	75%	63%	72%	74%	74%	74%
The quality of the service you received	70%	74%	81%	75%	80%	92%	91%	69%	80%	67%	90%	93%	91%	97%	62%	73%	71%	67%	83%	80%	79%	81%
% Satisfied the speed at which you received this service?	68%	60%	77%	62%	80%	79%	85%	56%	80%	33%	81%	80%	88%	97%	46%	69%	71%	65%	78%	76%	77%	74%

Havering

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	Payroll	Pensions	People Establishment	Enforcement	Account Receivable	Accounts Payable	Total
% Satisfied with the overall service you receive?	65%	75%	86%	83%	75%	100%	91%	100%	100%	91%	100%	94%	100%	0%	58%	57%	73%	100%	100%	67%	83%
% Satisfied with the amount of resources/level of support available to you?	65%	63%	79%	75%	75%	100%	91%	67%	67%	82%	100%	82%	100%	0%	67%	57%	67%	100%	86%	67%	77%
The quality of the service you received	65%	75%	93%	83%	75%	100%	91%	100%	67%	82%	100%	94%	100%	0%	67%	57%	67%	100%	100%	83%	82%

% Satisfied the speed at which you received this service?	65%	63%	93%	92%	75%	100%	91%	67%	33%	73%	100%	88%	100%	0%	58%	57%	73%	100%	100%	83%	79%
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Newham

	HR Transactional	HROD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Projects and Programmes	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	Payroll	Pensions	People Establishment	Enforcement	Account Receivable	Accounts Payable	Total
% Satisfied with the overall service you receive?	60%	53%	64%	79%	87%	86%	86%	63%	75%	100%	90%	76%	92%	80%	70%	57%	52%	60%	60%	70%	73%
% Satisfied with the amount of resources/level of support available to you?	55%	37%	52%	74%	73%	71%	77%	63%	75%	100%	60%	83%	92%	80%	61%	57%	48%	40%	50%	60%	65%
The quality of the service you received	62%	60%	60%	89%	73%	86%	95%	63%	75%	100%	90%	86%	92%	80%	65%	57%	61%	60%	50%	70%	76%
% Satisfied the speed at which you received this service?	60%	40%	60%	74%	73%	71%	82%	50%	75%	83%	75%	86%	92%	80%	65%	57%	57%	60%	50%	70%	68%

oneSource

	HR Transactional	HR OD	Finance Transactional	Strategic Finance	Procurement	Internal Audit	Facilities Management	Property Services	Projects and Programmes	Technical Services	Health and Safety	Legal Services	ICT	Printing Services	Business Improvement	Payroll	Pensions	People Establishmen t	Enforcement	Account Receivable	Accounts Payable	Total
% Satisfied with the overall service you receive?	93%	100%	88%	87%	92%	100%	85%	80%	100%	N/A	100%	92%	95%	100%	57%	88%	100%	93%	75%	100%	88%	91%
% Satisfied with the amount of resources/level of support available to you?	90%	88%	88%	53%	75%	100%	85%	80%	100%	N/A	75%	85%	100%	100%	43%	88%	100%	86%	75%	100%	88%	85%
The quality of the service you received	85%	100%	92%	73%	92%	100%	85%	60%	100%	N/A	100%	92%	95%	100%	57%	88%	90%	79%	88%	100%	88%	88%
% Satisfied the speed at which you received this service?	80%	94%	88%	53%	92%	100%	85%	60%	100%	N/A	100%	69%	90%	100%	29%	82%	90%	71%	75%	100%	88%	82%

Bexley

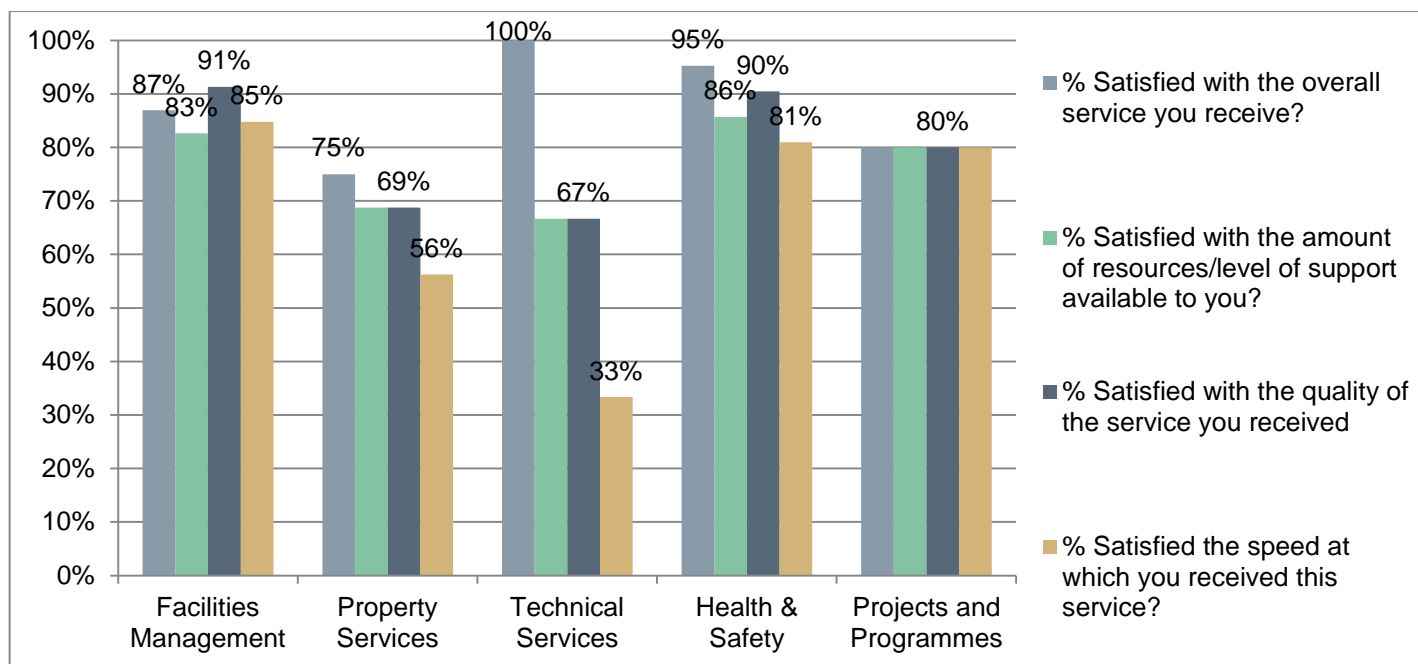
	Finance Transactional	Strategic Finance	Internal Audit	Account Receivable	Accounts Payable	Enforcement	Total
% Satisfied with the overall service you receive?	85%	58%	67%	85%	80%	100%	75%
% Satisfied with the amount of resources/level of support available to you?	77%	42%	67%	70%	80%	100%	66%
The quality of the service you received	82%	58%	83%	80%	80%	100%	75%
% Satisfied the speed at which you received this service?	74%	37%	50%	70%	73%	100%	61%

Asset Management

Facilities Management, Technical Services, Health and Safety, Projects and Programmes, and Passenger Transport

Overall customer satisfaction exceeded the target in Facilities Management, Technical Services, Health and Safety, and Projects and Programmes.

