

Appendix – Responses to Procurement Questionnaire

Automatic Public Conveniences

Cars for Staff Leasing

Cleaning & Associated Services (Operational Estate)

Comensura

Community Advice Services

Consolidated Facilities Management for 160 Tooley Street

Cyclist Training

Film Locations Service

Fuel Card

IT Managed Services

Leisure Management

Local Education Partnership

Mobile Telephones and Communications

Occupational Health

Parking Enforcement

Parks Catering (Café on the Rye and Geraldine Mary Harmsworth Park catering and public toilets)

Parks Ground Maintenance Contract

Portage Home Learning

Recruitment Service for Foster Carers

Southwark Works

Taxi and Courier

Taxi-card Scheme

Universal Homecare Service

Water Efficiency

Procurement questions

Contract: Automatic Public Conveniences (APC's)

Could you give a brief description of the service provided?

Provision of two APC's – one at Camberwell Green and the other in Atwell Road, Peckham
Covers the provision and maintenance of the two APC's until 2016

What was the original reason for procuring the service?

Part of the Executive Decision dated 13th December 2005 to rationalise public toilet provision in the borough.
Recommendations include the provision of two new APC's in the locations outlined above

Would it be possible to provide this service in-house? (If not please give the reason)

No – the contract is for goods not services

Could you provide a brief assessment of the performance of the service provided? Is the service performing well?

Since the start of the contract, the APC's have generally performed well and are constructed in a way to be resistant to all but the most extreme forms of ASB

They are well used and reliable

Please could you attach the latest Key Performance Indicators for this contract

Quarterly reports on usage and availability are provided by the supplier

Please could you briefly describe the contact monitoring arrangements

See above – these are monitored by staff within Environmental Services and client/contractor meetings are scheduled if problems become apparent.

Due to the reliability of the units, monitoring meetings only take place by exception

**Provision of cars for staff leasing
Automotive Leasing, Hitachi and Lex Autolease
Contract value £3.5m
Expires 30/6/16**

Could you give a brief description of the service provided?

Eligible employees can contractually hire any appropriate vehicle over a three year period. Only environmentally friendly cars with an approved emission rating of below 130g per km will be permitted.

The car leasing scheme is available to:

- Employees who qualify for an essential car user allowance
- Employees who were in a JNC post before 1st April 2007 and since that date have been continuously employed at JNC level by the Council. JNC posts are those graded 14 and above.
- Employees who meet specific criteria to receive essential user car status based on a "Hard to fill" role (set at essential user rate)
- Employees who are "disabled" under the definitions of the Equality Act and meet specific criteria to receive essential user car status (set at essential user rate)

What was the original reason for procuring the service?

Applying the council's current staff car leasing policy. Leased cars are provided primarily to staff who are essential users to assist in the daily functions and improved performance of their role. They are also provided as an optional recruitment and retention initiative for hard to fill roles and for all staff on JNC pay rates.

Would it be possible to provide this service in-house? (If not please give the reason)

No. The Council can only source cars by going to manufacturers or dealerships

Could you provide a brief assessment of the performance of the service provided? Is the service performing well?

Currently the lease car fleet comprises of 365 cars, the service performance is performing very well, key performance indicators are being met.

Please could you attach the latest Key Performance Indicators for this contract

The client management of the contract is be undertaken by Fleet Services. A range of Key Performance Indicators have been developed to monitor suppliers and their sub-contractors across a range of operational issues and targets. The contract also includes a requirement for self monitoring and reporting by the suppliers.

The KPIs include:

- Adherence to vehicle delivery dates and times
- Compliance with vehicle specifications
- Vehicle downtimes
- Response times to information requests
- Time taken for tyre repairs.

Please could you briefly describe the contact monitoring arrangements.

The client management of the contract will be undertaken by the Sustainable Transport section.

Performance is reviewed at regular client/contractor meetings with the individual suppliers

The contract includes provision for defaulting poor performance and early termination where necessary.

Procurement questions

Question	Contract: Cleaning and Associated Services (operational estate)
Could you give a brief description of the service provided?	Provision of cleaning and associated services to council buildings. This contract has steadily reduced as buildings have been brought into the TFM contract From 1 November 2014 the remaining services within this contract were varied into the 'Consolidated Facilities Management' contract. and the contract has now been terminated
What was the original reason for procuring the service?	Procured in the early 1990's to provide daily office and specialist cleaning service to municipal buildings bringing together a plethora of unsatisfactory and unmanaged arrangements. The contract was re-procured to include the reducing schools cleaning contract in 2001.
Would it be possible to provide this service in-house? (If not please give the reason)	Services now within the TFM contract therefore response is the same as that for the main TFM contract.
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	The previous contractors have over the life of the contract delivered services to an acceptable standard
Please could you attach the latest Key Performance Indicators for this contract	Sample KPI's attached
Please could you briefly describe the contact monitoring arrangements	The contract has been managed and monitored by the CFM contract management team. Monthly contract management meetings, contractor and client audit regime and day to day issue resolution

Site	Jan Score	Feb Score	Mar Score	April Score	May Score	June Score	July Score	Aug Score	Sep Score	Oct Score	Increase Decrease	Comments	Completed By & Date
Over 80%	Between 60% - 79% = Acceptable					Below 59% = Below Target							
Ann Bernadt Nursery	87%	92%	92%	87%	87%	85%	83%	80%	98%	93%	-5%	Previous issues with fridge cleaning has been resolved.	Antoinette Agbodohu 14/10/14
Bellenden Youth Centre	80%	83%	83%	82%	85%	80%	80%	80%	82%	82%	0%	Some areas of building now closed, cleaners still on site.	Robert Fairman 16/10/14
Bournemo uth Road Cash Office	100%	98%	98%	98%	93%	85%	85%	90%	90%	98%	8%	No issues reported by client.	Grace Madupin 16/10/14
Central Adventure Playground d	93%	93%	93%	90%	90%	98%	93%	90%	88%	88%	0%	New operative on site, good standards of cleaning.	Jamie Ramsay 28/10/14
Central Adventure Trevor's Office	93%	93%	93%	90%	90%	98%	93%	90%	88%	88%	0%	New operative on site, good standards of cleaning.	Jamie Ramsay 28/10/14
Damilola Taylor Centre	77%	80%	80%	80%		80%	83%	83%	83%	83%	0%	No issues reported by client .	A. Betancurt 28/10/14

Dog Kennel Hill School	53%	60%	60%	60%	60%	50%	58%		60%	53%	-7%	Yolanda and Ron had called for a meeting to raise some cleaning issues, A.B and K.X attended and agreed to send periodic team and cleaners over half term to improve areas of concern.	Yolanda Houston 16/10/14
Dulwich Library	80%	83%	80%	78%	78%	80%	80%	83%	78%	80%	2%	A.B has discussed with Wendy issues with Alarm not being set by staff when they leave building.	Wendy Siemaszko 14/10/14
Education Library Services	90%	90%	90%	92%	90%	92%	93%	93%	95%	97%	2%	No issues reported by client.	Brian Cape 13/10/14
Education Support Centre	83%	83%	87%	87%	88%	80%	73%	80%	80%	78%	-2%	Client wasn't sure about arrangements for fridge cleaning so we cleaned again over the half term.	Catherine Verrinder 23/10/14

Grove Vale library	80%	80%	80%	82%	82%	82%	80%	80%	80%	80%	0%	Good level of service, no complaints made by client.	Gundula Wagener 22/10/14
Kingswood Library	90%	90%	90%	90%	90%	90%	85%	85%	85%	85%	0%	New dispensers on site, client to arrange for fitting.	A. Betancurt 28/10/14
Lordship Lane	78%	78%	80%	80%	80%	82%	82%	80%	78%	80%	2%	More attention needed to light switches and areas where dust collects, A.B to meet operatives and discuss how to improve.	Elaine Thomas 27/10/14
Nunhead Library	92%	83%	83%	80%	80%	78%	80%	80%	78%	78%	0%	Operative to improve cleaning at toilet areas and re-fill dispensers on a daily basis.	Meno Jacob 21/10/14

Register Office	82%	83%	83%	83%	80%	80%	73%	80%	80%	80%	0%	Building didn't have proper place to store supplies, A.B to meet Jaskirn and discuss alternatives.	Gaskin Chary 24/10/14
Summerhouse	83%	83%	83%	83%	88%	88%	88%		80%	80%	0%	Client has No cleaning issues reported by client.	A. Betancurt 27/10/14
Thomas Carlton Centre	85%	85%	85%	85%	82%	72%	80%	80%	82%	82%	0%	Ade has reported that cleaners are not washing bins regularly. A.B had meet client to discuss procedure to re-line or wash bins when necessary.	Adebola Adeleke 24/10/14
Copeland Road	97%	97%	97%	97%	97%	97%	95%	95%	97%	95%	-2%	No issues reported by client.	Eddie Henry 17/10/14
Grove Nursery	78%	80%	80%	80%	80%	80%	78%	80%	82%	80%	-2%	No cleaning issues reported by client.	Richard Norfolk 24/10/14

Willowbank	62%	62%	78%	80%	78%	78%	78%	78%	80%	80%	0%	No issues reported by client, A.B has spotted need of new equipment needed and will be ordered in November stores.	A. Betancurt 27/10/14
Fred Franc	80%	80%	83%	83%	83%	83%	80%	80%	80%	80%	0%	New Site Manager Sharon Espinoza has reported consumables overstock and to stop ordering for next months, also inform that building will be closed soon.	A. Betancurt 27/10/14
Kingswood House								80%	80%	80%	0%	New contract started 28th July 2014, Janice is happy with service provided.	A. Betancurt 27/10/14

Procurement questions

Question	Contract: Agency – Comensura
Could you give a brief description of the service provided?	Comensura act as a managed service provider they do not supply workers direct. But seek agency workers from a variety of vendors; with assignment opportunities posted simultaneously to a tiered supply chain. Decisions on worker engagement are made by council ordering based on a worker's potential match to Southwark's requirements.
What was the original reason for procuring the service?	The initial contract ran from April 2006. Prior to that there were no common standards on the engagement of agency workers or scrutiny of suppliers. No management of agency costs. Poor management information. With the introduction of the Agency Worker Regulations vendors' and hirer's responsibilities towards agency workers are underwritten by explicit legal requirements. With significant support from Comensura, the council successfully fulfils its responsibilities. This is, however, a complex area requiring vigilance and there are real risks of legal challenge if we get things wrong
Would it be possible to provide this service in-house? (If not please give the reason)	<p>The option to run in-house has been discounted for a number of reasons, principally–</p> <ul style="list-style-type: none"> • This would require internal investment to form and manage contractual arrangements with vendors (agencies). • The council does not have in-house expertise or status in the agency market to liaise with vendors and manage the full range of responsibilities that derive from the Agency Worker Regulations. • It would create a significant risk in losing controls on agency usage and costs. • Any cross organisation coordination would require considerable investment and development of related IT systems
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	This is an extensively used service, which attracts few complaints. Where occurring, most issues are around non compliance of vendors – rather than Comensura. There are few occasions where workers can't be sourced; IT systems work effectively, costs remain competitive.
Please could you attach the latest Key Performance Indicators for this contract	Comensura provide a mix of management information, i.e. around usage and information against KPIs. KPIs are various and are either quarterly or annual. These are shown below.

Please could you briefly describe the contact monitoring arrangements	<p>Monthly phone contact – Client Officer & Relationship Manager (Comensura)</p> <p>Quarterly face to face meetings – Client Manager & Relationship Manager (Comensura)</p> <p>Annual review meeting including HR Director & Chief Executive of Comensura.</p> <p>Monthly &/or quarterly KPIs.</p> <p>Relationship Manager undertakes ad hoc meetings with managers on the contract – rather than “issues” - several this year.</p>
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Link to Q2 monitoring data

<..\Agency\Contract 14 onwards\Clienting\Mstar Q2 2014-15.pptx>

Quarterly – Key Performance Indicators

Vendor audits	<p>All (100%) Panel Vendors are audited over a rolling 12 month period with quarterly reports to the Customer.</p> <p>Legal and regulatory obligations are met by Panel Vendors who are available to supply. This includes compliance with the Conduct of Employment Agencies & Employment Business Regulations 2003, all anti-discriminatory legislation and the Agency Worker Regulations.</p>
Vendor compliance	<p>All (100%) Panel Vendors have current signed agreements accessible to the Service Provider.</p> <p>All (100%) panel vendors to have current insurances to specified levels accessible to the Service Provider.</p>
Fulfilment rates	<p>% of requested assignments which have been filled in given period, per specialism. Against standards set out in the SLA.</p>
Minimise order cancellations	<p>% of agency worker bookings cancelled by the Service Provider or the Council, due to agency workers being unavailable or of insufficient quality. To achieve fulfilment rates set out in the SLA</p>

All workers in agency roles, identified by the Council as subject to safeguarding requirements, to be supplied with appropriate qualifications, pre-employment checks, skill and competencies for each vacancy in accordance with Safeguarding Plus service	100 % compliance with the Safeguarding Plus service.
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Annually - Key Performance Indicators

The Service Provider ensures the achievement of vendor neutrality, quality & responsiveness	Vendor neutrality is sought by the Supplier on 100% of orders placed, (excludes those where a single vendor agreement has been agreed). % of service & quality issues resolved on time as set out in SLA % of order confirmations received within as set out in the SLA
Time to fill	Average length of time in days taken to fill an assignment, overall and per specialism. Against standards set out in the SLA.
Systems downtime (including ordering telephone line)	How many days planned and unplanned downtime. Against standards set out in the SLA.
Guaranteed savings	A minimum average saving of 5% on the baseline charge rate. Overall per job category.
Health & safety policies	100 % compliance with the Panel Vendor Agreement. Measured via audits by the Service Provider
Maximizing Council staff's usage of the system	Accurate on line training system to be available continuously.

