

ANNEX 1

COMMISSIONING, PROCUREMENT & COMPLIANCE

1. This report includes the performance information relating to those services which make up Commissioning, Procurement & Compliance Group i.e. Commissioning & Procurement, Compliance & Client Management.

KEY PERFORMANCE INDICATORS

2. This is the first year that performance indicators have been reported on for the Commissioning & Procurement and the Compliance element of the Service. These new indicators are in addition to the performance indicators that have been reported on for the Customer Service Centre Gateway (CSCG) contract under the Client Management element of the Service.

Key Performance Indicators for the quarter April – June 2015 are as follows;

| Objective | Annual Target | Qtr. 1 Actual | Qtr. 1 Target |
|---|---------------|---------------|---------------|
| Cashable savings from improved commissioning & procurement activities | £239,026 | £92,078 | £59,756 |
| % of spend via collaborative contracts | £3,983,773 | £883,514 | £995,943 |
| % of spend with Dacorum-based small to medium sized enterprises | £7,500,000 | £2,044,996 | £1,875,000 |
| Number of apprenticeships via contracts | 12 | 9 | 3 |
| % of spend with the Third Sector | £1,991,886 | £892,309 | £497,972 |

Cashable Savings

General Fund - Revenue

- FM Services - The Council have closed Unit B which has reduced the annual cost by £41,167.
- FM Services - The annual responsive repairs & maintenance budget for 2015/16 will be reduced saving £7k this quarter.
- IT Licences - The contract with Welldata for the info@work part of the services they provide has been cancelled which has delivered a saving of £4k this quarter.

Housing Revenue Account - Revenue

- Energy - The CCL and VAT review has delivered savings of £19,120 this quarter.

General Fund & Housing Revenue Account - Revenue

- Telephones - The new telephony rates have delivered savings of £13,666 this quarter.
- Postage - Mailmark & the enforcement of 2nd class mail have delivered £5k of savings this quarter.
- The new mobile phone rates have delivered savings of £2,125 this quarter.

Collaborative Contracts

| Collaboration | Annual Expenditure | Expenditure Type |
|--------------------------------|--------------------|-------------------------|
| Laser Energy Buying Group | £1,084,088 | Energy Supplies |
| ESPO Framework | £706,872 | Banking/ICT/Temp Staff |
| Watford Borough Council | £630,000 | Parking Enforcement |
| Crown Commercial Services | £476,987 | Vehicles/Telephones/ICT |
| Hertfordshire CC Framework | £433,918 | FM Services |
| HCA Framework | £97,655 | Property Consultancy |
| Watford/3 Rivers/Hertsmere/DBC | £53,550 | Demographic Study |
| Pfh & TPPL Framework | £42,580 | Fleet |
| Hertsmere Borough Council | £8,408 | FOI Software |

Dacorum Based SME Expenditure

| Agresso Category | Quarterly Value | Expenditure Type |
|--|-----------------|----------------------------------|
| Financial Services | £828,227 | Grants & Parish Councils |
| Works - Construction, Repair & Maintenance | £338,857 | Construction |
| Facilities & Management Services | £214,624 | CCTV |
| Arts & Leisure Services | £131,363 | Sports Trust |
| Environmental Services | £125,554 | Demolition |
| Human Resources | £70,669 | Grant |
| Building Construction Materials | £68,083 | Carpets |
| Information Communication Technology | £52,612 | Telephony & Copiers |
| Horticultural | £42,332 | Trees & Woodlands |
| Consultancy | £38,358 | Grant |
| Vehicle Management | £31,907 | Mechanics |
| Unmatched | £23,787 | - |
| Cleaning & Janitorial | £20,130 | Cleaning Materials & Maintenance |
| Highway Equipment & Materials | £15,050 | Landscaping |
| Public Transport | £12,539 | Removal Services |
| Education | £10,278 | Aerial Services |
| Catering | £6,032 | Catering |
| Housing Management | £5,800 | Grants |
| Mail Services | £3,130 | Courier Services |
| Social Community Care Supplies & Services | £2,858 | Grant |
| Stationery | £1,612 | Office Supplies |
| Clothing | £1,194 | Personal Protective Equipment |