- For Facilities Management, customer satisfaction increased in all four indicators for the second consecutive survey. All four indicators exceeded the 80% target with a 7% increase in satisfaction with speed and 8% increase in satisfaction with quality.
- Health and Safety remains a top performing service with a 6% increase in overall customer satisfaction. It exceeded the 80% target in all four indicators, with satisfaction with speed seeing a significant 13% rise to surpass this target.
- Property Services increased in overall customer satisfaction by 18%, though remains below the target. Property Services was previously one of the lowest performing services within oneSource, particularly with Newham customers, but it has shown continued improvement since March 2017.
- Projects and Programmes pertains only to Newham and oneSource; the equivalent service in Havering is Technical Services. Overall satisfaction is 80%, marginally dropping by 2% from Autumn 2017. It has met the 80% target and remains one the top performing services within oneSource. Satisfaction was also 80% in the remaining three indicators.
- Technical Services' overall satisfaction increased from March 2017 by a significant 13% to provide 100% overall satisfaction. It is a substantial improvement since Spring 2017 where satisfaction was previously 50%. Satisfaction in the other three indicators remained lower though has increased by 17% in satisfaction with resources and quality.
- Passenger Transport rated highly across the varying criteria with satisfaction in the high 90s for all. Overall satisfaction is 99.1%, taking into account the range of separate indicators Passenger Transport utilises, increasing by 0.47% from the previous year.



The results reflect the number of positive comments received, with a number of comments acknowledging the improvement in Property Services and Facilities Management. Facilities Management was praised for “brilliant, friendly and helpful”. There were a few issues raised, particularly including:

- Slow or no responses
- Resourcing issues impacting service delivery
- Lack of support in setting up additional equipment or office moves
- Delays in assuming responsibility for Depot
- Poor resolution times for service requests
- Poor customer interaction
- Major H&S risks not being addressed in adequate timescales.
- Lack of accurate and up to date property records
- Lack of clarity and commissioning KPIs for Projects and Programmes

What changes have been made since the last survey?

In response to the previous satisfaction survey, Asset Management have implemented a number of changes, including:

- Additional staff have been recruited including into Facilities Management, including two roaming Facilities Management Officers, a new Building Service Manager at Stratford and temporary staff covering sickness etc.;
- A new appointment is being made in respect of Bridge Road Depot, starting Monday 10 September;
- Implementation of Technology Forge into Havering and Newham council to improve the management and tracking of service requests;
- H&S protocols put in place to manage demand;
- Redesign of H&S Audit to try and help service areas to improve and provide them with focus/priorities;
- Development of standard lease heads of terms template in Property services; and

- Technical Services has set up a new service contract point which, following restructure is now monitored by up to four members of staff, hopefully ensuring improvements in response times and a better customer experience.

Asset Management Priorities

For upcoming year, Asset Management is focusing on a number of priorities including:

1. Developing Asset Management Plans and Accommodation Portfolio Plans for both Havering and Newham, in order to develop a 4 year and medium term plans;
2. Developing a target services operating model looking at properties in council's portfolio;
3. Drafting KPI's and objectives are being reset and attached for all. Each Services head will have approximately six objectives and all their managers will also have at least six;
4. Health and Safety have a number of priorities for the upcoming year to continue supporting the partner councils, including:
 - Audit programme
 - Training programme
 - Carrying out Investigations/inspections/workplace assessments/Stress RA in line with protocols
 - Carrying out Fire Risk Assessments
 - Attaining additional clients
 - Pursue Trading model
 - Increasing client base for Fire Extinguisher contracts
5. Reviewing and refreshing the Estates Database in Property Services;
6. Holding regular meetings clients in Projects and Programmes to discuss and agree priorities for project work. Furthermore, working with the client to develop a clear outline project brief and will include provision for sign off by the client at agreed milestones from the beginning; and
7. The delivery of the following projects in Projects and Programmes:
 - Delivery of School Projects as set out on the Basic need and Condition Maintenance Funding Programmes.
 - Delivery of non-School Projects as agreed by SIB, in the context of the Asset Management Strategy.