Procurement questions

Question	Contract:
<p>Could you give a brief description of the service provided?</p>	<p>Community advice services: generalist advice to Southwark residents on the western side of the borough, comprising the following elements:</p> <p>Advice in the following areas:</p> <ul style="list-style-type: none"> • Benefits and Tax Credits • Debt and Money Advice • Consumer Goods and Services • Housing and Homelessness • Utilities and Communications • First stage legal advice <p>Basic information and signposting in the following areas:</p> <ul style="list-style-type: none"> • Immigration • Employment • Financial Services and products • Tax and insurance • Education • Relationships and Family • Domestic Abuse • Community Safety • Pensions
<p>What was the original reason for procuring the service?</p>	<p>Although not a statutory requirement, the council commissions these services to provide a safety net to Southwark residents who are vulnerable due to:</p> <ul style="list-style-type: none"> • Lack of knowledge of rights and responsibilities • Income poverty • Changes to benefit entitlement and welfare reform • Homelessness and risk of homelessness • Educational disadvantage • Discrimination in access to services and employment • Illness, disability and incapacity for work • Language barriers • Non-engagement with statutory services • Having unmanageable debt and unaffordable credit
<p>Would it be possible to provide this service in-house? (If not please give the reason)</p>	<p>Bringing the services in house was not an option because it is essential that the services commissioned are independent of government. A key objective is that the services are able to support residents to clarify and where appropriate challenge public body decisions.</p>
<p>Could you provide a brief assessment of the performance of the service provided? Is the service performing well?</p>	<p>Monitoring data is satisfactory, consistent and is provided in a timely manner and indicates that the organisation is meeting its targets.</p>

<p>Please could you attach the latest Key Performance Indicators for this contract</p>	<p>See part A monitoring form for quarter 2014-15 attached.</p>
<p>Please could you briefly describe the contact monitoring arrangements</p>	<p>Quarterly monitoring reports are provided. These provide service delivery data covering outputs and outcomes.</p> <p>The provider is also required to provide additional information such as collated user feedback and minutes of board meetings.</p> <p>In addition there is an annual monitoring visit to look at looking at the following areas including governance, financial management and controls, employment and staffing practices, compliance with quality mark standards, accessibility and confidentiality, service planning and review and premises.</p>

**Part A Service Delivery Monitoring:
Generalist Advice**

Blackfriars Advice Cen

*Please update and enter mo
July - September 2014*

1. Overall Number of Service Users

Month	July	August
Number of people assisted:		
Clients seen face to face at each delivery point (each delivery point to be specified and listed separately):		
Drop In	711	589
Preventative/One-Off work	489	319
Sub-total		
Clients receiving advice or information by telephone:	N/A	N/A
Clients seen at Outreach - Each location to be specified:		
Home visit, other voluntary org, Law centres:	0	0
Rockingham Community Project	13	5
Southwark Irish Pensioners Project	0	0
Southwark Travellers Action group	1	1
Paxton Green Health Centre	0	0
Somali Refugee Community Group	1	3
Bromley Mortgage Rescue Scheme	16	4
Southwark Housing Options	0	0
Rights Reach Project	186	126
Sure Start	7	10
County Court Drop In	11	14
LBS Language Services	198	139
Clients advised by Email	42	29
Clients assisting with accessing 'My Southwark'	8	7
Self-help	151	108
MONTHLY TOTAL:	1834	1354
Total number of unique clients seen in quarter		

2. Main Subject Areas of Enquiry

MAIN SUBJECT AREA OF ENQUIRY	Stage 1	Stage 2
Welfare benefits / tax credits	872	203
Housing and homelessness	637	124
Debt / money	804	329
Employment	219	58
Immigration	176	35
Consumer	63	12
Criminal	13	0

Land and Environment	8	0
Legal, including personal injury	9	1
Health & Community Care	18	7
Tax / insurance	39	7
Utilities / communications	15	4
Discrimination	1	1
Relationships & Family	27	2
Financial services/products/Money Guidance	7	2
Education	24	4
General	5	0
Domestic Violence	5	3
Mental Health	0	0
Pensions	0	0
Public Law	1	0
Other	75	12

3. Outcomes

Outcome area	Amount
BENEFITS	
Housing benefit/Council tax benefit	135,063.49
Other means tested benefits	52199.72
Welfare benefits	67,570.56
Disability and incapacity for work	211092
Tax Credits	319,745
Tax recovered	1,086.10
BENEFIT & TAX SUB-TOTAL	786,756.77
Grants, including charities	4528
Consumer compensation (goods & services)	1919
Other Financial gains	51332.65
Ombudsman compensation	200
COMPENSATION SUB-TOTAL	57979.65
Employment – tribunals	
Employment compensation - other (e.g. negotiated settlements)	27382.79
Other employment outcome – reinstatement, reference obtained)	
Discrimination case (state grounds)	
EMPLOYMENT SUB-TOTAL	27382.79
Total Financial Gains	872,119.21

Outcome area	No of clients	Amount
Benefit overpayments	53	231,115
Rent arrears	72	199,051
<i>Mortgage arrears</i>	8	385,919.95
Council Tax	77	101,435.16
Utilities	35	32,760.56
Other Priority Debts	21	50,491.08
Credit/unsecured	141	1,464,893
Total Priority Debt Managed	245	1,000,772.70
Total Non-priority Debt managed	141	1,464,893
Debt Written Off	14	25,530.87
Sum in IVA/AOs & DROs	1	8,626
Sum in Bankruptcy		
Debt Managed Through Insolvency Procedures	1	8,626
Total Debt Managed	401	2,499,823

Outcomes: Non-financial

Nature of outcome	
HOUSING	
Supported with accessing housing	57
Possession prevented: council tenants	111
Possession avoided:	
Homeowners/leaseholders	7
Possession avoided: private tenants	67
Possession suspended	23
Suspended eviction warrants	7
Council Tax enforcement avoided	41
Housing disrepair	77
Other tenancy matters - succession	
Homelessness decision challenged successfully	2
Other	283
LOST CONTACT	
Family reunion	0
IMMIGRATION	
British Nationality granted	2
Indefinite leave to remain granted	1
Exceptional leave to remain granted	
Immigration Other	28
Right to enter/stay	5
Immigration status Improved	4
Other Outcome	147

4. Profile of Service Users

Age of service user

Age range	
0 - 16	11
17 - 24	123
25 - 34	375
35 - 49	964
50 - 64	624
65+	146
Did Not Answer	190

Gender of service user

Number of male clients assisted	896
Number of female clients assisted	1506
Did Not Answer	31

Disability (self defining)

Number of clients answering "yes" to the question: "Do you have a disability?"	733
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Postcode Count

Postcode	Number of clients cont.	Postcode cont.
SE1	315	SE17
SE4	12	SE19
SE5	531	SE21
SE8	17	SE22
SE11	56	SE23
SE14	24	SE24
SE15	365	SE26
SE16	110	
<i>Non-Southwark</i>		467

Ethnicity

ETHNICITY	No of clients
White	
Welsh / English / Scottish/ Northern Irish / British	245
Irish	27
Gypsy or Irish Traveller	6
Other White Background	188
Mixed	
White and Black Caribbean	25
White and Black African	19
White and Asian	8
Any other mixed background	104
Asian or Asian British	
Indian	15
Bangladeshi	55
Pakistani	10
Chinese	21
Any other Asian background	51
Black or Black British	
African	716
Caribbean	275
Any other Black / African / Caribbean background (please specify)	51
Other ethnic group	
Polish	14
Portuguese	7
Latin American, Spanish etc	334
French African	7
Eastern European	27
Other: Turkish etc	30
Did Not Answer	37
Other:	161

5. Referrals & signposting

Incoming/Outgoing

Referrals from/to	Number referred in	Number referred out
SLAN Partners		
Southwark Law Centre		
Cambridge House LC	1	4
SHP		
SCABx		
AAAS		3
St Giles Trust		
SRP		
Credit Union		
Southwark Works		
BAC	19	
Inspire Parenting Programme	1	4
Blackfriars Settlement	2	1
Bede House		2
Rightfully Yours		2
Other	3	14
Signposting		
Private solicitors		12
Other		9

6. Non core data

Language needs: Advice in Community Languages Contract ONLY

Service Users' First Language	Number of individuals assisted by in-house language speakers	Number of service users for whom translation services required
Albanian		
African Other		
Amharic	1	
Arabic	6	
Bengali	10	
Cantonese / Mandarin (Chinese)	8	
Farsi		
French	4	
Gujarati	1	
Hungarian		
Italian	2	
Latvian		
Lingala	1	
Other East European		
Polish	6	
Portuguese	7	
Romanian		
Russian	1	
Somali	17	
Spanish	234	
Tamil		
Tigrigna	3	
Turkish	19	
Ukrainian		
Urdu	3	
Vietnamese	5	
Other	56	
Total	384	

Housing Tenure

Type of housing tenure	No of clients
Private rented	557
Council/Social Landlord	1148
Leaseholder/Freeholder	160
Homeless	68
Living with friends or family	211
Did not answer	122
Other	167

Economic Status

Economic Status

Carer	48
Temporary employment	49
Government Work or Training Scheme	0
In Training or Education	6
Student	64
Other	30
Registered Unemployed	635
Retired	175
Self Employed	73
Unfit for Work	265
Working Full Time (over 30 hours)	314
Working Part Time	497
Maternity Leave	30
Sick leave	38
Did not answer	209
Total Clients	2433

Site



Month/period/year

September	Total
840	2140
350	1158
N/A	N/A
0	0
3	21
1	1
0	2
1	1
5	9
8	28
0	0
122	434
41	58
19	44
123	460
35	106
7	22
194	453
1749	4937
	1582

Stage 3
8
8
43
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Number of clients cont.	
	396
	17
	7
	77
	16
	14
	9

Procurement questions

Question	Contract: Consolidated Facilities Management for 160 Tooley Street (TSFM)
Could you give a brief description of the service provided?	Provision for bundled, Total Facilities Management (TFM) facilities management services to 40 of the councils major operational buildings. Services include repair and maintenance to services and building fabric, cleaning, security and vending. LLW paid to all staff working on this contract. The contract runs to 2018 with extension available to 2020.
What was the original reason for procuring the service?	To replace and consolidate a significant number of outsourced service contracts and arrangements with a TFM services contract. Introducing innovation and cost certainty to maintaining our buildings in a clean, safe, healthy and compliant manner. Supporting targeted investment in the estate with reduced management overhead, co-ordinated management information and building related data.
Would it be possible to provide this service in-house? (If not please give the reason)	Not recommended. The breadth of services and required sub contracting arrangements are generally more economically and effectively delivered by specialist TFM delivery companies that have a depth of resources and their own supply chains able to flex with the requirements of the councils evolving operational estate.
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	The current contractor is performing in line with expectation
Please could you attach the latest Key Performance Indicators for this contract	Sample monthly contract monitoring report attached.
Please could you briefly describe the contact monitoring arrangements	The contract is managed and monitored by the CFM contract management team with support from the CFM technical services team. Monthly contract management meetings, six monthly and annual contract reviews, contractor and client audit regime and day to day issue resolution

August 2014



Monthly Client Liaison Report

Monthly Liaison Report - Performance Dashboard

August 2014



Site: Contract Overall

Management & Customer Service				
Statutory Inspections	Regulations Adherence	Customer Satisfaction	Response To Complaints	Reporting
<p>100%</p> <p>Trend: ◀ ▶ Target: 100%</p>	<p>100%</p> <p>Trend: ◀ ▶ Target: 100%</p>	<p>Trend: Target: 95%</p>	<p>100%</p> <p>Trend: ◀ ▶ Target: 95%</p>	<p>100%</p> <p>Trend: ◀ ▶ Target: 95%</p>
Hard Services				
PPM Completion	Remedial Reporting	Response Times	Quality Assurance	Quote Response
<p>98%</p> <p>Trend: ▼ Target: 100%</p>	<p>100%</p> <p>Trend: ◀ ▶ Target: 95%</p>	<p>Attend: 64%</p> <p>Temp Fix: 57%</p> <p>Perm Fix: 62%</p> <p>Trend: ▼ Target: 95%</p>	<p>Trend: Target: 95%</p>	<p>100%</p> <p>Trend: ◀ ▶ Target: 95%</p>
Soft Services				
Cleaning Audit	Pest Control Delivery	Internal Waste Audit	Security Audit	Security Incidents
<p>92%</p> <p>Trend: ▲ Target: 95%</p>	<p>No Work Orders</p> <p>Trend: ▲ Target: 95%</p>	<p>99%</p> <p>Trend: ▼ Target: 95%</p>	<p>Lock Down: 100%</p> <p>Passes: 100%</p> <p>Trend: ▲ Target: 95%</p>	<p>100%</p> <p>Trend: ◀ ▶ Target: 95%</p>
Security CCTV	Mail Service	Vending Uptime	Reception Services	Response Times
<p>100%</p> <p>Trend: ◀ ▶ Target: 95%</p>	<p>100%</p> <p>Trend: ◀ ▶ Target: 95%</p>	<p>100%</p> <p>Trend: ▲ Target: 95%</p>	<p>100%</p> <p>Trend: ◀ ▶ Target: 95%</p>	<p>Attend: 68%</p> <p>Temp Fix: 71%</p> <p>Perm Fix: 68%</p> <p>Trend: ▼ Target: 95%</p>



That's intelligence

KPI Rectification Activities

<i>Pass%</i>	<i>Volume</i>	<i>KPI</i>	<i>Building (s)</i>	<i>Detail</i>	<i>Action</i>
98%	131/142	PPM completion	All	The score for PPM completion is calculated on an individual site basis. An average is then calculated based on the scores from each site. In August we have scored 98%, equal to July. This differs from a score based on volume.	Maximo training received. Looking at review of retrospective data and implementation for future.
61%	375/615	Response times (Hard Services)	All	Response rate has fell from 70% in July. Since taking over procurement we have focused on clearing a backlog of old jobs that has impacted on this months reactive scores.	Ensure backlog is cleared to restore reactive focus. Still awaiting date for scheduled amendment to Maximo for correct SLA information.
92%	N/A	Cleaning audit	All	A fall of 1% from July's score. Tooley Street, QR 1 & QR 3, Curlew House and Talfourd Place all scored below the threshold.	Ensure audit results are passed on to cleaning teams.
69%	116/168	Response times (Soft Services)	All	Down 13% from July. Maximo SLA times have had a large impact on this months scores.	Still awaiting date of scheduled amendment to Maximo to redress SLA issue.

Key Focus Areas

Disappointingly after a strong improvement last month we have now seen a fall in the response times for services (both Hard & Soft). This seems to be partly due to the continual issue of 'out of scope' requests that sit on the system with their original SLA targets attributed to them, which makes it impossible to pass some jobs. We are still awaiting the necessary amendments to be made in Maximo in order to make these SLA timescales more accurate.

Key Initiatives

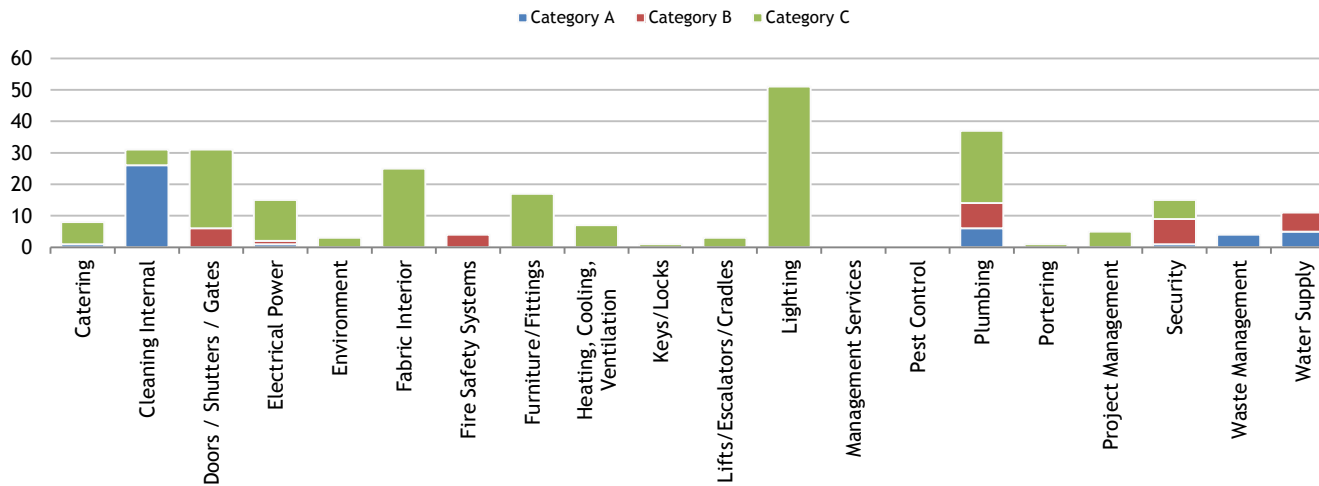
The Customer Excellence training report on the improvement ideas is still in progress, as we await the suggestions from the final group. This should be completed for next months meeting.

