

## Appendix A

### Detailed Background and Profile of CES

1. The current service is based in purpose-built accommodation on Imperial way within the Borough. It provides three key services, each interlinked:
  - a managed service to the Council, and Merton and Sutton Councils. Fitting, installing, delivering, removing and recycling various aids and adaptations for both the local Health Service via the local NHS Clinical Commissioning Group and the Council's ASCH Department;
  - a brokerage service procuring varying degrees of equipment through a tendered framework for the three boroughs in the managed service, plus a group of other local authorities made up of Newham, Sandwell, Bexley, Dudley, Wolverhampton and the Isle of Wight; and
  - management of the NHS wheelchair service (note the NHS pay the real costs and CES is re-imbursed by a Management Fee).
  
2. These services support some of the most vulnerable clients within the Borough, and during the Covid crisis were pivotal to the Council and the Health Service being able to meet their goals in enabling patients to vacate hospitals and return home. Of the 98 headcount (90.6 full time equivalent) working in CES, 70% of the staff live within the three boroughs of the managed service and of which 52% are borough residents.
  
3. CES operates from 8:00am to 8:00 pm Monday to Friday for Merton and Sutton and 8:00am to 8:00 pm Monday to Friday for the Council. CES's performance table gives a sense of the scale of the volume of interactions they have with residents in the three boroughs as set out below:

Performance Indicator	Definition	Totals FY 22-23
<b>Activity</b>		
Volume of emails received		43,179
Volume of emails sent		28,007
Volume of calls received		44,621
Volume of calls made		78,357
Average Waiting time	Call waiting times	2 minutes 11 second
Total Orders Received		77,148
Compliments received	Number of compliments received	71
Simple complaints received	Number of Complaints received	90
Number of simple complaints resolved	95% simple complaints are resolved within 10 working days	100%
Formal complaints received	Number of formal complaints	25
Number of formal complaints resolved	Resolved within 10 working days	100%

Volume of items of equipment received in warehouse		98,891
Volume of items of equipment loaded for deliveries		76,028
volume of deliveries		33,795
volume of collections		12,234
Delivery timeliness		99%
Collection timeliness		93%
volume of items recycled		27,803
Recycling rate for standard equipment		80.0%
Volume of invoices received		19,206

4. The table demonstrates high levels of customer satisfaction with CES and a commensurately small number of complaints. Customer interactions range from the provision of a small aid and adaptation to make home life more manageable, to full scale hospital beds and stairlifts linked to enabling Hospital Discharges. CES is very responsive to families in crisis or where loved ones have recently been bereaved.
  
5. Staff sickness is an area that CES has historically had challenges managing and has been identified in previous reviews. Given the nature of the work involved i.e. manual labour and heavy lifting there is always an expectation that sickness will be higher than for traditional office-based services, but historic data showed CES sickness appeared to be much higher than comparable teams. CES has worked closely with the Corporate HR team and has made significant improvements in its sickness performance through a combination of robust implementation of the Council procedures and rigorous monitoring and referrals.
  
6. Stock levels are an area that CES has had to adapt to respond to the challenges of Covid. Prior to 2020, CES would have looked to hold stock of circa £1.2 - £1.3m, on the basis that with £30k of equipment sales per day on a crude calculation it would have taken circa 60 and 70 days to clear all stock (as not all items being delivered are from stock). Noting these items are not frequently changing and product lines that are planned to be changed are managed accordingly. During Covid, usual delivery periods of 3 – 5 days for stock were extended to 8 - 10 weeks and CES had to adapt to be able to guarantee to be able to meet customers' needs, requiring it to build up its stock levels to offset the Covid delays. Now deliveries are back in a more sensible and manageable approach, CES is currently looking to reduce stock levels from the current (Jan 23) £1.8m stock levels (3.55 (103 days stock turn)) back to circa £1.2 - £1.3m levels. If CES had been in the private sector, commercial pressures would have forced

stock levels to much lower levels, but as a Council service CES was historically able to fund the stock cashflow. Although it is worth noting that the stock shrinkage rate is very low at lower than 0.01%, highlighting the effectiveness of Stock Monitoring Systems.

7. Commercial Gov reviewed CES in April 22, and their report identified that CES was financially positive comparable with other options, but it did identify several recommendations. CES has been implementing these where it is able to.