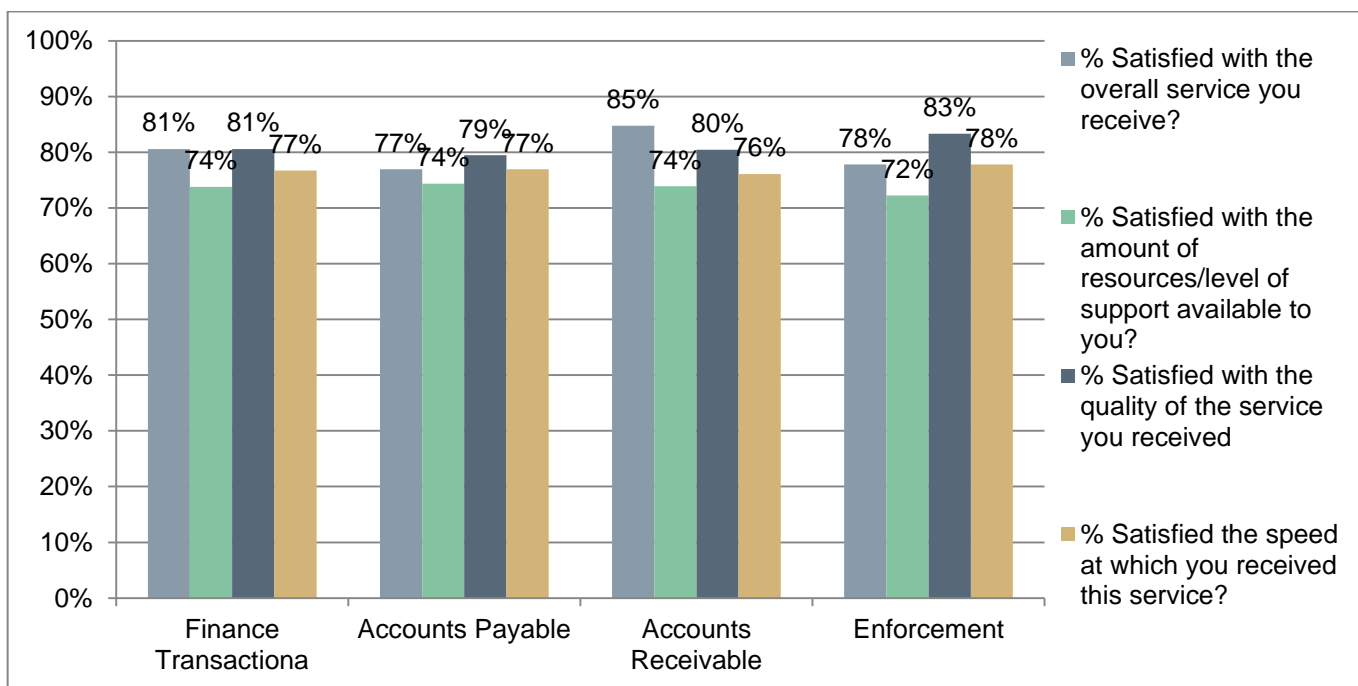
Other areas of priority include assisting both Havering and Newham conversations are underway on smarter ways of working which links in with: IT, HR and Finance.

Exchequer and Transactional

Finance Transactional

Finance Transactional was split into its respective service areas (Accounts Receivable, Accounts Payable and Enforcement). These have been surveyed independently, but an aggregate score has been provided for the service to provide a comparative to previous years and to the other organisations. The top performing services was Accounts Receivable, with the aggregated Finance Transactional exceeding target.

- The aggregated overall satisfaction for Finance Transactional increased marginally by 1%, with the service remaining one of the top performing services with an 81% overall customer satisfaction. The service also exceeded the target in satisfaction with quality and was marginally below in the other two indicators.
- Satisfaction for Accounts Payable was 77% with satisfaction with the other three indicators within the 70-80% range.
- Enforcement's overall satisfaction was marginally below target at 78% and satisfaction with quality exceeding the target at 83%.
- Accounts Receivable was one of the top performing service overall. Overall satisfaction was 85% with satisfaction with the other three indicators near the target.



There were a number of positive responses which noted that the service was “first class” and individuals were “helpful” and “prepared to go that extra mile”. There were few issues raised including:

- Resourcing problems (which have impacted on responses times)
- Slow response times
- Lack of training and guidance
- Difficulties on knowing whom to contact
- Issues with Oracle

What changes have been made since the last survey?

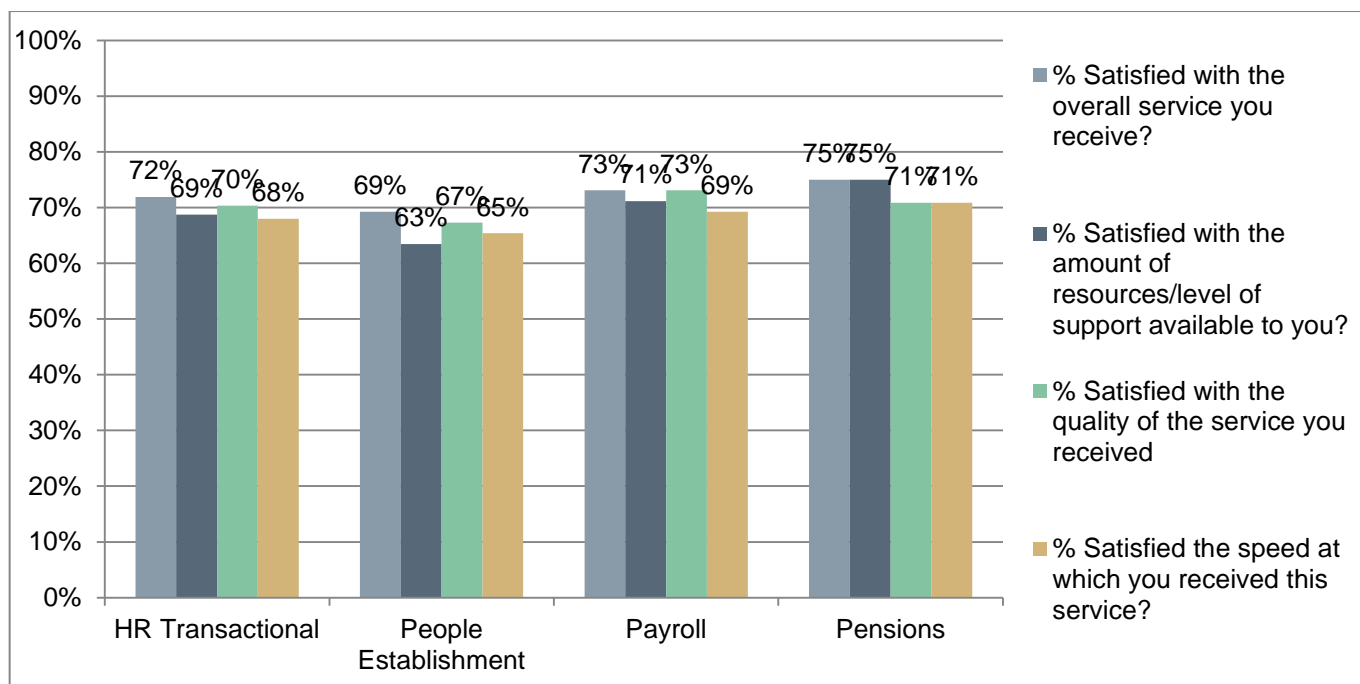
In response to the previous satisfaction survey, Finance Transactional has implemented a number of changes, including:

- The Director of Exchequer and Transactional Services improving culture, engagement and communication within the service areas and all stakeholders. This has involved staff briefings, team meetings and focus groups to discuss culture, change customer service and care, improvements in staff engagement and joint working;
- Accounts Payable working directly with managers to enable them to gain confidence and assurance in the use of online processes e.g. P2P, No PO, No pay, debt management;
- Ongoing training is provided to managers on an individual / team basis, with customers supported on “live work” (e.g. procurement); and
- Enforcement making resources available at customer contact points, particular on the telephones, to help assess and discuss affordability with debtors. Behavioural insights technology (i.e. personalised messages, emails and nudges) has been implemented to improve the service to customers and access to debtors. Officers look at each case individually to determine appropriate actions. The service is also working with customers on feedback and improvements to ensure debts (enforcement requests) are submitted in a timely manner and managed appropriately.