Apprenticeships

| | |
|--|---|
| Number of apprenticeships on Osborne Total Asset Management contract | 5 |
| Number of apprenticeships on Northgate CSCG contract | 4 |

Third Sector Spend

| Organisation | Value | Notes |
|--|----------|---|
| Dacorum District Citizens Advice Bureau | £196,890 | £25k Money Advice & Support in line with SLA, £171,890 Strategic Partner Programme |
| Community Action Dacorum Borough Council | £147,780 | Strategic Partner Programme including Shopmobility & Domestic Violence Forum |
| Dacorum Sports Trust | £127,238 | £13,184 Disabled Sports Club Grant, £212,500 Dacorum Sports Trust Ltd Management Fee |
| Age UK Dacorum | £66,690 | £15k Friendship Teas, £40,900 Strategic Partner, £10k Public Health District Offer Year 1 |
| Volunteer Centre Dacorum | £63,309 | Strategic Partner Programme |
| Dacorum Heritage Trust | £58,000 | Strategic Partner Programme |
| Relate Dacorum, Watford & Three Rivers | £48,610 | Strategic Partner Programme |
| Hemel Hempstead Day Centre Ltd | £34,200 | Strategic Partner Programme |
| Herts Mediation Service | £33,730 | Strategic Partner Programme |
| Nash Mills Village Hall Association | £33,514 | |
| DENS | £20,500 | Strategic Partner Programme including Dacorum Rent Aid |
| Druglink | £15,962 | Strategic Partner Programme |
| Urban Access | £9,333 | £10,600 Strategic Partner Programme, £1,250 Dacorum Youth Group |
| The Chilterns Conservation Board | £7,309 | |
| Community Development Agency for Hertfordshire | £6,500 | |
| Sunnyside Rural Trust Limited | £5,000 | Local Food Co-Ordinator Post |
| Swan Youth Centre | £5,000 | Towards the cost of running Breathing Space |
| Dacorum Sports Network | £4,944 | |
| Hospice of St Francis | £4,800 | Towards the cost of a MOTO med seated exercise bike |
| Cruse Bereavement Care Hertfordshire | £2,000 | Towards the cost of bereavement support to Children, Young People & Adults in Dacorum |
| Samaritans of South West Herts | £1,000 | Towards the cost of training new volunteers |

COMMISSIONING & PROCUREMENT

- The Commissioning and Procurement Team continues to support the voluntary sector commissioning project which is on target to commence the tendering aspect of the project during quarter 3. A report on the commissioning of the voluntary sector will come to this Committee on 7th October.

COMPLIANCE

- A short guidance document has been produced by the team providing advice and guidance on the commissioning & procurement standing orders to support officers with their procurement activities.

The Council have received no formal challenges in relation to its commissioning & procurement activities during quarter 1.

CLIENT MANAGEMENT

Background

5. The contract for the delivery of the Customer Service Centre Gateway (CSCG) has been provided by Northgate Information Solutions UK Ltd since 5 August 2013.

Performance of the CSCG Contract

Key Performance Indicators for the quarter April – June 2015

| Call Handling | April | May | June |
|---|--------------|------------|-------------|
| % Calls abandoned | 1% | 2% | 2% |
| Target | 5% | 5% | 5% |
| % Calls answered in 20 seconds | 91% | 86% | 81% |
| Target | 70% | 70% | 70% |
| Opening Hours Actual | 100% | 100% | 100% |
| Opening Hours Target | 100% | 100% | 100% |
| Face to Face | April | May | June |
| % Customers served in 5 minutes | 72% | 75% | 74% |
| Target | 70% | 70% | 70% |
| Less than 30 minutes wait for 95% Customers | 100% | 100% | 100% |
| Target | 95% | 95% | 95% |
| Opening Hours Actual | 100% | 100% | 100% |
| Opening Hours Target | 100% | 100% | 100% |

Non-KPI Data, April – June 2015

| | April | May | June |
|--|--------------|------------|-------------|
| Average wait time | 1m 3s | 1m 47s | 2m 53s |
| Longest wait time | 22m 10s | 28m 27s | 30m 20s |
| Average call length | 3m 32s | 3m 16s | 3m 25s |
| Enquiries resolved at first point of contact | 96% | 96% | 96% |

Progress

New Layout

6. The layout of the customer service area in the Civic Centre has been changed. This now provides more room for customers to circulate with buggies and for wheelchair users. The supervisor's desk has also been relocated so that they can view the whole of the face to face operations.