A QSHE activity overview was completed in preparation for a BSI audit in the first week of September.

Reactive Work Orders By Service

Contract Overall

Commentary



This is the fifth month that we have a full picture of the tasks logged across the contract.

There is a significant spike in Lighting tasks logged. The majority being faults or bulbs requiring changing.

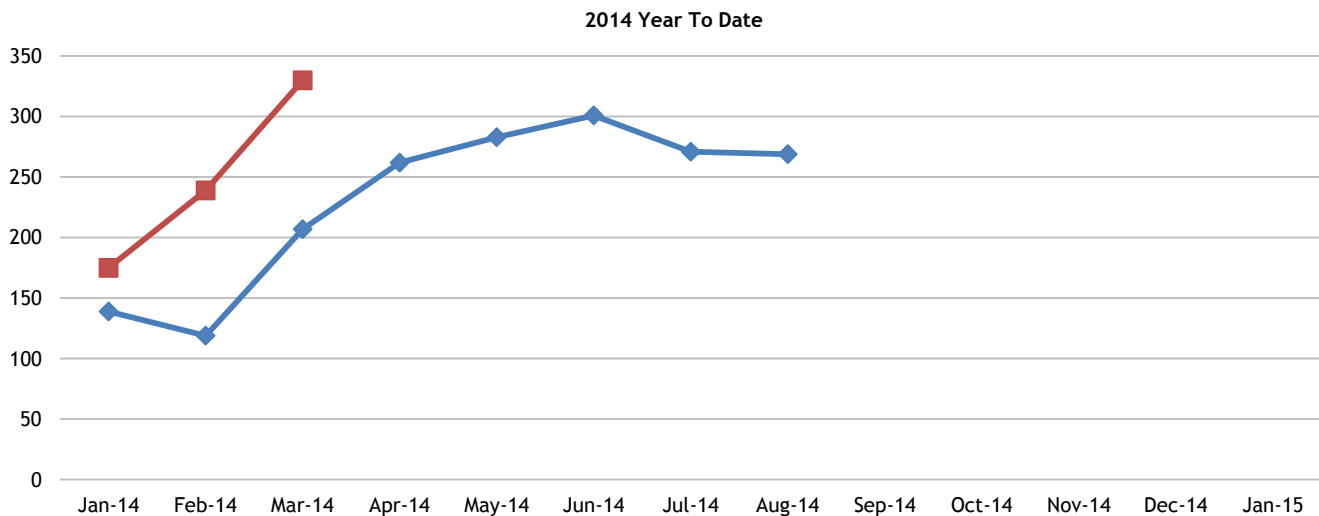
Over 50% occurred at Tooley Street, with Queens Road, Canada Water Library and 47 East Dulwich equally sharing the second highest share.

There was also a significantly high number of plumbing tasks logged; the majority are a mix of blockages in both toilets and sinks, as well as a significant minority of faulty flush mechanisms, minor leaks and tap repairs.

However, blockages of sinks and toilets are by far the biggest sub categories - 50% were at Tooley Street while the other highest numbers were from Talfourd Place and Peckham Library.

Reactive Work Orders Volume Trend

Commentary



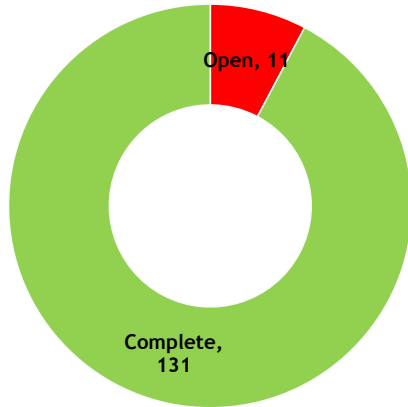
The blue trend line now shows all tasks logged across all sites. The red line demonstrates total tasks logged while we were operating two systems and is now left for historic purposes.

As the blue line shows, there has been a slight decrease in the volume of tasks logged in August compared to July - 269 compared to 271 respectively.

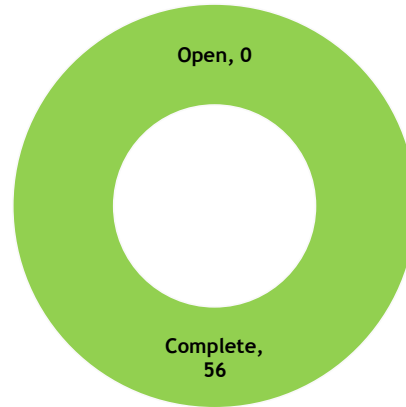
This downward trend should continue due to our improved PPM process.

PPM & Statutory Work Orders In Month

PPM Tasks - Contract Overall



Statutory Tasks - Contract Overall



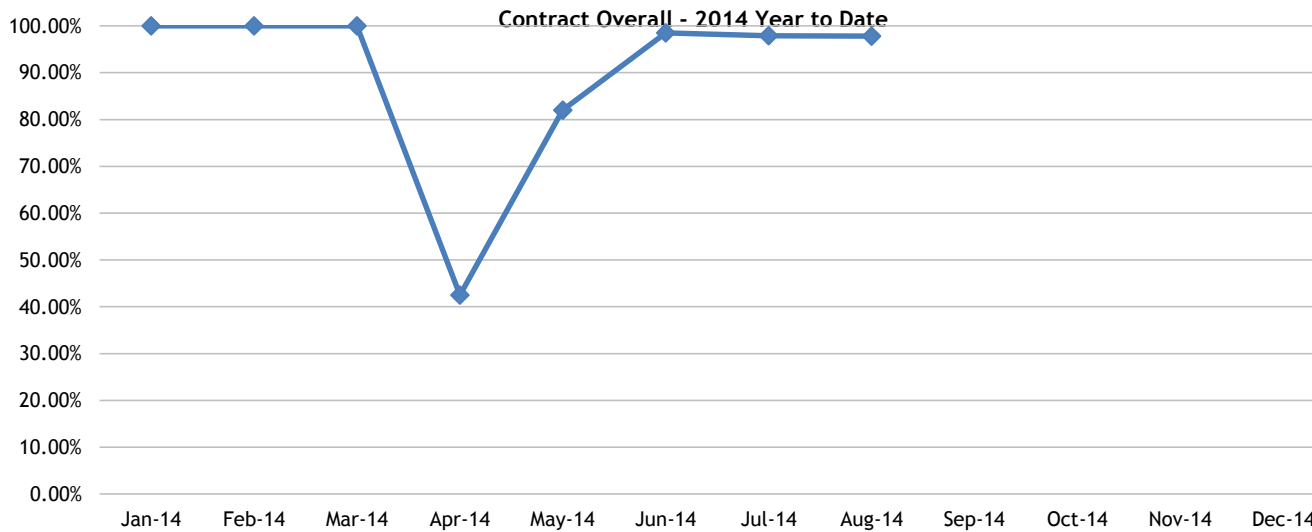
Commentary

The statistics show information for all sites.

There were no statutory tasks left uncompleted in August.

Of the 11 open PPM tasks, 10 were from Tooley Street, with the remaining 1 at Talfourd Place. The small amount left uncompleted were due to the engineers awaiting a response on maintenance best practice.

PPM Completion Trend



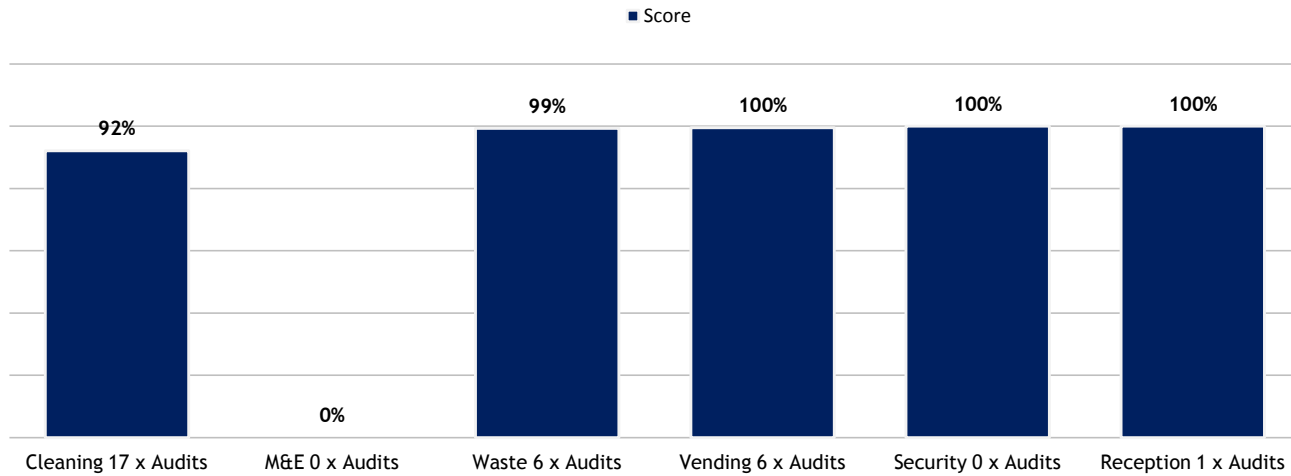
Commentary

There has been an equal PPM completion rate across the contract from July to August 2014.

We have reduced the number of PPM's left uncompleted this month by 50% from July.

Consecutive monthly high scores demonstrates the strong position we are now in to deliver our PPM targets across the estate.

Service Audit Volumes And Scores



Please click here for the full [Audit list](#)

Commentary

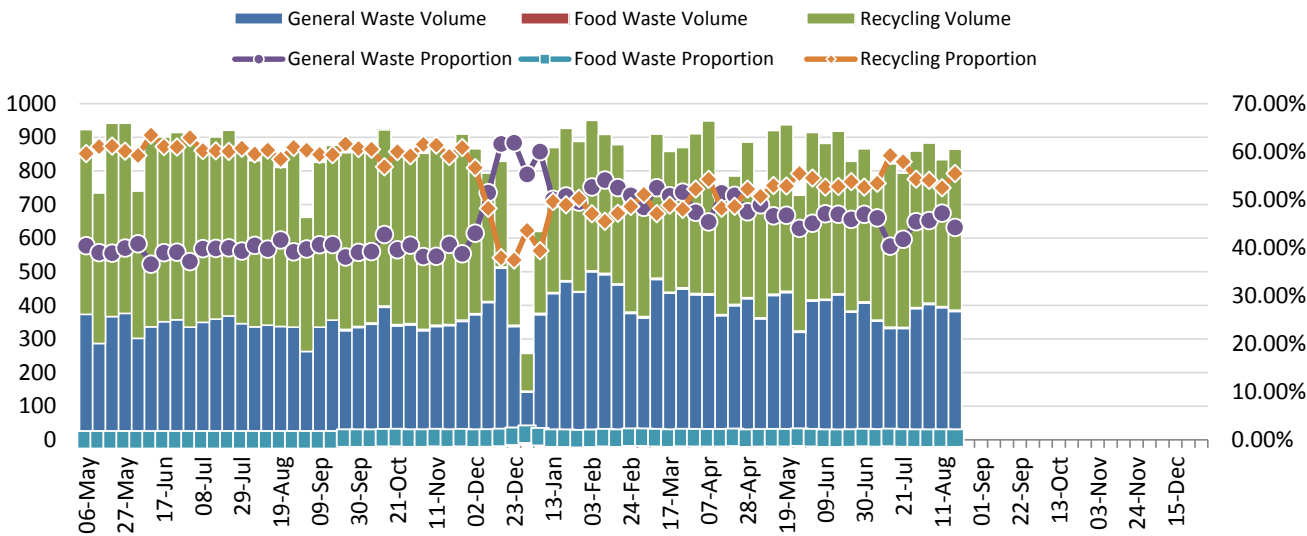
In August we have equalled or bettered our score from July across four of the six service lines; Cleaning, Vending, Security and Reception. We had a very small decrease of 1% in waste audits.

We failed to complete any M&E audits this month which is something will need to rectify in September.

Two audits were completed by the client team this month, at Curlew House and Talfourd Place; scoring 87% and 90% respectively.

The new cleaning audit form for the wider estate has now been distributed to the CFM's and has been put into circulation with their teams. The initial feedback for the forms has been positive from the Client Officer's.

Environment - Waste Volumes - Tooley Street Only



Commentary

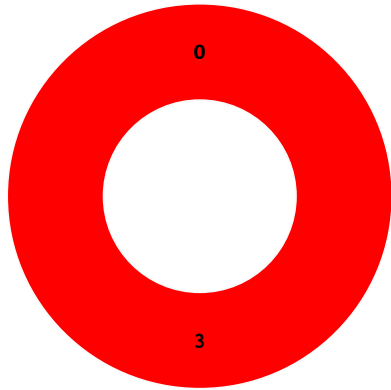
General waste volumes have seen a small increase from July in August.

The volume of recycling waste still remains as the higher proportion.

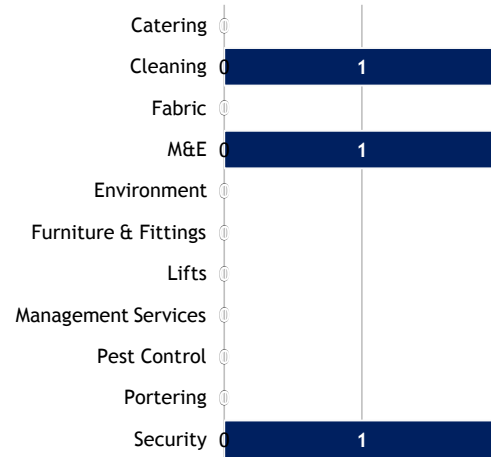
Meanwhile the volume of food waste collections remains stable at between 3 and 5 bins on a weekly basis.

Customer Comments & Complaints

Complaints Service Delivery Failures Compliments



Open Complaints Closed Complaints



Commentary

We received three complaints across the sites for the month of August:

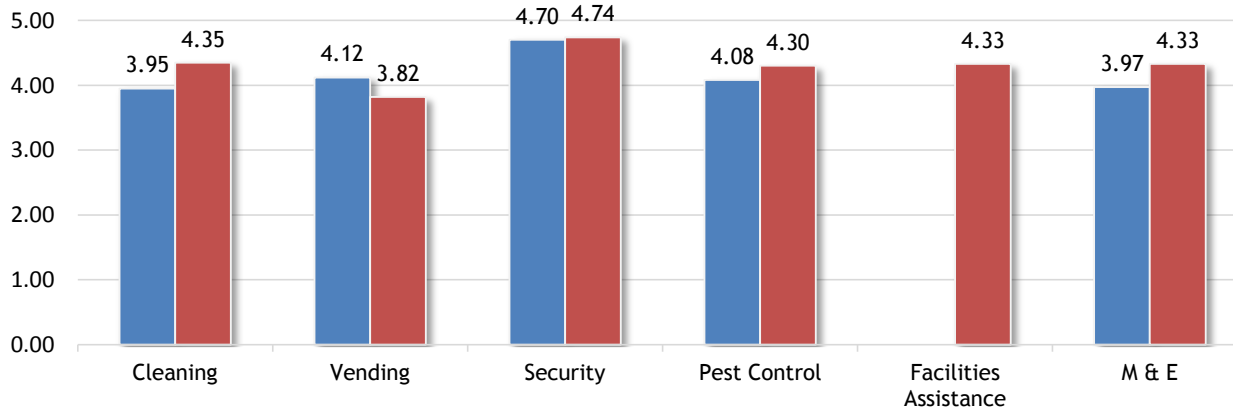
- 1) This was due to a lack of cleaning of the 5th floor furniture.
- 2) A failure to fix holes in the roof at Curlew House within an acceptable time frame.
- 3) The Security Officer at Peckham Library arrived late for his shift.