HR Transactional

HR Transactional was split into its respective service areas (Pensions, Payroll and People Establishment). These have been surveyed independently, but an aggregate score has been provided for the service to provide a comparative to previous years and to the other organisations.

- The aggregated satisfaction scored show that the service has been improved, with all four indicators increasing. Overall satisfaction increased by 6% with the biggest increases in satisfaction with speed (11%).
- People Establishment was one of the poorer performing services within oneSource. Satisfaction across all four indicators was within the 60-69% range, with overall satisfaction at 69%.
- Satisfaction for Payroll across the four indicators bordered within the same range, with overall satisfaction at 73%.
- Overall satisfaction and satisfaction with resources was 75% and 71% in the remaining two indicators. It was the top performing service out of the three HR transactional services surveyed.



What changes have been made since the last survey?

In response to the previous satisfaction survey, HR Transactional have implemented a number of changes, including:

- Implementing a project to review Recruitment to improve processes end to end, including the customer experience and use of the system. The estimated completion time for the project is March 2019 for both councils;
- Providing training for managers, who are experiencing difficulties with the recruitment process, on an individual / team basis, with customers supported on “live work”; and
- Outsourcing of Havering’s Pension to Local Pensions Partnership (LPP), a pension provider delivered by Lancashire County Council and the London Pensions Fund Authority. LPP already provide pension services for Newham. The delegation of service took effect in November 2017, with Exchequer and Transactional Service providing contract management provision.

Exchequer and Transactional Priorities

For upcoming year, Exchequer and Transactional is focusing on a number of priorities including:

1. Continuing to foster and encourage collaboration, cohesiveness and communication, particularly within Bexley where this was identified as a specific issue. This is through maximising opportunities to be part of the wider teams within respective councils including walking the floors, tea talks and building upon the relationship with the new section 151s in Newham and Bexley, and new councillors in all three councils;
2. Developing more automated processes across the oneSource partnership, particularly in relation to debt recovery and payroll;
3. Improving processing of invoices and compliance to the ‘no PO no pay’;

4. Reviewing suppliers' guidance for Accounts Payable / Procurement to support them working with the councils more easily;
5. Developing a business case to assess the future requirements of all three councils and the Enterprise Resource Planning (ERP) system. The business case is currently in development with Barking & Dagenham Council, and with SOCITM commissioned to ascertain the requirements for councils. The commercial aspect of these systems is currently being discussed with Cap Gemini and Oracle;
6. Improving debt recovery collection in Enforcement by identifying high debt areas and seeking to secure debt quicker to avoid increased costs;
7. Exploring the use of transactional surveys and other feedback mechanisms to provide greater qualitative data regarding the performance of the service; and
8. Raising profile of the service, including roles and responsibilities, in all partner councils to provide a clear understanding of officers and their remit.

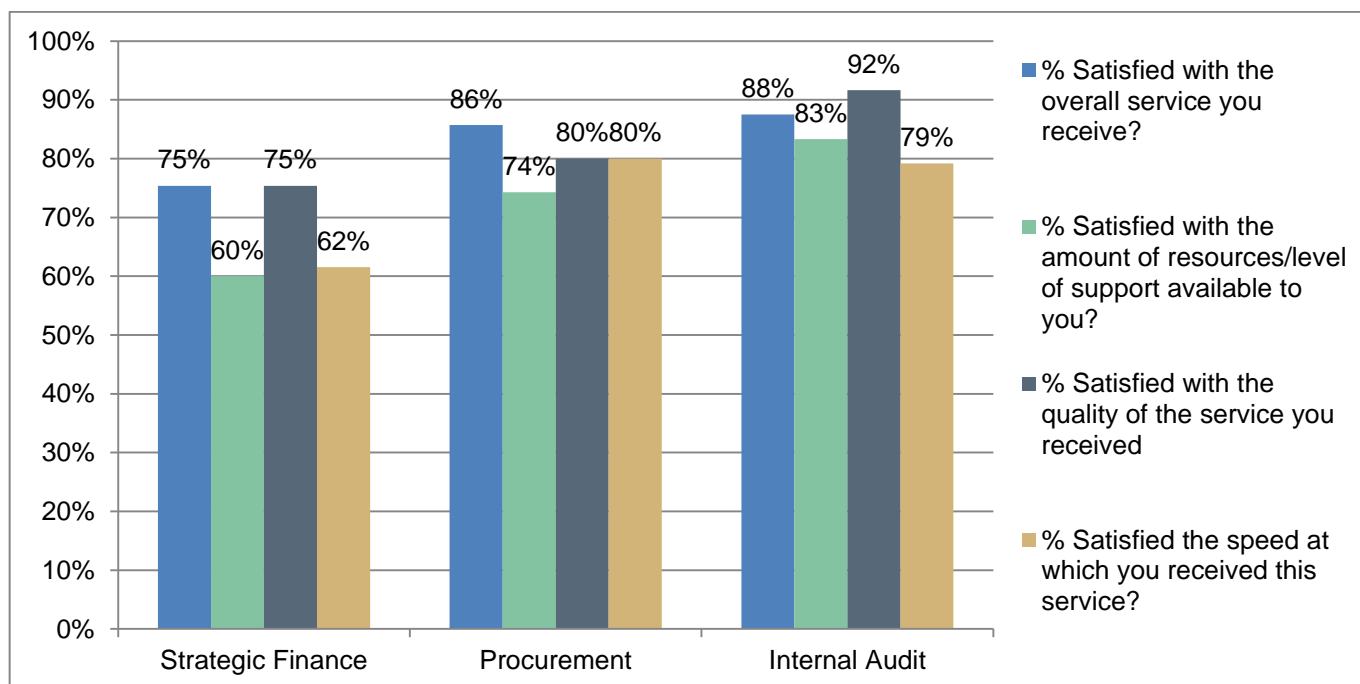
Other areas of continued focus include the further development of communication and engagement with other services and customers. This includes knowledge sharing with HR, Procurement and Finance to ensure improved and seamless service delivery. Wider priorities for the service include projects regarding transformation, Universal Credit, service reviews, ERP, recruitment and debt management.

