

**REPORT TO: BEST VALUE SUB-COMMITTEE - 1<sup>ST</sup> NOVEMBER, 2000**

**REPORT ON: SECURITY SERVICES BEST VALUE REVIEW 1998/99**

**REPORT BY: CHIEF EXECUTIVE**

**REPORT NO: 680-2000**

**1. PURPOSE OF REPORT**

1.1. This Report is the result of a Best Value Review into the Security Services provided on behalf of the Economic Development Department as part of the Council's Best Value review process.

**2. RECOMMENDATIONS**

2.1. It is recommended that the Sub-Committee:

2.2. Notes the acceptance by the Economic Development Committee on 12<sup>th</sup> June, 2000 (Report No. 413/2000) of the tender for security services 2000-2003, submitted by Profile Security Services (as detailed in the audit file).

2.3. Notes the acceptance by the Economic Development Committee on 12<sup>th</sup> June, 2000 (Report No. 179/2000) of the tender for security services at the Headquarters Complex 2000-2003, submitted by Securitay (as detailed in the audit file).

2.4. Agrees the proposals for continuous improvement as outlined in Section 13.

**3. FINANCIAL IMPLICATIONS**

3.1. This review accounts for 12.78% of the Department's Revenue Budget at a budget cost examined of £411,833 reviewed (1998/1999).

3.2. The level of provision to service the needs of the Economic Development Department have been reviewed. Acceptance of the tenders from Profile Security Services Limited and Securitay will result in savings of approximately £64,000 per annum, based on the level of provision at February 2000. Further savings have also accrued from a reduction in service following a review.

**4. LOCAL AGENDA 21 IMPLICATIONS**

4.1. None.

**5. EQUAL OPPORTUNITIES IMPLICATIONS**

5.1. There are no equal opportunities implications arising out of this Report.

**6. DEFINITION OF THE SERVICE REVIEWED**

6.1. The service reviewed is the provision of security services at Tayside House, City Square, further Council properties held on the Economic Development Account and those Council properties declared to be

surplus to operational requirements. In addition, the service to other Departments such as Planning & Transportation, Finance and Social Work has been included.

- 6.2. As Dundee City Council has no in-house security provision or capability, this service was previously provided by Ecosse Security Services and Group 4. Together these firms employed approximately 14 staff at any one time on Council Contracts, however, the actual number employed was obviously greater than this due to the requirement to provide 24-hour cover.

## 7. **JUSTIFICATION FOR REVIEWING THIS SERVICE**

- 7.1. The service represents a substantial element of the Department's revenue budget and no formal contracts were in place for most of the security services which operated on a month to month basis. Since the acceptance of tenders formal contracts are now in place.

## 8. **REVIEW METHODOLOGY**

- 8.1. The review team consisted of the review Team Leader (from Personnel & Management Services), a Lead Officer (Estates Manager) and two staff from the Economic Development Department, Team Leader (Property Development) and Project Officer.
- 8.2. The review methodology involved consultation with customers and stakeholders.

## 9. **CRITICAL SUCCESS FACTORS**

### 9.1. **Stakeholders**

- 9.2. The main stakeholders were identified as:

- Economic Development Department
- Social Work Department
- All Departments occupying accommodation in Tayside House, Podium and City Square.
- Tenants of Council owned commercial and industrial premises.

- 9.3. All stakeholders were consulted to identify the critical success factors pertaining to the security service. The consultation involved the completion of a questionnaire regarding the existing service and requesting the views of stakeholders in regard to and changes to the service that they would like to see.

- 9.4. Information gleaned from the survey was utilised in the preparation of the tender document for the security contracts.

### 9.5. **Critical Success Factors**

- 9.6. The critical success factors established through consultation with users of the security services were identified as:-
- Cost – to the Council, on behalf of the Council Tax payers, of the service under review.

- Quality of Service – level of the service provision perceived by the stakeholders solicited by the survey.
- Customer Satisfaction – gauged by the survey.