We have identified no service delivery failures across the sites for the month of August.

We also did receive two compliments for the excellent customer service of the Security Guard at Walworth One Stop Shop. However this does not show in the results as the site is not captured in the monthly reporting.

Customer Satisfaction - Queens Road and Tooley Street Only

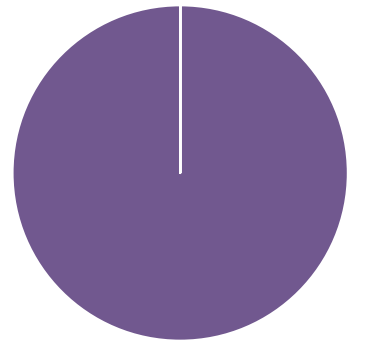
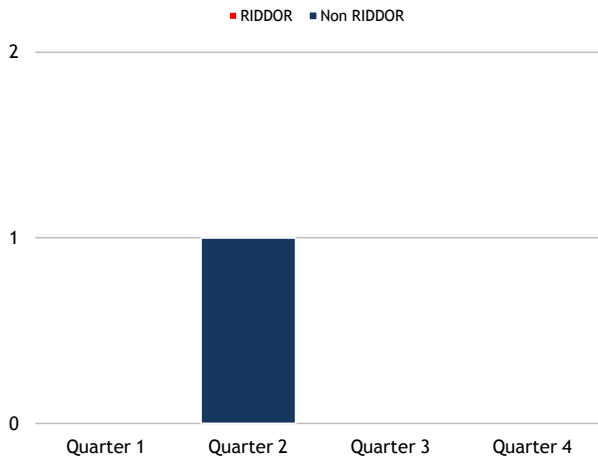
Tooley Street Queens Road



Commentary

Following October's survey at both sites, the next survey will take place around the same time in 2014.

Health & Safety Accidents (Year To Date Cumulative)



- Slip / Trip
- Manual Handling
- Use Of Tools / Substance
- Other
- Fall
- Hit Against Object
- Hit By Object

Commentary

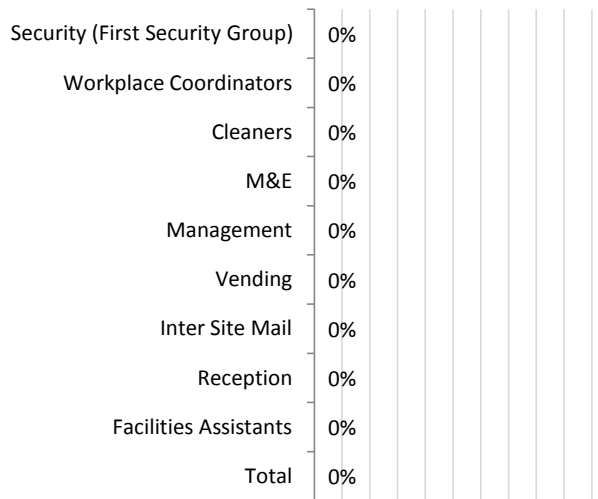
The graph shows year to date information.

We have had no recorded accidents for the contract in the month of August 2014.

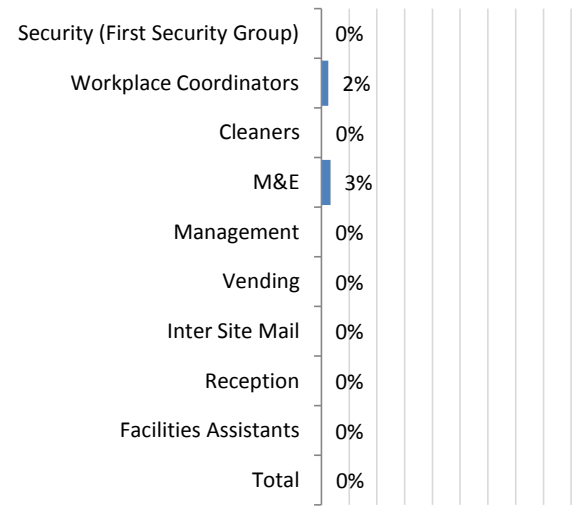
People - Starters & Leavers

Commentary

■ Turnover Rate By Team - Current Month



■ Turnover Rate By Team - Year to Date



There have been no changes to the team's personnel in August 2014.

The team is now well resourced and showing good stability.

Top 5 Contract Issues & Risks

Commentary

The last recorded update of the Risk Register was in January 2014.

No	Type	Title	Update	Owner	Exp'd End	Actual End
1	Risk	Key staff leave / unavailable at short notice.	Probability and Impact scores assessed and responsibility allocated. Mitigations not yet reviewed.	Joint	N/A	N/A
2	Risk	Addition of buildings and / or services cause issues with relationship (meeting key dates, non-delivery, etc)	Probability and Impact scores assessed and responsibility allocated. Mitigations not yet reviewed.	Joint	N/A	N/A
3	Risk	Plant and equipment failure.	Probability and Impact scores assessed and responsibility allocated. Mitigations not yet reviewed.	Interserve	N/A	N/A
4	Risk	Key staff leave / unavailable at short notice.	Probability and Impact scores assessed and responsibility allocated. Mitigations not yet reviewed.	Interserve	N/A	N/A
5	Risk	Continued KPI failure.	Probability and Impact scores assessed and responsibility allocated. Mitigations not yet reviewed.	Joint	N/A	N/A

Please click here for the full [Risk Register](#)

Significant Events & Incidents

Commentary

There were two recorded incidents during August.

No	Cat.	Event Description	Measures To Rectify	Incident Owner	Status	Close Date
1	Minor	Fire Brigade called at QR	None	POB	Closed	05-Aug
2	Minor	Ambulance called for a Southwark member of staff who was ill.	None	OO	Closed	21-Aug

One incident occurred at Tooley Street; An ambulance was called to site for a member of staff who was ill and was safely transported.

One incident occurred across the wider estate; At QR the Fire Brigade were alerted to a bonfire out of control in a neighbouring property.

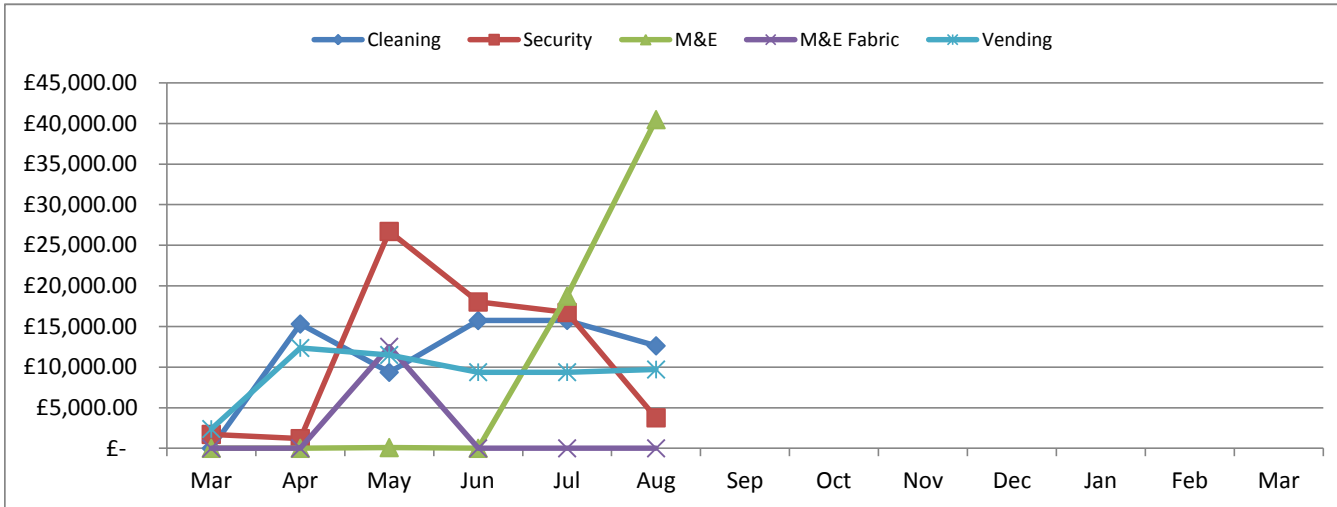
Monthly Liaison Report

August 2014

Please Select Site from Contract Overall



Finance



Commentary

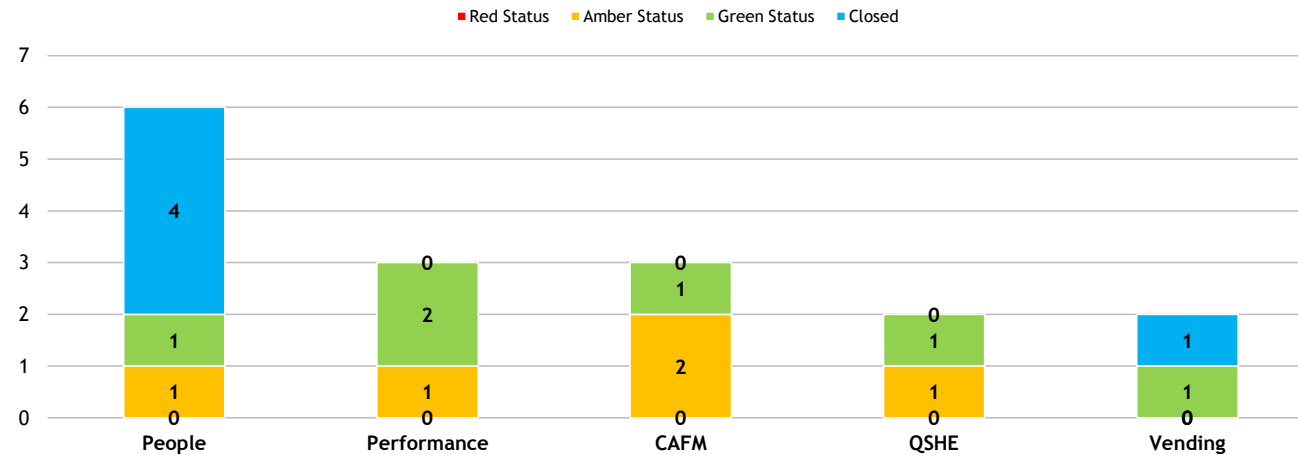
Security has fallen significantly as we are now almost completely caught up on previous uninvoiced requests.

Cleaning includes c.£10k for building surveyors which has previously prior to last month been allocated in M&E.

Vending has remained at a similar level as the impact of the new coffee beans is yet to be realised.

A large proportion of the M&E cost is due to the works to the Emergency Planning room at Tooley Street c.£26k.

Continuous Improvement Plan Update By Status & Section



Commentary

There has been no changes on the Continuous Improvement Plan from July to August.

We are still in the process of collating a report following the Customer Service Training that will include all the proposals put forward by our team throughout the training, which will be inclusive of an action plan for the implementation of those ideas that will help us better our service.

Please click here for the full [Continuous Improvement Plan](#)



That's intelligence

Monthly Liaison Report

August 2014

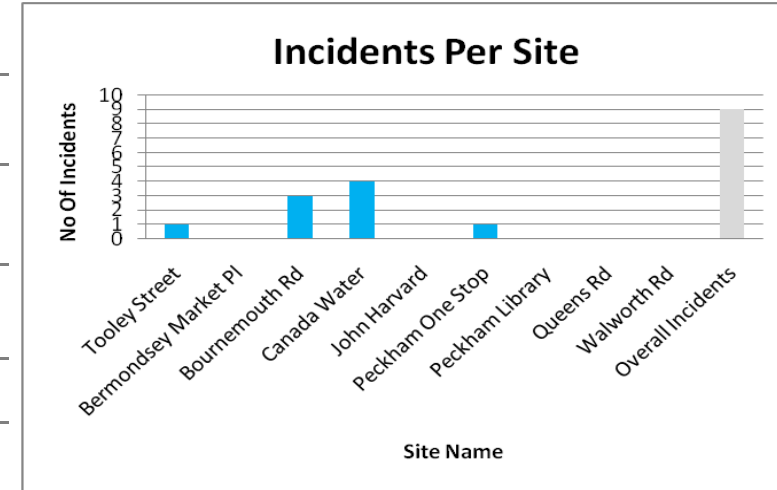


Significant Events & Reported Incidents

No	Cat.	Event Description	Location	Incident Owner	Status	Date
1	Minor	SC staff Member felt weak. S/S attended as first aid, ambulance called.	Tooley Street	Osaro Osaldor	Closed	
2	Minor	A member of the public had been issued a book which set off an alarm when she went to leave the premises. She became aggressive and the Police were called.	Canada Water Library	Joe Egbe	Closed	
3	Minor	S/O on site was made aware of an attempted burglary of a bicycle near the library. Police were called and a description given to them.	Canada Water Library	Joe Egbe	Closed	
4	Minor	Customer wished to use the lift before 1200hrs, was asked politely not to. She began shouting; police were called and removed her from site.	Canada Water Library	Mark Jackson	Closed	
5	Minor	Argument between 2 customers over noise levels. S/O went to defuse the situation, one customer left; the other was spoken to by the Duty Manager.	Canada Water Library	Joe Egbe	Closed	
6	Minor	3 Instances: Customers refused to leave site after meeting with council staff. Were removed by S/O	Bournemouth Road		Closed	
7	Minor	Opportunist theft of bag from one of the offices within the one stop shop. Investigated by FSG. Officer on patrol at time and "Greeter" dealing with another member of the public.	Peckham One Stop Shop	Thomas Tanueh	Closed	

Commentary

There were a total of 9 Security incidents across the sites. The majority coming from Canada Water Library and Bournemouth Road; 4 and 3 respectively.



Innovations Log

No	Persons Identified	Suggestion / Desired Effect	Site / Location

Commentary

No new innovations were implemented in August.



That's intelligence

Procurement questions

Question	Contract:
Could you give a brief description of the service provided?	We provide structured Bikeability programmes of cyclist training for the children and adults who live, work or are educated in the borough.
What was the original reason for procuring the service?	We were challenged to reduce our costs and to ensure we were delivering a fully comprehensive service. By procuring our service through a TfL framework we reduced our costs and gained greater flexibility with our service.
Would it be possible to provide this service in-house? (If not please give the reason)	Yes, though this may not be a cost effective option.
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	The service year by year has generally delivered a 10% increase in the amount of children and adults receiving cyclist training throughout the borough.
Please could you attach the latest Key Performance Indicators for this contract	Last year 40% more adults and 19% more children were trained than the previous year
Please could you briefly describe the contact monitoring arrangements	We hold weekly updates and quarterly meetings with our cyclist trainer to ensure we are reaching our targets and delivering the service efficiently. Occasionally we will meet outside this arrangement if circumstances dictate.