Finance

Strategic and Operational Finance, Procurement and Internal Audit

Overall customer satisfaction exceeded the target in Procurement and Internal Audit. Strategic and Operational Finance includes results from Bexley Council since the council joined the partnership in April 2016.

- Strategic and Operational Finance has decreased in satisfaction in all four indicators, with overall satisfaction falling by 8%. Satisfaction was particularly impacted by lower scores from Bexley Council and a significant decrease in Newham.
- Procurement exceeded targets in overall satisfaction, resources and speed though satisfaction has seen a decrease in all four indicators. Satisfaction has dropped by 7% in overall, with satisfaction with resources having the most significant decrease (19%).
- The overall customer satisfaction for Internal Audit, Risk, Insurance and Counter Fraud has increased by 2%. The service remains one of the top performing services.



There were several complimentary comments regarding officers proving excellent support and being helpful. A number of comments regarding the service noted that the service is too stretched with a high turnover, thereby causing the service to not be able to meet expectations. This is a continuing theme from the previous satisfaction survey. There were other comments regarding:

- Lack of support for budget forecasting
- Slow response times
- Problems with the collaborative planning system
- Lack of capability
- Difficulties in knowing whom to contact
- Continually changing accountants
- Unclear information on budgetary management and monitoring
- Lack of input on the management of risks

- Complexity of the procurement process

What has changed since the last survey?

In response to the previous satisfaction survey, Strategic Finance has implemented a number of changes, including:

- Director of Finance has carried out more direct meetings with Directors and Deputy Directors to better understand the feedback received in the survey and to also identify priorities of areas to focus on for the next six to twelve months;
- Implementation of a generic operational pool will be put in place for Finance Officer and Finance Accountants (not senior accountants) to enable them work across all three councils and provide greater capacity;
- Changes in the closure of accounts process with closure occurring in month nine, instead of month twelve. Allowing earlier assessment by external auditors and continuance of 'business as usual' service throughout March / April, which is typically the busiest period;
- Development and agreement of an improvement plan for Bexley Council. The top 25-30 core processes in need of streamlining or standardisation were identified; focus groups were set up and are currently working on these processes. The projects and priorities in Havering and Newham are currently being agreed;
- Implementing a more proactive fraud service across the three councils. For example, developing a continuous Internal Audit approach for financial controls; and
- Undertaking a gateway process review, with the Governance Group presenting its findings to SLTs in September. If approved, the gateway process will become streamlined and more selective. This includes developing a singular e-form with templates depending on the process. Officers will be able to use the same content for the gateway process, Execview (programme management information), capital finance codes and contract awards; therefore only needing to complete one form.

Strategic Finance Priorities

For upcoming year, Strategic Finance is focusing on a number of priorities including:

1. Embarking on a number of modifications to offset capacity issues and improve service delivery through standardisation and streamlining;
2. Developing a sustainable option for Finance, Assurance and Procurement the service to grow their own and ensure succession planning arrangements are in place;
3. Developing a business case assessing the future requirements of all three councils regarding Oracle and Collaborative Planner; and
4. Implementing Phase 2 and 3 of the Internal Audit review, which includes testing of key financial controls and development of a continuous auditing approach.

Wider priorities for the service include a service improvement programme for Strategic Finance focusing on the following areas:

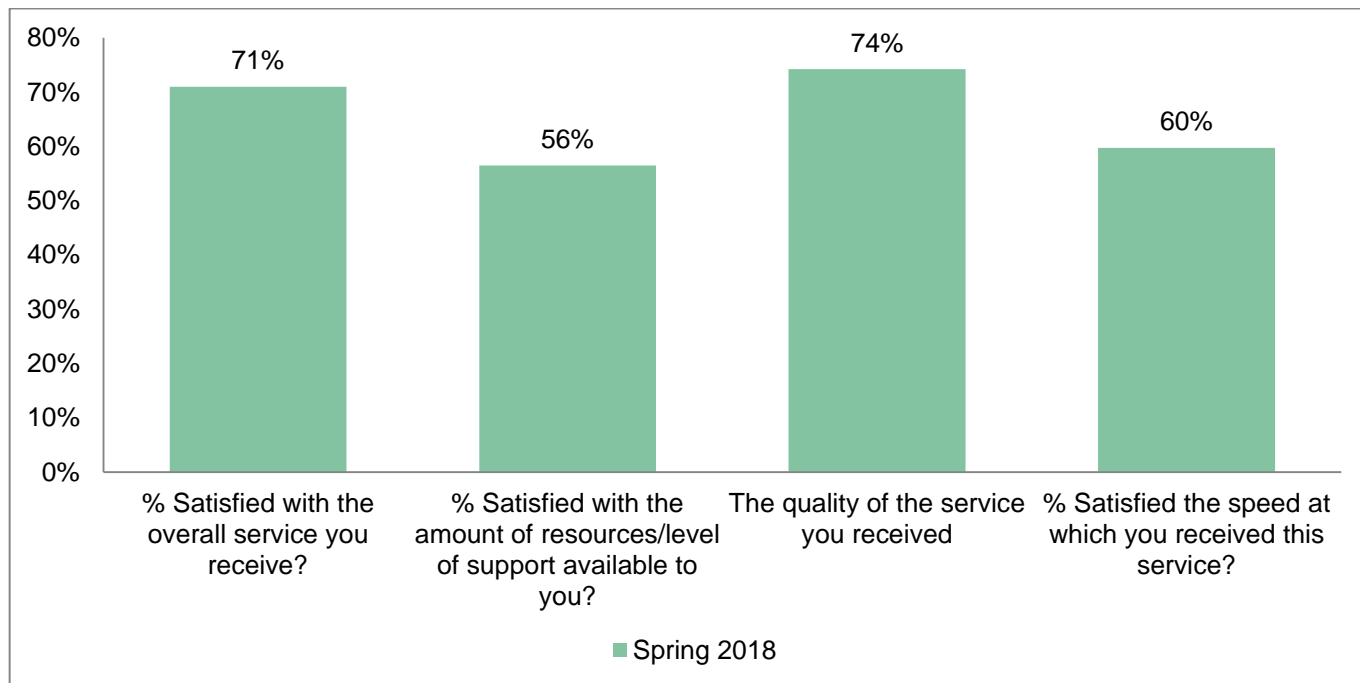
- Recruitment
- Workforce development

- Systems
- Processes and procedures

The intention is that these four building blocks should have a positive impact on the customer satisfaction level of the service and ensure that the staff within Strategic Finance have sufficient capacity to focus on 'value added' work to support members of the Corporate Leadership Team and managers in developing a sustainable medium term financial strategy and the ability to make informed decisions.