Staffing levels

7. Staffing levels were increased during the busy end of year period during March, April and May.

Opening Times

8. Following consultation with the Council the telephone answering element of the service hours was reduced by 30 minutes at the end of each day as the number of callers was not sufficient to warrant the staffing provision. This change was implemented on 1st May 2015. The overall staffing has not been reduced but has been redeployed to the busier periods of the day.

Design of Customer service area for new forum

9. Input into the design of the Customer service area of the new Forum has focussed on providing more self-help equipment and providing customer confidentiality.

Stakeholder Feedback

Overall Group Managers are satisfied with the service.

10. Where the relationship between departments works well it is clear that there is a high level of interaction between Northgate and departments at many levels. Where this level of interaction is missing the resolution of issues and complaints is more problematical. The joint work done with Northgate on the end of year processes, especially the amalgamation of letters from Revenues and Benefits and Housing re rent helped to significantly reduce the expected number of calls coming in. The impact has been noticeable on the reduced number of complaints received when compared to the previous year.

Customer Feedback

11. This survey was conducted during the period January to March this year and reported on in May, using a representative sample of customers both public facing and telephone. Customers were asked during their interactions within the Customer Service Unit whether they would like to take part in the survey and 5,277 customers participated during this period.

The Survey confirmed that:

- 95% of customers were satisfied with the service provided
- 86% of customers said their enquiry was dealt with first time
- 60% of customers said the service they were enquiring about was not available online
- 43% of customers confirmed they know their service was available online

Further work to analyse what services customers could not access online is in hand.

Key Performance Indicators

12. The current KPIs reporting method for the Customer Service Unit (CSU) have been in place for some time and were established prior to the contract with Northgate.

A review of these KPIs has identified that-

- They are not the appropriate measures to allow the Council to drive improvements in the service or measure the effectiveness of channel shift.
 - They do not accurately reflect the service provided to customers.
 - Changes to the systems and way of working have impacted on the measurement of performance of the CSU.
13. The contract allows for the KPIs, Service Levels and Service Thresholds/KPI weightings to be revised throughout the term of the contract, and allows for new KPIs and Service Levels to be introduced. It has now been agreed with Northgate to change from 1st August 2015 to a number of new KPIs more appropriate to the service being delivered.
14. The new set of KPIs will give a clearer indication of the customer experience. The figures will no longer include the calls being handled through the automated systems and will focus management on ensuring the service is improved over the remainder of the contract. The new KPIs for call handling are-
- Average time for calls to be answered in the CSU measured by Netcall ACD. Target : 3 minutes 30 seconds
 - % Calls abandoned as measured in the CSU by Netcall ACD. Target: 20%
15. It has also been agreed to change the face to face KPIs to take into account the quality of the customer interaction. Wait times are more meaningful, reflect the experience of the customer waiting to be served and can be measured easily.
The new KPIs for face to face are-
- Average wait times. Target: 7 minutes 30 seconds
 - % of customers waiting more than 20 minutes before meeting with an advisor. Target: 5%.

This will reflect more accurately the customers' experience and will focus management on ensuring the service is improved over the remainder of the contract.
This will also act as a driver to-

- reduce the number of calls and visitors to CSU advisers
- make improvements to automated systems to ensure they are customer friendly, and
- promote channel shift.

CRM

16. As part of the agreement, Northgate Public Services have implemented their own CRM solution (Front Office Enterprise) for Northgate staff with cooperation from officers within the Council. This enables Northgate to read, write and develop the application in a way that meets their business need. The system is now integrated with Northgate's Revenues and Benefits system. Integration is underway with Civica Flare system and a scoping workshop has been carried out to start the integration with Orchard. Delivery of the CRM system has been delayed due to a number of factors including ensuring PSN compliance and system security. Overall, subject to no further delays we are still expecting to be able to deliver the full integration of agreed systems by December 2015