Procurement questions
Film locations service 2010 to 2014

Question	Contract: Film locations service
<p>Could you give a brief description of the service provided?</p>	<p>The functions of the film locations service is to:</p> <ul style="list-style-type: none"> • Enable film making in the borough by assessing applications and issuing licenses for filming • Assess health and safety requirements such as risk assessments to mitigate any risk to the authority • Facilitate parking and minimise disruption to residents • Provide contact with tenants' and residents' associations (T&RAs) • Act as a location finding service for filming activity • Liaise with third party land and property owners to facilitate filming • Liaise with Film London
<p>What was the original reason for procuring the service?</p>	<p>The film service was run in house for two years to 21 February 2007. The service was first contracted to create a 24/7 one stop shop providing greater value for money and more efficient and effective service.</p>
<p>Would it be possible to provide this service in-house? (If not please give the reason)</p>	<p>It would be possible to bring the service in house but it would be more expensive and it would lose efficiency.</p>
<p>Could you provide a brief assessment of the performance of the service provided? Is the service performing well?</p>	<p>The contractor has:</p> <ul style="list-style-type: none"> • Achieved all income and debt targets • Developed the service to be more responsive to local resident • Is highly regarded in the film and television industry • Developed work and training experiences for the community. • Excellent relationships with internal departments and external organisations • Important connections with neighbouring boroughs and Film London.
<p>Please could you attach the latest Key Performance Indicators for this contract</p>	<p>Quarter 2 monitor and marketing update are attached.</p>
<p>Please could you briefly describe the contact monitoring arrangements</p>	<p>Monthly reports are filed to the contract manager and quarterly meetings are held to review progress.</p>

Procurement questions

Question	Contract: Fuel Card tripartite agreement with LASER and Shell
Could you give a brief description of the service provided?	Supply of fuel cards to allow council vehicles access to petrol and gas. The contract currently provides fuel cards to a range of services across the council.
What was the original reason for procuring the service?	The previous arrangement that was in place for council vehicles to obtain fuel came to an end when Manor Place depot closed.
Would it be possible to provide this service in-house? (If not please give the reason)	In-house delivery would be possible if a site similar to Manor Place depot was secured. It would need the capability to both safety store and allow access to fuel. To date no such site has been identified.
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	Service from both LASER and Shell, in terms of supply, responsiveness and management reporting has been good and in line with expectations.
Please could you attach the latest Key Performance Indicators for this contract	There are no KPIs associated with the contract. However, the arrangement is to provide fuel through the fuel cards and provide management information on usage. This has worked effectively. The monitoring arrangements for fuel usage are detailed below.
Please could you briefly describe the contact monitoring arrangements	Each business unit manages the allocation and usage of the fuel cards. Usage and exception reports are available to managers to track spend and identify any unusual activity

Procurement questions

Question	Contract: IT Managed Services (Capita Secure Information Solutions)
Could you give a brief description of the service provided?	Fully managed IT services including Service Desk, Desktop, Server & Network support, Application support, IT Project management, Data Centre hosting, IT Security management, Service Management and management of related third party services.
What was the original reason for procuring the service?	To replace the Serco IT contract which was coming to an end in January 2013 to provide service continuity.
Would it be possible to provide this service in-house? (If not please give the reason)	Yes for some components but not completely, as several service streams such as Data Centre hosting it would not be possible to provide at the same level of service internally without very significant capital and revenue outlay (only large banks tend to be able to afford this sort of investment). Where managing a mixed service with some components outsourced and some in-house, there are additional risks involved for the council to manage dependencies between each component which result in a much larger client team in house and a potentially fragmented service delivery experience. Having a single supplier delivering the service simplifies Service Level setting and monitoring; provides a single chain of control and accountability of often very complex supply chains, and leverages the private sector organisation's ability to attract resource at the market rate rather than the council's own pay scales.
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	An assessment of Capita's performance has been provided to OSC for 2013/14 as part of the December 2013 minutes. This position remains as stated last December. Broadly the service levels are not being met in 2 out of the 3 KPI areas, which

	<p>attracts a significant monthly Service Credit worth 10% of the contract value each month. Each month actions plans are agreed to remedy issues of non-performance but given the level of problems experienced with Citrix and other aging infrastructure these have not proved effective in getting to a point the SLA has been met. In addition key deficiencies in the level of experienced resources have contributed to the poor SLA attainment and these are being addressed in conjunction with Capita's management team.</p>
<p>Please could you attach the latest Key Performance Indicators for this contract</p>	<p>Please see performance figures for October 2014 below:</p>
<p>Please could you briefly describe the contact monitoring arrangements</p>	<p>Contract monitoring arrangements are set out in the IT contract including a quarterly Executive management board and monthly Performance Management board however these broke down in September 2013 during the serious IT performance problems being experienced. The council has agreed with Capita a new contract governance regime from November 2014 which strengthens executive engagement from Capita, brings together performance and contract management and links this with the right level of personnel in Capita and the council.</p>

Capita ITMS contract - Performance monitoring

Availability Management (<=240 mins downtime)

	Oc t- 14
1a:Carefirst	0
1b:iWorld(Housing)	59
1c:SAP	8
	59
	14
1d:Email and Blackberry	9
1e:Storage	0
1f:InternetPSN	0
1g:iCaseworks	0
1h:MountainIris	0
1i:SAPCRM(ConnectivityandInterf aces)	0
1j:iWorld- RevsandBens(ConnectivityandInte rfaces)	0
1k:OnlineCustomerServices(Netlo an,SMARTGIS,ePaymentsandeFo rms)	32
1l:MFDPrinting	46
1m:APP	0
1n:TALIS	0
1o:AIM and Cash Receipting	0
1p:Axxia	0
1q:Capita EMS	0
1r:Confirm	0
1s:Manhattan	0
	16
1t:Acolaid	0

Incident Management (Percentage achieved within target)

2:Severity3IncidentsResolvedWithi n8Hours(>=90.00)	76. 91 4
3:Severity3IncidentsResolvedWithi n16Hours(>=95.00)	78. 19 4
4:Severity3IncidentsResolvedWithi n40Hours(=100.00)	84. 28 5

Service Request Fulfilment (Percentage achieved within target)

	60. 31
5a:NewUser(>=99.00)	7
5b>DeleteUser(>=99.00)	85.

	71
	4
	60.
	60
6a:FolderAccess(>=98.00)	6
	64.
	56
6b:BlackberrySetup(>=98.00)	7
	73.
	68
6c:GroupAccess(>=98.00)	4
	91.
	91
6d:MailboxAccess(>=98.00)	9
	50
7a:NetworkShare(>=97.00)	87.
	96
7b:ProvideEquipment(>=97.00)	3
7c:Non- standardSoftware(>=97.00)	60
	94.
	59
7d:TelephoneSetup(>=97.00)	5
	66.
	66
7e:DataRestore(>=97.00)	7
7f:BulkPrintNewComplexTemplate Print(>=99.00)	10
	0
7g:BulkPrintNewSimpleTemplateP rint(>=99.00)	#
7h:BulkPrintExistingTemplatePrint(>=99.00)	#
7i:BulkPrintPre- formattedFilePrint(>=99.00)	#
7j:BulkPrintPDF/ImageFilePrint(>= 99.00)	#
7k:BulkPrintInsertPrintInsertPrint(> =99.00)	#
CustomerSatisfaction	
8:CustomerSatisfactionRating(>3. 00)	3.4
	4
ServiceDesk	
	35.
	56
9a:TelephoneAbandoned(<=5.00)	6
	30.
	78
9b:TelephoneAnswered(>=95.00)	8
	82.
	36
9c:FirstTimeFixTime(>=80.00)	6

**Scrutiny review re procurement – Leisure management contract
Fusion Lifestyle – November 2014
Contract Manager – Tara Quinn**

Question	
<p>Could you give a brief description of the service provided?</p>	<p>Fusion Lifestyle Ltd. is the charitable trust that runs 7 leisure facilities on behalf of the Council. We are currently in discussion with Fusion regarding a variation to the contract to bring The Castle back into the agreement following the replacement of the old Elephant and Castle Leisure Centre.</p> <p>Fusion have leases and maintenance responsibilities for the centres on items below £3k. Fusion are also responsible for, but not limited to, the following</p> <ul style="list-style-type: none"> • Day to day operations • Staffing and staff management • Planned preventative maintenance • Health and safety management • Development of service and physical activity programmes in the centres • Management of some improvement and lifecycle works (the council pays for the majority of this) • Marketing and communications • Customer care <p>The contract with Fusion expires in June 2016</p>
<p>What was the original reason for procuring the service?</p>	<p>In April 2000 the Council established a leisure trust to operate the facilities under lease and grant funding arrangements. All the staff employed by the Council at the time were transferred to Fusion under the Transfer of Undertaking Protection of Employment (TUPE) Regulations. The reason for doing this was the result of Best Value Review recommendations to make savings on the amount the leisure services at the time was costing the Council.</p>
<p>Would it be possible to provide this service in - house? (If not please give the reason)</p>	<p>Yes</p>
<p>Could you provide a brief assessment of the performance of the service provided? Is the service performing well?</p>	<p>Current performance on</p> <ul style="list-style-type: none"> • H&S – satisfactory • Staffing and staff management - poor • Day to day operations – satisfactory • Planned preventative maintenance - satisfactory • Development of services and physical activity programmes – poor • Management of works – poor • Marketing and communications – good • Customer care – satisfactory • Client liaison - satisfactory
<p>Please could you attach the latest Key Performance Indicators</p>	<p>See below some of the KPI's</p>

for this contract	
Please could you briefly describe the contact monitoring arrangements	<p>The leisure contract is monitored in a number of ways –</p> <p>Officers visiting centres –</p> <ul style="list-style-type: none"> • bi monthly cleaning and maintenance monitoring visits, meetings; • monthly maintenance visit checking on preventative maintenance tasks. <p>A year round programme of meetings-</p> <ul style="list-style-type: none"> • Monthly contract meetings • Monthly maintenance meetings (including sustainability and health and safety) • Quarterly marketing and comms meetings. <p>Submission, review and feedback on various reports including –</p> <ul style="list-style-type: none"> • Monthly contract report (Usage, health and safety, finance, customer comments, maintenance, sports development etc.) • Annual service plan • Annual review report • Various checks on planned preventative maintenance, management of contractors, procurement and general maintenance.

Leisure centre bi-monthly cleaning and maintenance monitoring

Cleaning & Maintenance Bi Monthly Inspections: Group 1 – CLC, DLC & SDWSC						
Visit no.	1	2	3	4	5	6
Cleaning (Target 85%)	88%	86	84			
Maintenance (Target 90%)	92%	95	89			

Cleaning & Maintenance Bi Monthly Inspections: Group 2 – GMH, PP, SILC & SPSC						
Visit no.	1	2	3	4	5	6
Cleaning (Target 75%)	84%	83	80			
Maintenance (Target 85%)	95%	93	91			

Leisure Centre 6 monthly health and safety audits

Leisure Contract 6 month Health & Safety Audits		
Audit 1 Jan-June 2014	Audit 2 July-Dec 2014	Comments
80.42	0	Fusion's explanation is that new items added to audits & changes to weightings which meant if an item with a high rating had not been done this impacted more significantly on the overall scores.
Target is 95%		

Leisure centre usage visits

Leisure Centre visits (Sep 2014)	Month Total 2013/14	Month Total 2014/15	Month % diff	6 Month Total 2013/14	6 Month Total 2014/15	YTD % Diff	Annual % Increase Target
Total visits	126,714	141,614	12%	719,855	752,130	4%	3%
Young People	19,768	22,678	15%	90,848	96,504	6%	6%
Older People	5,782	7,405	28%	37,203	41,195	11%	3%
Disabilities	2,995	4,753	59%	20,302	27,037	33%	15%
Low Income	13,338	14,881	12%	76,794	87,599	14%	7%
BME	23,760	25,759	8%	149,093	152,060	2%	3%

Procurement questions

Question	Contract:
Could you give a brief description of the service provided?	The Local Education Partnership (LEP) has delivered Building Schools for the Future projects (8 design & build and 3 PFI along with associated FM and ICT services) and 4 other Council projects.
What was the original reason for procuring the service?	The Building Schools for the Future programme required that a LEP was procured to deliver the construction projects and operate FM and ICT services. The main purpose of the LEP was partnering vehicle to bring on new projects and to manage construction, FM, ICT and education services in coordinated way, using public sector and private sector expertise
Would it be possible to provide this service in-house? (If not please give the reason)	<p>Yes. It is possible to procure new construction projects through an amended Strategic Partnering Agreement and amended flow down contracts, without the need for a LEP. There also other forms of partnering and Design and Build contracts that achieve similar collaborative outcomes. The client side would require the necessary technical expertise to manage the works but this is feasible. None use of a LEP was obtained on later BSF 'Waves' but for Southwark, limited derogation from standard form contracts was allowed. If the Council had not accepted a LEP, no grant would have been provided.</p> <p>It remains however as a vehicle to procure new projects, should the Council wish to use it, subject to a procurement assessment of the individual proposed works.</p>
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	There has been significant investment in Southwark Secondary schools. However, the quality of the construction has often been unsatisfactory and the Authority's ability to remedy defects is diluted by having to work with and through the LEP. FM services proved to be unacceptable and responsibility for FM services has been returned to most schools.
Please could you attach the latest Key Performance Indicators for this contract	n/a
Please could you briefly describe the contact monitoring arrangements	<p>The Authority and LEP meet each month to review progress of schemes in construction, resolution of defects and operational FM and ICT issues.</p> <p>The Authority and LEP meet with construction, FM and ICT representatives each month to confirm how issues will be resolved. ICT meetings are held at school sites between 4 Futures, the Authority and the School each month.</p> <p>Construction meetings are held each week for a period immediately following a schemes completion to identify and resolve building snags and defects.</p> <p>More recently, we are returning to more traditional construction monitoring methods where the Authority has a more direct input in the day to day running of the contracts and in the relationship with Construction. We believe this is essential for the delivery of all future contracts.</p>

Procurement questions

Question	Contract: Mobile Telephone and Communications
Could you give a brief description of the service provided?	Supply of mobile phones, Blackberry's and airtime for staff. The contract currently provides mobile devices for staff across all directorates and members.
What was the original reason for procuring the service?	To provide a corporate arrangement for the supply and management of mobile devices to Southwark Council staff and members.
Would it be possible to provide this service in-house? (If not please give the reason)	<p>The contract with EE is due to cease at the end of December 2014 as this service now forms part of the IT managed service contract with Capita via O2.</p> <p>This is a supply service for devices and air time and as such does not provide any in-house opportunities It is a managed service from a specialist technical service supplier.</p>
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	Service from EE in terms of supply, responsiveness and management reporting has generally been good and in line with expectation.
Please could you attach the latest Key Performance Indicators for this contract	Schedule of performance requirements attached.
Please could you briefly describe the contact monitoring arrangements	<p>Exit from existing contract currently being managed by CFM. Contract formerly responsibility of Procurement Team. Going forward will be managed by ISD as part of the IT managed services contract</p> <p>Performance and issue resolution managed CFM contract management team through dedicated account manager and monthly contract management meetings</p>

LONDON BOROUGH OF SOUTHWARK APPENDIX A

T-Mobile:-

- ✚ Will retain records/documents relating to London Borough of Southwark for a minimum period of six years.
- ✚ Has confirmed that the interest rate they charge is the same as the London Borough of Southwark, namely 2% above base rate.
- ✚ Has confirmed that they will not terminate or withdraw any services to be provided through the OGC contract upon expiry of said contract until so requested by London Borough of Southwark. Said service will continue on the same terms and conditions.
- ✚ Has confirmed that title in equipment will remain with them until completion of the minimum term of 24 (twenty four) months, thereafter it will pass to London Borough of Southwark.
- ✚ Will add cost centre numbers to user name fields.
- ✚ Will only accept orders on London Borough of Southwark official order form.
- ✚ Will automatically bar international and roaming facilities on sim cards issued to London Borough of Southwark.
- ✚ Will automatically bar premium rate numbers.
- ✚ In addition to the management information stated in Schedule 6, namely:-
 - A record of the ordered services provided to London Borough of Southwark.
 - A record of the invoices raised by T-Mobile.
 - A record of the number of current connections provided to London Borough of Southwark.
 - A record of any failures to provide ordered services in accordance with the contract.
 - Details of the number and nature of any complaints from London Borough of Southwark.
 - Details of sub-contractors used.
 - A forecast of the value of invoices to London Borough of Southwark for each of the following 3 (three) months.