Human Resources

HROD decreased in overall customer satisfaction by 16%, There was an across the board decrease in satisfaction.



The predominant factors for the lower than expected satisfaction in HROD is the lack of resources available to support managers and the speed at which support is provided. There appears to be some confusion regarding the recruitment process belonging to HROD and this may play in part of the decreased satisfaction. Another issue appears to be the advice provided is contingent on the officer helping and that there appears to be a lack of proactive action amongst staff.

What has changed since the last survey?

In response to the previous satisfaction survey, Strategic Finance has implemented a number of changes, including:

- Implementation of IKEN to assist with the tracking of cases; identifying hotspots and trends; and providing details on cases (e.g. name of investigator, name of manager) for staff and customers.;
- Operational team meeting fortnightly with the Senior Investigators to review complex cases and share knowledge and learning; and key issues and cases disseminated and discussed weekly within teams;
- Redevelopment of e-learning modules and training; and
- Implementation of the Apprenticeship Levy.
- Generated additional income through the provision of different services, including mediation and investigations, which are self-financed. The services are currently training mediators and investigators in the respective councils to facilitate officers to handle issues internally.

HROD Priorities

For upcoming year, HROD is focusing on a number of priorities including:

1. Supporting Havering Council in the reduction of its sickness levels;
2. Improving the reporting function of IKEN to inform targeted work and training. For example, reporting on cases, suspensions, equality issues or dismissals;
3. Reviewing and redeveloping the recruitment process, in conjunction with Exchequer and Transactional services; and
4. Refresh the information available on the intranet, as well as reviewing how the service is accessed, e.g. via single email addresses or phone numbers.

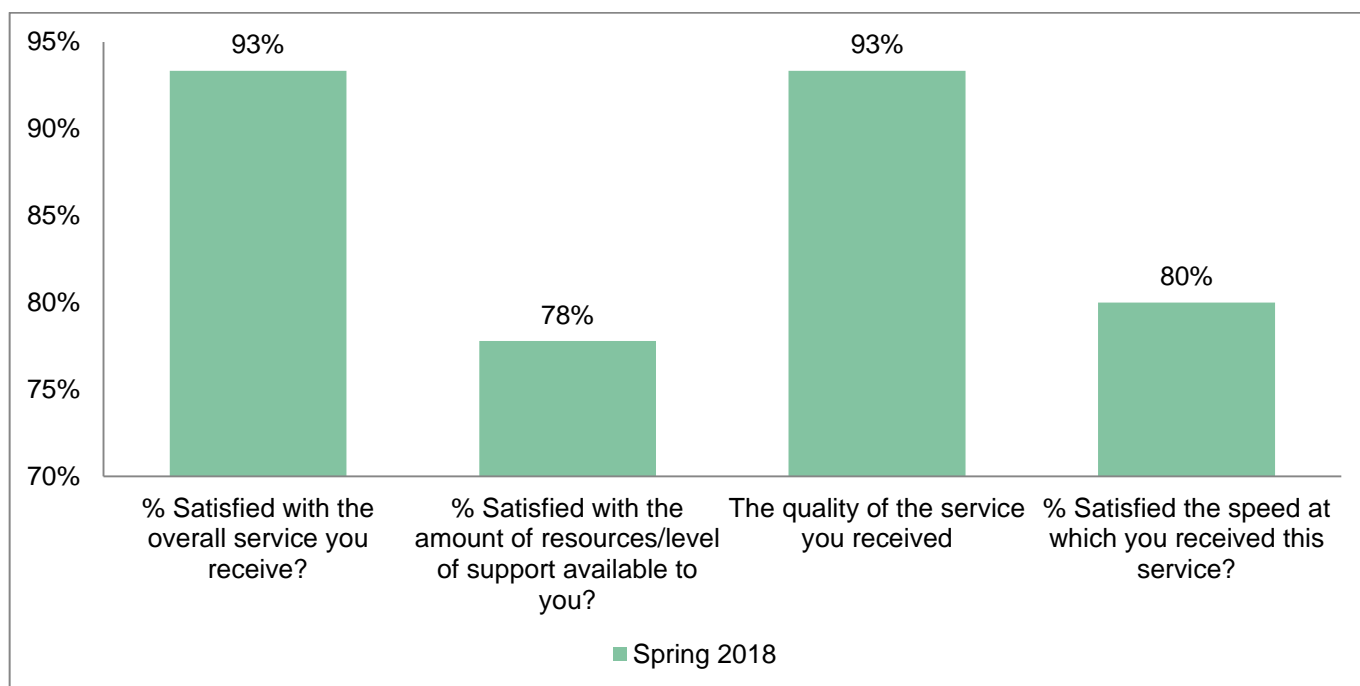
Wider priorities include embarking on a wide ranging, transformation programme to improve capacity and knowledge, and deliver service improvements. The transformation programme will reassess how HROD will implement activities and the approach to service delivery. The programme will focus on: Policies, Process / Guidance, Communication & Engagement, Optimising IKEN and Manager Training. This includes supplying managers with the tools to manage their staff; providing accessible guidelines and templates, which have been simplified to support staff; and developing a consistent approach for upskilling managers and staff.

Furthermore, HROD is prioritising activity to meet the requirements of each council, e.g. to support transformation or staff engagement/surveys. HROD is supporting the transformation programme within Havering and are supporting the Chief Executive in Newham to shape requirements going forward. This includes identifying priorities (e.g. workforce diversity) and developing an action plan.

Legal and Governance

Legal Services

Legal Services has increased in overall customer satisfaction by 8%, with satisfaction also increasing in the other three indicators. The service remains one of the top performing services with satisfaction exceeding target in three of the four indicators (overall, quality and speed) with less overall satisfaction in the amount of legal resource available.