T-Mobile will also supply the following to London Borough of Southwark:-

- Monthly details of new connections, with full user details, confirming if the new device is a mobile or blackberry.
- Monthly details of suspensions.
- Monthly details of terminated devices.
- Will automatically bar access to premium rate numbers e.g. 0800 for all sim cards issued to Southwark, said numbers to be reviewed and amended on a quarterly basis.

Procurement questions

Question	Contract: Occupational Health – OH Assist
Could you give a brief description of the service provided?	Professional medical advice to the council so we can more effectively manage the workforce and fulfil related statutory obligations. The dominant activities are pre employment checks and medical assessments for sickness management purposes, but a range of other services are provided; for example, employee counselling
What was the original reason for procuring the service?	Occupational health has been provided via a procured route in excess of 15 years. To cease would have an adverse impact on the council's ability to recruit and manage its staff and have the potential to place staff at significant risk. In some instances; e.g. drivers, night workers there are legal requirements for professional input and operation of ill health retirement (pensions) regulations requires independent advice from medical practitioners
Would it be possible to provide this service in-house? (If not please give the reason)	<p>No;</p> <ul style="list-style-type: none"> • There is no in-house provision to provide professional guidance, development or support to those delivering the occupational health service. • There are significant recruitment & retention difficulties in the engagement of occupational health physicians nationally. Employment within a Council would not be considered a viable option. • The Local Government Pension Scheme places restrictions on the independence of those who can provide medical opinion on ill health retirements and at least two occupational health physicians need to be involved. Were the service in-house it would be admin based, contracting arrangements would need to be made to buy independent doctor time in any case • Services are increasingly delivered using a web based platform requiring high levels of security in the transmission of health related data.
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	<p>OH Assist:- Is very competitive on cost. Generally meets target turnaround times. Few complaints. Main challenge is managing user expectations.</p>
Please could you attach the latest Key Performance Indicators for this contract	Example from October's KPIs report below

<p>Please could you briefly describe the contact monitoring arrangements</p>	<ul style="list-style-type: none"> • Regular telephone conferences - * • Quarterly face to face contract monitoring meeting* • Annual contract monitoring meeting* • Quarterly Management Information – Referrals, Counselling, any complaints (KPI data monthly) • Quarterly Statement of Accounts • Feedback from HR Practitioners, ad hoc meetings with managers on contract – 2 this year so far led by OH Assist “voice of the customer” <p>*Council operational lead & OH Assist Relationship Manager</p>
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Clearance Route	Total Cleared	Target (Working Days)	Average Clearance Time (Working Days)
File Opinion (OHA)	0	3	0.0
Face To Face	16	10	11.1
FME	2	20	19.0
Pre Employment Telephone Assessment	3	7	6.0
Workstation Assessment	0	7	0.0
Face To Face + FME	0	30	0.0
Pre Employment Face To Face	0	10	0.0
File Opinion (OP)	0	5	0.0
Pre Employment File Opinion (OHA)	50	3	0.0
Pre Employment Face To Face + FME	0	30	0.0
Telephone Assessment	49	7	5.6
Pre Employment Workstation Assessment	0	15	0.0
Pre Employment FME	0	20	0.0
Pre Employment File Opinion (OP)	0	5	0.0

Could you give a brief description of the service provided?

Parking enforcement services

On and off street parking enforcement by walking, mobile and CCTV Civil enforcement officers (CEOs) approx. 60 CEOs enforcing from 06.00 to 23.30 Monday to Saturday and 08.00 to 18.00 on Sunday

School crossing patrols (47 officers at 43 locations)

Parking IT back office database, e-permit solution, PayByPhone solution and handheld equipment for the CEOs

Parking back office support, including response to challenges and correspondence at the later stages, sending statutory notices, permit processing and a dedicated parking call centre

What was the original reason for procuring the service?

The council has a statutory duty to provide these services, Road Traffic Act 1991 as amended and the Traffic Management Act 2004, currently the council makes a surplus on this service

Would it be possible to provide this service in-house? (If not please give the reason)

Yes, Southwark Council's parking services have always been outsourced, the council took over the powers to enforce all parking in April 1994.

Could you provide a brief assessment of the performance of the service provided?

The new parking enforcement contract and has delivered £1.1 million savings over the previous outsourced contract following closure of the car pound in April 2013.

Is the service performing well?

The enforcement operation has been meeting all of its KPIs and these include very low levels of errors. The call centre is performing well with average answer times below 30 seconds. There have been some issues with correspondence handling times and noticing times (though some of this has been due to changes in legislation).

Two projects, 1.) The introduction of digital CCTV for parking enforcement cameras has recently been completed and lane watch unattended CCTV cameras are due to go live in January 2.) The introduction of virtual resident's visitors permits is also due to go live in January 2015.

Please could you attach the latest Key Performance Indicators for this contract



Member KPIs Nov
14 for 1214 r...

Please could you briefly describe the contact monitoring arrangements

The council's parking service and development manager will speak to the contractor's contract manager on a daily basis via phone and email. Any issues are brought to the attention of the appropriate opposite number in the contractor's management structure by the parking team. On a monthly basis a formal monitor meeting takes place with a report produced on KPIs. On a quarterly basis a Parking management board (PMB) meets with senior managers from both side in attendance. The PMB can authorise new projects and changes to the contract through formal change control. One of these meeting contains an annual review of contract performance.

APCOA (Parking Enforcement)

No	KPI	Target	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
1	PCN Evidence, number of cases with photographic evidence	98%	99.76%	99.99%	99.96%	99.95%	99.97%	99.85%	99.96%
2	Remittance and reconciliation of the council's income	3 Days	Pass	Pass	Pass	Pass	Pass	Pass	Pass
3	Number of on-street CEO Errors on parking tickets	0.5%	0.34%	0.22%	0.15%	0.37%	0.41%	0.28%	0.22%
4	PCNs Processed	Within specified times	Fail	Fail	Fail	Fail	Fail	Fail	Pass
5	Compliance and response times to correspondence	Within specified times	Fail	Fail	Fail	Fail	Fail	Fail	Fail
6	IT System	99.8% up time in business	Pass	Pass	Pass	Pass	Pass	Pass	Pass
96.9	Telephone Service	80% within SLA	99.38%	96.36%	97.58%	97.60%	98.60%	Fail	96.87
8	Enforcement	100% of street visits made	100%	100%	100%	100%	100%	100%	100%
9	CEO Deployment	98% of staff hours	100%	100%	100%	100%	100%	100%	100%
10	CSC Deployment	98% of staff hours	100%	100%	100%	100%	100%	Fail	100%
		Total:	8 of 10	8 of 10	8 of 10	8 of 10	8 of 10	6 of 10	9 of 10
		Effect on KPI payment	-1 bit	-1 bit	0 bits	0 bits	0 bits	-1 bits	0 bits
		Payment level	10 bits	9 bits	9 bits	9 bits	8 bits	7 bits	7 bits

Cafe on the Rye - Peckham Rye Park Cafe

Could you give a brief description of the service provided?	What was the original reason for procuring the service?	Would it be possible to provide this service in-house? (If not please give the reason)	Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	Please could you attach the latest Key Performance Indicators for this contract	Please could you briefly describe the contact monitoring arrangements
Catering services	New service provision for tier one park	Service could be provided in-house. We would need to resource staff to operate the cafe. The service provides an income stream to parks. If this service is provided in-house the likely outcome will be either the loss of income or a reduction.	Service has been operating very well and received well with park users. As a business the cafe has been successful.	No KPI's are available, this is a service which provides income to Southwark.	Quarterly monitoring of H&S and performance is carried out by the Contracts and Service Managers

Geraldine Mary Harmsworth Park

Could you give a brief description of the service provided?	What was the original reason for procuring the service?	Would it be possible to provide this service in-house? (If not please give the reason)	Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	Please could you attach the latest Key Performance Indicators for this contract	Please could you briefly describe the contact monitoring arrangements
Catering and public toilets provision	Due to the lack of public toilets in the park and with poor catering provisions a cafe kiosk building was constructed and the catering service procured.	Service could be provided in-house. We would need to resource staff to operate the kiosk. The service provides an income stream to parks. If this service is provided in-house the likely outcome will be either the loss of income or a reduction.	Service has been performing very well and received well with both park and museum visitors. As a business the operator suffered some losses during the closure of the Imperial War Museum, however Southwark's income stream was unaffected. Overall the business is running successfully.	No KPI's are available, this is a service which provides income to Southwark	Quarterly monitoring of H&S and performance is carried out by the Area Contracts Service Managers

Scrutiny Review – Parks Grounds Maintenance Contract

Procurement questions

1. Could you give a brief description of the service provided?

The contract is borough-wide covering some 97 sites including 5 major parks, 33 local parks, 15 gardens and squares, 2 sports grounds, 3 cemeteries and 39 other open spaces.

Grounds maintenance services are also provided to sites managed by Children's Services that require these works on a rechargeable basis.

The contract is based on six operational areas centred on the major parks; Burgess, Dulwich, Geraldine Mary Harmsworth, Peckham and Southwark, plus Cemeteries and includes:

- Grass, shrub and rose bed maintenance
- Maintenance of hedges and young trees
- Seasonal bedding supply and maintenance
- Litter management, sweeping and cleaning including
- Leaf clearance
- Emptying of litter and dog waste bins
- Dog waste removal service
- Sports pitch maintenance including
 - Football pitches
 - Cricket tables
 - Bowling Greens
 - Artificial surfaces
- Maintenance of water features
- Provision of Head Gardeners and apprentices
- Provision of Park Attendants
- Gate opening and locking service
- Bookings; Sports Pitches and Park facilities

2. What was the original reason for procuring the service?

Originally identified as a 'defined activity' and subject to Compulsory Competitive Tendering (CCT) under the Local Government Act 1988. Parks grounds maintenance works have been tendered under the CCT regime since 1990 and this is now a third generation contract. The current 'Integrated Parks Grounds Maintenance Contract' combined the six individual area contracts previously in operation.

3. Would it be possible to provide this service in-house? (If not please give the reason)

While it is possible for this service to be delivered in-house and this option will be considered as part of the new procurement strategy, this is not currently

the favoured option on the grounds of competency and cost. The current contractor has been able to apply their experience of providing similar services for a wide range of Public sector clients to deliver an number of significant cost savings and service improvements, including the provision of a the London living wage and 19 Green flag sites. The estates grounds maintenance teams could not provide the service at lower cost as the majority of costs are staff wages.

4. Could you provide a brief assessment of the performance of the service provided? Is the service performing well?

The contract sets high standards across all parks and has added value with the required provision of e.g. head gardeners and apprentices.

Quadron Services Limited's contract performance has continued to improve during the contract period and they regularly exceed the agreed performance target. The overall performance for 2013/14 and 2014/15 to date is 10/10 with an average 93 per cent pass on site inspections. Park stakeholders including 'friends of' groups are also very happy with Quadron Services Limited's performance.

The company's strong performance has assisted the council in gaining 19 Green Flags for parks in 2014. The Green Flag award scheme is the national benchmark standard for parks and green spaces and provides a high level of quality against which parks are measured. Quadron Services Limited has also won three national BALI (British Association of Landscape Industries) award for landscape maintenance at Dulwich Park, Burgess Park and most recently Southwark Park.

The council is committed to gaining eight more Green Flags over the course of the next four years.

5. Please could you attach the latest Key Performance Indicators for this contract

The contract is measured on a monthly basis. Performance is analysed and both the contractor and client work together to bring about continuous improvement.

Performance is reported via a local performance indicator which provides an overall assessment of the Contractor's standard of contract delivery. The Contractor can be awarded a maximum of 10 points comprised as follows:

Monitoring Statistics (A maximum of 6 points)

Results of random site inspections

Notices (A maximum of 1 point)

Based on the number of Rectification and Default Notices issued.

Management Systems (A maximum of 1 point available)

Including an assessment of the Contractor's management of the contract, Quality Control measures, provision of information, health and safety, work scheduling, and complaint handling.

Resources (A maximum of 2 points)

An assessment of the Contractor's resources allocated to the contract including staffing levels and equipment provision.

Based on the total number of points awarded the Contractor will be placed in one of three possible Performance Bands as follows: **Green** (Score 9-10 points) **Amber** (Score 7-8 points) and **Red** (Score 0-6 points).

6. Please could you briefly describe the contact monitoring arrangements

The contract is monitored and administered on an area basis as part of the duties of the area Parks Operations Team within the Parks & Open Spaces Business unit.

In relation to this contract the area teams are responsible for contract monitoring, asset management (site details, quantities and mapping), contract variations, contract payments, dealing with general enquiries and service requests and the management of an adhoc budget for horticultural improvements.

Portage Home Learning Service

Question	Contract:
<p>Could you give a brief description of the service provided?</p>	<p>Portage Home Learning is an educational service for pre-school children with Special Educational Needs/Disabilities (SEND) and their families. Specifically, the service works with children who are significantly delayed in areas of chronological development or have a recognised syndrome that is likely to have a significant impact on learning and development. The service responds flexibly to the needs of the child and family in order to equip the parents with the skills and confidence they need to help their child. This service will enable this cohort of families to access mainstream childcare.</p>
<p>What was the original reason for procuring the service?</p>	<p>It is a statutory service designed to help families of children with additional needs take up the offer of early years childcare.</p>
<p>Would it be possible to provide this service in-house? (If not please give the reason)</p>	<p>While it is possible to deliver this type of service in house, the current arrangements were put in place through an external procurement process that took account the following factors:</p> <ul style="list-style-type: none"> • the added value that external providers could bring to the local authority in terms of their fundraising abilities – KIDS have successfully augmented charitable funding with council funding to deliver a more holistic approach to this specialist service • The external provider market already had a well established track record and skills to deliver the services • At the time the service element focused on the 0-2 age group was considered a gap in the in-house expertise at that time. • Under the terms of the Public Services (Social Value) Act 2012 the council is required to actively consider how best to achieve Social Value and consistent with the councils commitment to working with the voluntary and

	<p>community sector, it was assessed that Social Value could be best achieved by commissioning this service through external VCS providers.</p> <p>The approach to this service in the longer term remains under review and prior to the expiry of the current contract the merits of internal delivery vs externally commissioning the service will be reconsidered.</p>
<p>Could you provide a brief assessment of the performance of the service provided? Is the service performing well?</p>	<p>Yes, the service is performing well. In the last quarter the service undertook 268 Home Learning Sessions and 7 group developmental play sessions. 24 children left the service and were able to take up a childcare offer in a mainstream setting.</p>
<p>Please could you attach the latest Key Performance Indicators for this contract</p>	<p>Please see attached below.</p>
<p>Please could you briefly describe the contact monitoring arrangements</p>	<p>Quarterly monitoring reports are produced by the service with the final return of the year also including an annual report on the service. Bi-annual monitoring meeting are also held with the option of ad-hoc contract meetings as necessary.</p>

3.1 Service Outputs

The service will deliver the following outputs:

- Kids London will deliver a Portage Home Learning Early Education Programme for children with developmental delay and disabilities, and who are not accessing Early Years provision at the time of referral. In partnership with parents / carers, KIDS will plan an individualised education programme for each child and provide home visits to children for up to a maximum of six months duration.
- The time limit of six months will allow KIDS to work with other agencies in the TAC model (supporting families to request the involvement of other service providers in the TAC if required). At the end of the six month period, in exceptional circumstances, consideration can be given to extending the families support period for a further period of up to 3 months. In the unlikely event that this is considered necessary it can be proposed at the relevant TAC review meeting (involving relevant representatives from the Children's

Centre structure). An extension should only be required if a suitable early education / child care place has not been lined up during the six month intervention.

- The TAC review will result in a joint decision about the appropriateness of extending the period of support while a suitable placement can be found for the child within an early education / child care provision. This Children’s Centre contract will only provide funding for KIDS to support children not currently accessing group provision.
- Kids will support the transition of children into early years settings, encouraging parents to take up their child’s entitlement to 15 hours of free early education from the term after they turn three years of age. Once a child has started in an early years setting, KIDS will cease to provide Portage to that child.

1	Number of children accessing Portage provision	61
2	Of those children in 3 & 4 above, the number transitioned appropriately into early years provision	43
3	% of families/children worked with succeeding in achieving self identified aims	80%
4	No evaluation/end of contract reports to assess impact	1
5	Attend Children’s Centres Leaders’ meetings	2
6	Attend Early Help team meetings	8
7	Active participation on CC advisory boards	1
8	Active participation in Children’s Centres Ofsted inspections	All
9	Contribute to impact measures of programme	2

3.1.2 Service leads/coordinators will:

- Ensure that staff attend training relevant to Children’s Services development (including training related to integrated tools and processes), Health and Safety and Child Protection
- Promote the work of Kids London by contributing to any publicity and promotional materials developed by Children’s Services

- Ensure staff attend practitioner meetings. For Children's Centre based services these are referred to as the Early Help Team meetings.

3.2 Service Outcomes

The over-arching outcomes for any targeted or early intervention work are detailed in Southwark's Early Intervention Strategy.

Specific service performance indicators derived from these outcomes include:

- 3.2.1 To reduce the risk of harm to children and young people;
- 3.2.2 To prevent children and young people becoming looked after by London Borough of Southwark under Section 20 of the Children Act 1989;
- 3.2.3 To prevent children and young people from becoming the subject of a safeguarding plan and to achieve removal from a safeguarding plan;
- 3.2.4 To improve parenting skills and parent child relationships; reduce isolation and depression, raise self-esteem and build confidence of parents;
- 3.2.5 To increase self-esteem, engagement in positive activities and attainment of positive social and educational goals for children under the age of 5.

Service specific outcomes

- 3.2.6 To achieve individual learning and development aims set for each child.
- 3.2.7 To enable effective transition of children into early years settings.

3.3 Service Impact & performance indicators

Service Specific Outcomes Service	Specific Indicators
To achieve individual learning and development aims set for each child.	Aims achieved for at least 80% of children at the end of the intervention.
To enable effective transition of children into	70% of children supported during the year

early years settings.	are able to move into early years setting subject to availability, should this be desired by parents.
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Achievement on outputs and outcomes will be assessed during monitoring and review of the service.

Recruitment service for Foster Carers

Question	Contract:
<p>Could you give a brief description of the service provided?</p>	<p>A bespoke service to recruit and assess new fostering households for Southwark to:</p> <ul style="list-style-type: none"> • Increase the number of Southwark managed foster households • Reduce the application process from 8 months to 12 weeks • Reduce the use of Independent Fostering Agencies which cost twice as much as Southwark managed households • To avoid the need to place looked after children far from Southwark which will bring efficiencies and improve placement stability <p>The contract is on payment by results, the agency is paid £2,950 when they present an application to Southwark's Foster Panel and a further £3,000 if the panel accept the application.</p>
<p>What was the original reason for procuring the service?</p>	<p>Southwark had failed to meet its target of recruiting 20 new households per year. With an aging and retiring foster care population and an increase in the number of looked after children expected to come into the care system Southwark indentified the need for an efficient and cost effective service to generate applications that would convert into approved foster carers in sufficient quantities to meet needs.</p>
<p>Would it be possible to provide this service in-house? (If not please give the reason)</p>	<p>While it would be possible to deliver this service in house, and the council does have an in house fostering team, the ability to deliver the scale, range and capacity of foster carer's in the pipeline alongside the on-going support to existing foster carers was not considered feasible within the timeframe required.</p> <p>In addition, learning from positive practice in other authorities, externally commissioning some foster carer recruitment has allowed the council to benefit from the more flexible and innovative approaches external agencies have been able to develop. A greater number of new foster families are being recruited to our pipeline and on this basis the contract was</p>

	recently extended to 2015 which will allow the council time to consider the longer term arrangements and the merits of the existing in house team delivering all aspects of foster carer recruitment.
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	Contract year 2013/15 22 new foster families applications progressed to panel. From May 2014 to November 2014 84 enquires 64 unsuitable 20 applications via Form F - 3 applications withdrawn – 5 rejected by Southwark – 12 progressed to panel – 10 approved by panel – 3 of the 10 approved are interested in fostering teens – 6 of the 10 interested in fostering sibling groups – 6 of the 10 interested in fostering children with SEND. 2 of the 10 are white
Please could you attach the latest Key Performance Indicators for this contract	A bespoke marketing campaign aimed at meeting Southwark’s requirement for various types of foster carers, for example short/long term, for children/young people with special educational needs or disabilities (SEND) or young offenders. For 2014/15 we would like to increase our pool of white foster carers, foster carers for our 12-18 young people and foster carers interested in taking sibling groups. A bespoke service delivered by independent qualified social workers to each applicant, supporting them through the application process including offering evening or weekend home visits. Recruitment of up to 50 new foster carers (from initial enquiry to Form F being sent to Southwark for Quality Assurance and then to Fostering Panel with the aim of them being approved in 10 to 12 weeks). <ul style="list-style-type: none"> a. Criminal record checks. b. Deliver the ‘Skills to Foster’ training. Follow up enquirers who dropped out early in the process
Please could you briefly describe the contact monitoring arrangements	Monthly meetings with the Service Lead for Fostering and Adoption. Quarterly monitoring reports and meetings with the Contract Monitoring, and Commissioning Officers.

Procurement questions – Southwark Works

Could you give a brief description of the service provided?

The services provided through these four contracts form part of the Southwark Works employment support service. Southwark Works is a network of providers that provides employment support to Southwark residents furthest from the labour market. Specifically, these contracts provide bespoke employment support to residents with physical and mental health barriers, ex-offenders and residents facing particular financial hardship as a result of the impacts of welfare reform. The fourth contract provides an employer engagement service that works directly with employers to source job vacancies for these and other client groups supported through the Southwark Works network.

What was the original reason for procuring the service?

Southwark Works is a crucial element in the delivery of the Council's Economic Wellbeing Strategy and in particular the ambition to support local residents into employment and to narrow the gap with the London employment rate.

Would it be possible to provide this service in-house? (If not please give the reason)

These contracts form part of the Southwark Works employment support service for 2014/15. Looking forward to 2015/16, a fundamental review of how employment support was commissioned has been undertaken. A large part of this review was to assess alternative methods of delivery, including in-house provision.

In-house delivery was not considered a preferred option as this service requires a large team of specialist providers which does not currently exist within the council. To provide this service would therefore require the recruitment of such a team at considerable expense to the council. Externally commissioned provision enables a much more responsive and flexible approach to providing employment support based on local need while minimising the level of long-term financial risk and exposure.

Could you provide a brief assessment of the performance of the service provided? Is the service performing well?

All contract are delivering on profile against spend, key outputs (support into jobs targets) and milestones.

More importantly, the service is having a major, if not life-changing impact, on the residents that it helps to move into employment.

Please could you briefly describe the contact monitoring arrangements.

Contract monitoring arrangements are based on the service specification, provider's method statements, and tendered outputs and are applied in line with Council procedures and established processes, including:

- Regular meetings with contractors' appointed Project Managers to review and manage performance (primarily via a quarterly monitoring visit).
- Regular review of costs
- Management and oversight of on-going risks and staging of payments following the completion of project phases.

Procurement questions

Question	Contract: Taxi & courier
Could you give a brief description of the service provided?	Taxi & courier service for use by staff and members. This is a call off contract with staff ordering services directly with the provider
What was the original reason for procuring the service?	To provide a taxi and courier service to staff from all directorates.
Would it be possible to provide this service in-house? (If not please give the reason)	A taxi and courier service is by its nature ad hoc and variable both in volume and type of service required. As such an in-house service would require significant depth of resource in personnel and vehicles to meet the day to day and time sensitive requirements of the service
Could you provide a brief assessment of the performance of the service provided? Is the service performing well?	Current provider Warwick Cars is performing to expectation with good management information and service responsiveness.
Please could you attach the latest Key Performance Indicators for this contract	Schedule of performance requirements attached.
Please could you briefly describe the contact monitoring arrangements	<p>Analysis of management information, monthly contract management meetings and effective complaint/dispute resolution where issues arise.</p> <p>Performance and issue resolution managed CFM contract management team through monthly contract management meetings and day to day issue resolution.</p>

KPI's for Courier service

B.6 Performance Monitoring (Service Levels & KPIs)

- B.6.1 The Supplier shall provide robust processes to ensure they achieve their Key Performance Indicators (KPIs). Key Performance Indicators by example may include, but not exclusive to, the following:
- Same Day – Requests to be actioned within 24 hours of the original notification – 99%
 - Next Day – Scheduled collection time punctuality – 98%
 - Next Day – Scheduled delivery time punctuality – 99%
 - Helpdesk staff to resolve queries within 48 hours of receipt of the query to the satisfaction of the customer – 98%
 - Helpdesk staff to notify the Contract Management Team of any security incident immediately – 99%
 - Contractors staff to respond immediately to reported security incidents and to provide initial report no later than 24 hours after the initial notification of the incident – 99%
 - Supplier to ensure Client Invoices are accurate with the services provided – 97%
 - Supplier to ensure Client MI is delivered within pre-agreed timeframe – 100%
 - Supplier to ensure Client MI is accurate to the services provided – 97%
- B.6.2 The results of such monitoring shall be shared with the Client and any failures to achieve delivery times will result in the Supplier submitting proposals as to how they intend to improve their performance. Such verification is required monthly as a minimum.
- B.6.3 The Supplier may be required to report on a number of further Service Level requirements as requested by an individual Client as detailed in the reporting table contained in the call-off contract Schedule 6: Service Levels and Service Credits.

Taxicard Scheme

Question	Contract:
<p>Could you give a brief description of the service provided?</p>	<p>The Taxicard scheme is a Pan London service that provides subsidised transport for people who have serious mobility or visual impairment, or any other difficulty in using public transport. Taxicard holders make journeys in licensed London taxis and private hire vehicles and the subsidy applies directly to each trip. Taxicards can be used anytime, 24 hours a day, 365 days of the year, subject to taxi and private hire vehicle availability. The scheme is funded by all 33 London boroughs and the mayor of London (TFL). London Councils Transport and Environment Committee (TEC) manage the London Taxicard Scheme on their behalf.</p>
<p>What was the original reason for procuring the service?</p>	<p>The Taxicard scheme is a statutory service and it was designed to support disabled people to live more independently with a focus on supporting them to maintain their social activities and the procurement of this contract was put in place by London Councils on behalf London Boroughs</p>
<p>Would it be possible to provide this service in-house? (If not please give the reason)</p>	<p>In house delivery is not considered a viable option for a number of reasons. Firstly the taxi service is provided by a mix of 'black cabs' and licenced cabs for which taxi card commissioned activity makes up only a small proportion of their overall business. To directly deliver would require the council to manage and maintain a fleet of taxis and other vehicles and would expose the council to risk linked to the fluctuating demand and timing of taxi trips and the inevitable 'down time' between journeys. In addition the TFL subsidy is provided via the Pan London, London Councils led contracting arrangements not directly to individual boroughs. At present there is no provision for this subsidy to be provided directly to boroughs. Therefore if the council chose to directly deliver this service it would lose, annually, around £420k of funding provided by this subsidy.</p>
<p>Could you provide a brief assessment of the performance of the service provided? Is the service performing well?</p>	<p>The service is performance managed by London Councils while Southwark Council monitors the budget spend. The service is performing well and reports a projected underspend of around £46k at the end of October.</p>
<p>Please could you attach the latest Key Performance Indicators for this contract</p>	<p>The latest KPIs for the service are:</p> <ul style="list-style-type: none"> • Taxis arrive on time or within 15 minutes when booked in advance – Target 95% - Apr to Oct 14 achieved 93.33% which is below target. • Taxis arrive as soon as possible and within 30 minutes when not booked in advance – Target 95% - Apr to Oct 14 achieved 95.26% which is above target. • The average performance percentage is 94.29% which is slightly below target for the first half of the year. • London Councils are applying performance penalty deductions and so far Southwark have received back £1,589 due to performance being slightly lower than the target.

Please could you briefly describe the contact monitoring arrangements	The service is monitored by London Councils and report to the boroughs every month. London Councils hold quarterly meetings with the provider and all boroughs are invited to raise any additional issues they have at these meetings.