Graph 46: Legal Services (Autumn 2017 vs. Spring 2018)

There were a number of comments recognising the improvements and quality of the service, and praising individuals within the service, including “very professional”, “quality of legal support advice and support has been high” and “...remarkable”.

The issues that were identified which outlined that support varied depending on the type of counsel used. For example, customers were happy with social care and housing, one commented that procurement / contracts were as a cause for concern. Other issues include:

- Contradictory advice (e.g. Legal advice vs. Procurement advice)
- High staff turnover
- Lack of continuity
- Poor record keeping – with limited access to Legal data
- Dissatisfaction with the external counsel used

What changes have been made since the last survey?

In response to the surveys, the service has implemented a number of improvements, and continues to refine its processes and practices, including:

- Upgraded the IKEN legal time recording and case management system. The service developed work flows, updated templates, and refined the system to produce more management information and efficient case work;
- Moved hard copy research material online, which saved £35k in the first year;

- Reviewed and refined KPIs to produce more relevant and measurable targets and performance information for clients;
- Developed a Legal SharePoint site to enable staff from both councils to have a shared area for non legal case related information;
- Reviewed all non-salary spend for efficiencies and improvements to service delivery;
- The SLA for Legal was revised to better reflect updated service standards and capacity of the service to deliver client demand; and
- Undertaking for the final stages of preparation for Lexcel accreditation, which is the Law Society's legal practice quality mark for practice management and client care. The benefits of achieving accreditation is to provide assurance in respect of our client care and case management, including risk management, file management, customer service and improved marketability and competitive advantage.

Legal Services Priorities

Legal's most significant issue is being able to provide sufficient legal resources to meet the level of demand from clients in both authorities. To address this, the service is:

1. Undertaking discussions with the client authorities to seek agreement on matching resources to the level of demand;
2. Seeking agreement that additional funding streams are incorporated into our base budget where the demand for legal services demonstrates a long term need now and into the future; and
3. Leading on a transformation project in oneSource to analyse the levels of legal spend in both authorities from all sources (Legal Services, external barristers and external solicitors) with a view to developing a corporate strategy for procuring legal services that will better match demand to supply but also ensure high quality advice and financial savings.

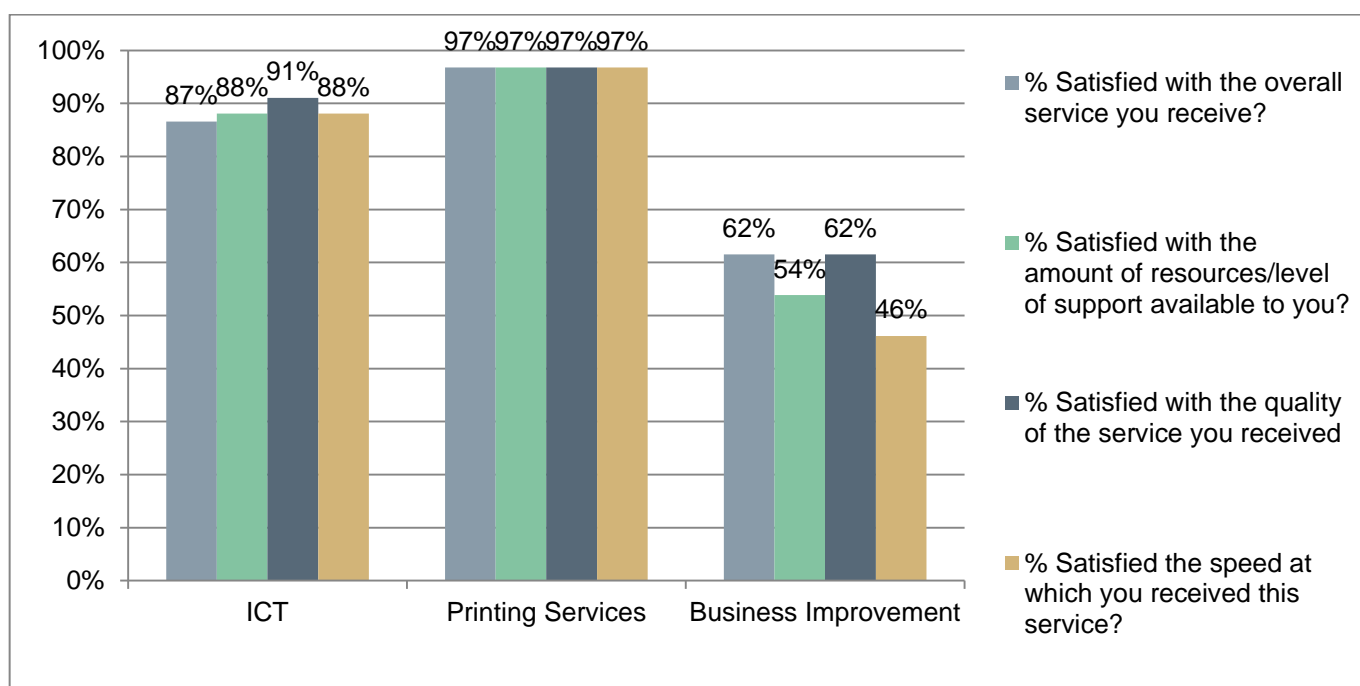
Wider upcoming priorities for the service area include implementing the online executive report writing process; planning and allocating resources effectively to provide consistent levels of support and identify potential problems; and improving management information to clients and partner councils.

Technology and Innovation

ICT, Printing Services and Business Improvement

The top performing services was ICT and Printing Services, both exceeding target.

- ICT has increased in satisfaction in all four reported indicators, making the service one of oneSource's top performing. Overall satisfaction has increased by 5%; with 12% increase in satisfaction with resources, 8% increased in satisfaction with quality of service and 17% in satisfaction with speed. The service has continually improved since Autumn 2016 with consecutive biannual increases.
- Printing Services remains one of the top performing services showing a 10% increase in overall satisfaction and increases in the remaining three indicators. Satisfaction was 97% across all indicators.
- Business Improvement dropped significantly from Autumn 2017 with 28% decrease in overall satisfaction and decreases in the remaining indicators. It remains one of the top performing services within Newham, though dropping from 100% satisfaction.



The service is recognised for its speedier response times, with comments including “fast and reliable service”, “supportive, responsive and professional” and “always respond to requests very quickly”. The service was also praised for changes in systems which have made it easier to navigate e.g. email quarantines, website changes. However, respondents have noted the difference in response times and quality is dependent on the member of staff handling the service request. Issues regarding ICT include:

- Lack of co-ordinations between system development and future efficiency gains
- Poor resourcing within the service
- Difficulties with helpdesk and quality of service provided
- Resilience of ICT infrastructure causing delays, crashes and freezes.
- Difficulties in knowing which form to use

- Levels of permission hindering efficiency and effectiveness

What changes have been made since the last survey?

Since the last survey, ICT has focused on customer service and resolution of incidents. It has recently received greater investment from both councils, which will be utilised in further supporting the Infrastructure Improvement Programme. The service has introduced the following changes:

- Implementation of a Service Desk Forum, where HelpDesk officers are briefed and updated on the various projects and priorities to aid in improved service knowledge and better customer experience;
- Implementation of Infrastructure Improvement Programme;
- Development of a roadmap of projects to underpin the provision of service to customers;
- Development of a Dash Portal, which is due to be live in October, which provides a single access point for the majority of oneSource services. Service requests will be made through the portal and the information supporting access to services will be revised and updated to support users;
- Completion of capacity demand plans by officers to support resourcing issues and help manage demand across the service area and focus areas of work;
- Signing off any major projects that are presented to Cabinet or CLT to ensure that any requests for ICT support or resources are captured and can be adequately supported; and
- A review of the Digital Post Room, with a business case currently in development for October. The Digital Post Room will potentially incorporate on Print Services.

Technology and Innovation Priorities

For upcoming year, the service is focusing on a number of priorities including:

1. Presenting the ICT Strategy, which had been delayed due to changes in administration. The ICT Strategy is currently being reviewed and refreshed in light of the corporate objectives and directions of the new administration. The strategies are expected to be presented to Cabinet in late January / early February;
2. Recruiting two ICT Business Partners to support collaboration and joined up working across the councils. The Business Partners will work together to focus activities and support the partner councils to identify and exploit new technologies and processes; and
3. Reviewing a number of processes and standardising where possible for the two boroughs to make them more efficient e.g. ordering of new equipment, particularly laptops and mobile phones.

The wider priorities for the service, which support the Infrastructure Improvement Programme, include the replacement of corporate telephones to Skype for Business; replacement of the existing contact centre solution to provide significant improvement in function features; and refreshing the existing corporate Wi-Fi to provide improved user experience and coverage. Other areas include Office 2016 upgrade, SharePoint upgrade and Exchange Online.

Other priorities include supporting the modernisation and transformation programmes in both councils. The CRM system in both councils will be replaced, and a business case is to be presented to the respective SLTs in September.

Further Feedback

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

In response to the question “what do you like most about the services provided”, there were many positive comments on the staff within oneSource, especially noting their expertise and knowledge of their service area. Staff were praised for their “experience”, being “reliable and helpful”, their “commitment to resolving problems” and bringing “ideas”. A few services were recognised, including ICT, HR and Procurement, which shows that the improvements made in service delivery have been acknowledged. A number of comments valued the operational style of oneSource, in particular the collaborative and joined up working approach.

Conversely, for “what do you like least about the service provided”, customers noted the lack of joined up working and collaboration between the partner councils. Both in terms of the technology to assist with integrated working or differing policies in order to deliver services. There are also issues regarding processes being split, meaning one aspect of a process may be done with one service but the other part has not dealt with by another service. An issue noted across the organisations is the lack of resources or capacity to meet demand thereby impacting service delivery. A continuing issue for all customers is not knowing who to contact; there were a number of comments from Bexley customers regarding this. Systems utilised within oneSource are causing problems (e.g. Talentlink) due to poor accessibility, being “very unwieldy” and “not very user friendly”. The guidance to support these systems are considered “ridiculously long” and do not support managers, especially for those who use systems infrequently.

There were a number of comments that indicated the oneSource needed to improve its customer approach and communications. Areas to be considered include points of resolution, IT systems and communicating changes to staff. There were a number of comments requesting further resources and support, with reference to recruiting and retaining experience staff in key areas to allow relationships to be built and better understanding of problems. Other areas of development include clearer and easily locatable guides, information to be provided quicker and more collaborative working.

Finally, for what process needs to change or improve, a number of comments indicated changes need to be made to software underpinning oneSource services and the service (ICT) supporting them. There were a number of comments relating to financial services indicating its offer needs to be improved, particularly regarding Collaborative Planning systems, financial management and budgets. There is a request for more collaboration and changes in processes (e.g. recruitment).

Comments from Newham customers have changed from issues with self-service to the systems underpinning processes. There are a number of comments regarding changes in processes and improving systems to improve service areas. For Bexley, customers feel poor communication and constant changes in points of contact making it difficult to know who to contact and service delivery. For Havering, comments are regarding oneSource being more solutions and customer focused, and that more needs to be done regarding interactions with staff.

Conclusion

Overall, customer satisfaction has marginally decreased since Autumn, but has seen oneSource exceed the target for the second consecutive survey. This indicates that oneSource has reached an embedment period and level of service has been firmly established within the partner organisations. The decrease in the number of top performing services indicates that improvements still need to be made to continue to improve the customer journey and maintain high levels of customer satisfaction. There have been great strides in improving satisfaction, particularly within Bexley Council, but there continues to be a difference in how customers rate services. For example, services within Transactional Finance rating highly in Bexley, Havering and oneSource, but was rated considerably lower in Newham.

Over the last six months, there has been a continued focus improving the customer experience and resolving a number of issues previously raised in surveys. This includes Directors carrying out more direct meetings with Directors and Deputy Directors to better understand the feedback received in the survey and to also identify priorities of areas to focus on for the next six to twelve months. Focusing on improvement plans to reassess how services will implement activities and the approach to service delivery. Implementing systems (e.g. IKEN, Technology Forge) to assist in tracking service requests, identifying trends and improving reporting functions.

oneSource will be focusing on further embedment of services within the partner organisations to ensure managers and all staff are aware of the support services and contact information. There are clear needs for improvements in Oracle, Collaborative Planner and the Recruitment Process, which are particularly cited as issues for most managers. These are particular areas of focus for Finance and Exchequer and Transactional, with projects team established to ascertain future requirements. The Forms Portal is currently undergoing further development to provide a central location to access services, and will be rolled out to all organisations to improve the customer journey. Finally, oneSource services continue to support the upcoming projects and priorities in the respective councils, including the transformation programme within Havering and new operational model in Newham.