Southwark's Universal Homecare Service

Question	Contract:
<p>Could you give a brief description of the service provided?</p>	<p>Southwark's Universal Home Care service offers practical help and support to people at home with essential daily tasks which they are unable to manage safely for themselves. For example, this help may be in the form of assisting with personal care tasks, support with shopping and meal preparation, light household tasks and prompting with and/ or administering medication. The aim of the service is to help people live as independently as possible within their own homes and to encourage people to regain skills they may have lost because of illness or disability.</p> <p>People receiving care and support from home care services, where the council has put in place these arrangements, will have been assessed as having eligible care needs under Fair Access to Care Services statutory guidance. In Southwark a persons it is only people with substantial or critical needs under this guidance that would receive home care services arranged by the council.</p> <p>Southwark's Universal Homecare service is delivered through two separate contracts and provided by two Domiciliary Homecare Providers (MiHomecare and London Care) The November 2014 Cabinet Annual Contract Performance report details the number of Service Users and hours commissioned for the reporting period July 2013 to July 2014.</p> <p>Please follow the link to the November 2014 Cabinet Annual Contract Performance report below:</p> <p>http://moderngov.southwarksites.com/documents/s49965/Report%20Home%20Care%20Annual%20Contract%20Performance.pdf</p>

<p>What was the original reason for procuring the service?</p>	<p>The council has a duty to assess the care and support needs of its most vulnerable residents. For those with substantial or critical eligible needs under Fair Access to Care Service criteria the council must ensure their needs can be met. The council does this by ensuring Southwark residents have access to services to meet their needs by either supporting individuals to make their own arrangements through a self managed personal budget or through the council putting in place suitable arrangements on an individual's behalf. By commissioning a range of services from external providers the council is able to ensure it can put in place the required care on an individual's behalf when this is requested.</p> <p>In addition to the council's duty to assess need and make suitable arrangements to meet need, The Care Act 2014 places further duties on local authorities from April 2015. These requirements include a duty to promote vibrant, diverse and sustainable care and support markets including a requirement to have a variety of providers that supports meaningful choice for service users including for self funders.</p>
<p>Would it be possible to provide this service in-house? (If not please give the reason)</p>	<p>If Southwark directly delivered home care services this would conflict the council's Vision for Adult Social Care and policy position by restricting the choice and control available for users which the council has made a commitment to promote and encourage. It would also be counter to national the guidance to local authorities on personalisation and self managed personal budgets which makes clear that self managed personal budget (direct payments) can not be used to purchase local authority services.</p> <p>In addition to the above direct delivery of home care would impact on the council's performance in relation to the take up of self managed personal budgets, which are subject to local and national performance targets and would run contrary to the councils new duties under the Care Act to promote a diverse and vibrant market for care services including self payers.</p>
<p>Could you provide a brief assessment of the</p>	<p>This information can be found via the links embedded on page 11 of the November 2014 Homecare Annual Contract Performance Cabinet report.</p>

<p>performance of the service provided? Is the service performing well?</p>	<p>Please follow the link below:</p> <p>http://moderngov.southwarksites.com/documents/s49965/Report%20Home%20Care%20Annual%20Contract%20Performance.pdf</p>
<p>Please could you attach the latest Key Performance Indicators for this contract</p>	<p>The current KPIs for the homecare contracts can be found in appendix 1</p> <p>In addition to existing performance indicators, the Provider must demonstrate the following in relation to payment of LLW and travel time:</p> <ul style="list-style-type: none"> • Reduced turnover of care staff • Higher percentage of staff with QCF qualifications (or equivalent) or studying towards this. • Improved user reported experience – providers to report back on their annual independent survey and monthly returns from internal surveys. • Reduced amount of late visits recorded – measured through quality alerts received and upheld. • Reduced amount of quality alerts / safeguarding for double handed care not taking place due to lateness / non arrival of one care worker. <p>The Provider must keep the following minimum information in relation to the offer of a Guaranteed Hour Contract (GHC):</p> <ul style="list-style-type: none"> • Number of staff offered a GHC and on what terms. This information to be broken down by role in the organisation, for example, care worker, field supervisor etc • Of these staff, how many took the offer up, declined it, or requested a different offer (broken down by role

	<p>as above)</p> <ul style="list-style-type: none"> • For staff requesting a different offer, how many had this agreed • Confirmation that all staff have had an offer
<p>Please could you briefly describe the contact monitoring arrangements</p>	<p>The council and providers remain committed to working together to continually improve the quality and consistency of home care delivery. The mechanisms used to manage and monitor the contracts include regular contact between quality and performance staff and the branches (including site visits), interviews with a random selection of service users, the collection and analysis of key performance data and senior oversight through monthly safeguarding and quality management meetings.</p> <p>There are a number of key measures the Council considers when assessing the performance and quality of home care services. The key measures include:</p> <ul style="list-style-type: none"> ▪ Service quality alerts – this is where someone is concerned about the way the service is delivered, for example care worker’s punctuality or poor communication. ▪ Service user file audit ▪ Staff assessments/training attended ▪ Safeguarding - this is where an allegation is received that someone is subject to abuse. This can be financial abuse, physical abuse, neglect etc. It may be an allegation related to a care worker or an allegation related to a third party. ▪ Complaints and compliments ▪ Regulatory compliance – all care providers are regulated by the Care Quality Commission who inspects them and publishes their findings on their website. The Council works closely with the CQC sharing intelligence on provider performance and jointly addressing areas of concerns. <p>The council requires providers to have extensive quality assurance systems which capture information in a variety of ways. Their systems need to enable them to continuously improve the quality and safety of their</p>

	<p>services and ensure that they maintain high standards. One of the most important of these mechanisms is the collection of information from service users on what they think of the quality of their service through an annual survey. The council also request copies of annual surveys to monitor and assess satisfaction levels.</p>
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Appendix 1 – Current Key Performance Indicators

Please note that these are not numbered in the original document but have been done so in this version for easy identification.

Performance Service Delivery	Indicator/ Measure	Standard to be achieved	How to be measured?	Where to find the information	How often	Score	Risk level
1. Continuity of care	a) % visits cancelled by the Provider and no alternative visit offered.	0%	Monthly Report QRA data	Provider record			
	b) % of visits cancelled by the Provider but substituted by an alternative visit.	Less than 2%	Monthly Report QRA data	Provider record			
	c) % of Service Users with a named office-based care co-ordinator.	100%	% sample on visit	Service users files			
2. Timely Delivery for Lone Care Worker Visits	a) % of total visits to be delivered within the designated time band in the Service User Plan.	95%	Electronic monitoring	Electronic monitoring system reports			
3. Timely Delivery of Two Worker Visits	a) Where a Two Care Worker visit is required to carry out a safe manual handling procedure, the arrival times of the two workers to be no more than 15 minutes apart.	95%	Electronic monitoring	Electronic monitoring system reports			
4. Duration of Visits	a) % of total visits carried out in any continuous 3 months according to the length of time specified in the Service User Plan (or within the EMS time band).	95%	Electronic monitoring	Electronic monitoring system reports			
5. Complaints	a) % of formal/informal complaints satisfactorily resolved within the required timescales.	95%	Monthly report Check on visit	Provider record			

Performance Service Delivery	Indicator/ Measure	Standard to be achieved	How to be measured?	Where to find the information	How often	Score	Risk level
6. Provider's Staff	a) Care Workers hold an NVQ Level 2/3 in Care or equivalent or working towards attaining the qualification within six months following their probationary period.	90%	Monthly report % sample on visit	Staff files Training plans			
	b) Care Workers who have attended a 4-day Induction training programme before working on their own with Service Users in the community.	100%	Monthly report % sample on visit	Staff files Training plans			
	c) Care Workers who have attended Moving and Transferring training prior to working with Service Users.	100%	Monthly report % sample on visit	Staff files Training plans			
	d) Care Workers attend Moving and Transferring refresher courses at least every two years	100%	Monthly report % sample on visit	Staff files Training plans			
	e) Care Workers attended Safeguarding training prior to working with Service Users.	100%	Monthly report % sample on visit	Staff files Training plans			
	f) Care Workers receive formal supervision at least 4 in one year and in addition, an annual appraisal.	100%	Monthly report % sample on visit	Staff files			
	g) Care Workers matched adequately with Service Users in terms of training, skills, experience and competency in meeting the Service User needs.	100%	QRAs Complaints	QRA database Provider records			

Performance Service Delivery	Indicator/ Measure	Standard to be achieved	How to be measured?	Where to find the information	How often	Score	Risk level
	h) Supervisors/Co-ordinators hold an NVQ Level 3 in Care or equivalent or working towards attaining the qualification within six months following their probationary period.	90%	Monthly report % sample on visit	Staff files			
	i) Managers hold an NVQ4 Registered Managers Award or equivalent or working towards attaining the qualification within six months following their probationary period.	90%	Monthly report % sample on visit	Staff files			
7. Staff turnover	a) Care Workers.	Less than 30% Per Annum	Monthly report	Provider records			
	b) Supervisor/Co-ordinators	Less than 20% Per Annum	Monthly report	Provider records			
	c) Registered Manager	Less than 10% Per Annum	Monthly report	Provider records			
8. Electronic Call Monitoring	a) The Provider will implement an Electronic monitoring system which will operate at 100% coverage and be compatible with Southwark Council's CareFirst database.	100% coverage (date to be agreed with the Council)	Monthly report Check on visit	Provider records			
9. Records kept in the Service Users home.	a) The Service User Guide and Service User Plan are kept within the Service Users home.	100%	% sample on visit Review visit	Service user's home Service user's file			

Performance Service Delivery	Indicator/ Measure	Standard to be achieved	How to be measured?	Where to find the information	How often	Score	Risk level
	b) Records of service visits are to detail the content of the service visit. A service visit recording/continuation sheet is to be completed at the end of each visit, signed by the Care Worker and stored in a safe place within the Service Users home. All financial transactions to be recorded and a copy stored within the Service Users home.	100%	% sample on visit Review visit	Service user's home Service users files			
10. Service delivery	a) In respect of emergency referrals, the service commences within 24 hours of request for service.	100%	Brokerage report	Brokerage records			
	b) Service User and Staff Risk Assessments to be carried out prior to the Care Worker commencing the service (except for emergency referrals as below).	100%	% sample on visit	Service users files			
	c) In emergency situations where a full risk assessment cannot be carried out, initial visits to be carried out by staff trained to undertake risk assessments themselves and competent to provide the required care and support.	100%	% sample on visit	Brokerage records cross referenced with service user's files			
	d) Service Users are informed prior to the Care Worker being changed or if the Care Worker is going to be late.	95%	Monthly report	Monthly report			

Performance Service Delivery	Indicator/ Measure	Standard to be achieved	How to be measured?	Where to find the information	How often	Score	Risk level
	e) An Out of Hours Service is in place for the duration of the Contract and will operate as specified within the Generic Service Specification.	100%	Random phone calls				
	f) The Provider shall adhere to the Non-delivery of Service Policy and Procedure service as specified within (Appendix 2) of the Generic Service Specification.	100%	QRAs	QRA database			
	g) The Provider shall adhere to the Notification of 'No Reply' as specified within the Council's 'No Reply' protocol (Appendix 3) of the Generic Service Specification.	100%	QRAs	QRA database			
11. Care Management Reviews	a) % of Provider's key staff requested and attending routine care management reviews (at least 1 week's notice to be given by Care Management)	95%	Monthly report % sample on visit				
	b) % of Provider's key staff requested and attending emergency/unplanned care management reviews/ meetings (24 hrs' notice to be given by Care Management)	90%	Monthly report % sample on visit				
12. Safeguarding	a) Providers must ensure they can evidence that all staff have attended Safeguarding training (Safeguarding referral and Safeguarding alerter training) Providers are to respond to	100%	Monthly report % sample on visit	Staff files Training Programme			

Performance Service Delivery	Indicator/ Measure	Standard to be achieved	How to be measured?	Where to find the information	How often	Score	Risk level
	<p>and report allegations of abuse in line with Southwark Council's Safeguarding Policy. This will include active encouragement to staff in whistle blowing should they become aware of suspected abuse. For all new staff, Safeguarding training must be provided as part of their induction training programme.</p> <ul style="list-style-type: none"> • First six complete months of this financial year (mid-year performance) • End of this financial year (end of year performance) 						
	<p>b) % of CRB checks completed on staff before commencement of work.</p> <ul style="list-style-type: none"> • First six complete months of this financial year (mid-year performance) • End of this financial year (end of year performance) 	<p>100%</p>	<p>Monthly report % sample on visit</p>	<p>Staff files</p>			

Performance Service Delivery	Indicator/ Measure	Standard to be achieved	How to be measured?	Where to find the information	How often	Score	Risk level
	c) Number of safeguarding alerts substantiated concerning your services <ul style="list-style-type: none"> • First six complete months of this financial year (mid-year performance) • End of this financial year (end of year performance) 	Less than 1%	Monthly report % sample on visit	Safeguarding data Provider QA reports			
13. Safeguarding	a) Providers are to ensure that all Incidents (including Regulation 37, serious incidents, and critical incidents) are immediately reported to Southwark Council and the Care Quality Commission. <ul style="list-style-type: none"> • First six complete months of this financial year (mid-year performance) • End of this financial year (end of year performance) 	100%	Monthly report % sample on visit	Provider Quality Assurance reports			

Performance Service Delivery	Indicator/ Measure	Standard to be achieved	How to be measured?	Where to find the information	How often	Score	Risk level
	<p>b) Number of upheld complaints (not safeguarding issues) made to the Provider regarding the quality of services provided.</p> <ul style="list-style-type: none"> • First six complete months of this financial year (mid-year performance) • End of this financial year (end of year performance) 	<p>No more than 1 in every 10,000 hours</p>	<p>Monthly report/ sample on visit</p>	<p>Provider Quality Assurance reports</p>			
	<p>c) Number of upheld primary Quality Risk Alerts concerning your services.</p> <ul style="list-style-type: none"> • First six complete months of this financial year (mid-year performance) • End of this financial year (end of year performance) 	<p>No more than 1 in every 15,000 hours</p>	<p>Monthly report/ sample on visit</p>	<p>QRA data Provider QA reports</p>			

Procurement questions

Contract: Water Efficiency

Could you give a brief description of the service provided?

In September 2012, Advanced Demand Side management Ltd. (ADSM) were procured to assist the Council with a water efficiency project. This was to save money on the Council's water bills that amount to approx £500k per annum across it's operational portfolio.

The savings were to come from various streams, including;

- Identifying past and current billing errors and challenging Thames Water to obtain refunds (Tariff savings)
- Providing finance and installing water efficiency measures across certain Southwark operational sites (Consumption Savings)

Under the terms of the contract, the Council retain 66% of the identified savings for the duration of the contract. After this point, all savings are then kept by Southwark. This means that contract has no initial cost to Council, as the contractor is paid a proportion of the savings found.

What was the original reason for procuring the service?

The reason for procuring the service to uncover any historic billing errors that could be recouped by the Council

Would it be possible to provide this service in-house? (If not please give the reason)

It would not be possible to provide this service in house due to the analysis software used by ADSM to check the historic billing data. ADSM also employs water experts to carry out site visits to monitor usage, identify potential leaks, and suggest improvement works to help reduce consumption.

Could you provide a brief assessment of the performance of the service provided? Is the service performing well?

Since the start of the contract, savings of £55,049.96 have been achieved. This is a saving of approximately 10% of the annual spend, so it has so far proved successful.

Please could you attach the latest Key Performance Indicators for this contract

The contract does not have KPI's as the work is of a very specific and individual nature, whereby each site is analysed on its own merits. Due to the fact the company only makes money by identifying errors, it is in their best interest to carry out a thorough analysis of each site.

Please could you briefly describe the contact monitoring arrangements

We are provided with quarterly invoices that also contain a breakdown of each sites usage and the savings made. Half yearly meetings with ADSM are attended by the Energy Team.