## 10. **PERFORMANCE REVIEW**

10.1. Performance was reviewed by analysing the results of the customer survey which allowed assessment of the stakeholders' perceptions of service quality and satisfaction. Cost was reviewed in terms of the cost to the Council.

10.2. Questionnaires were issued to stakeholders. The analysis of the stakeholder survey revealed that:

- 86% found that the security personnels' attitude to visitors to the site met their requirements.
- 100% found that the security personnels' attitude to staff met their requirements.
- 71% considered that the appearance of the security personnel met or exceeded their requirements.
- 100% found the timekeeping of the security personnel met or exceeded their requirements.
- 71% believed that the site hosting the security personnel to be tidy.
- 71% considered that the response to emergencies was satisfactory, however, 14% stated that it was unsatisfactory.
- 86% indicated that the security personnel were helpful enough, although 14% suggested that an improvement was required.
- 86% advised that they were satisfied as to the competency of the security personnel.
- 86% were satisfied with the consistency of service delivery and 14% advised that this needed improvement.
- 86% indicated that the availability of security personnel to deal with complaints was satisfactory, but 14% felt that this was unsatisfactory.
- 86% agreed that the complaints procedures in place were satisfactory.
- 86% indicated that the actions taken in following up a complaint were satisfactory

It can be seen from the above that overall performance and satisfaction levels have, in relation to the critical success factors, been high. There are areas, however, where improvements can be made and these will be addressed through the continuous improvement process.

The full results of the analysis of the survey are detailed in the Appendix.

## 11. **RESULTS OF COMPARISONS**

11.1. The result of the tendering process are contained within the audit file.

12. **OPTION APPRAISAL**

12.1. Option 1 – setting up of an in-house service.

This option was discounted because this service has never been provided in-house and an in-house provision is unlikely to have the expertise and cost efficiency of an external provider.

12.2. Option 2 – withdraw the service.

This option was discounted because it would reduce the service to our customers, would lead to an increase in vandalism and arson and also to an increase in the stakeholders' perception of danger from violence in the workplace. A further reason for discounting this option was the contractual option in various property leases for the provision of security services

12.3. Option 3 – submit the process to the competitive market.

The external provider has always provided a reliable service at a reasonable cost and this is the option to provide the way forward for the Council

12.4. The level of service required was drawn up following the stakeholder consultation process and incorporated into the tender documents for the provision of the security services.

13. **CONTINUOUS IMPROVEMENT PROPOSALS**

13.1. The areas of lower than average stakeholder satisfaction, revealed as a result of the stakeholder consultation process, were as follows:

- Appearance of security personnel.
- Response to emergencies.
- Tidiness of security office.

13.2. Appropriate standards for each of the above have been incorporated in the new contract documents for the provision of security services and will be monitored closely to ensure compliance. Too little time has elapsed since the letting of the contracts to assess any changes in the standard of service.

13.3. The main focus for continuous monitoring and improvement will be to achieve a target satisfaction level of not less than 90% and this will be measured by regularly providing the stakeholders with an opportunity to comment on the levels of service being provided, by way of annual and, if necessary, more frequent questionnaires/surveys.

14. **CONSULTATIONS**

14.1. The Directors of Economic Development and Finance have been consulted in the preparation of this Report.

15. **BACKGROUND PAPERS**

15.1. Best Value Submission to the Secretary of State for Scotland, December 1997. Policy & Resources Committee, 11<sup>th</sup> December 1997.

15.2. Report on tenders for security services 2000/2003 approved by the Economic Development Committee on 12<sup>th</sup> June, 2000 (Report No. 413/2000).

15.3. Report on tenders for manned guarding at Council H.Q. complex approved by the Economic Development Committee on 12<sup>th</sup> June, 2000 (Report No. 179/2000).

**CHIEF EXECUTIVE** ..... **Date** .....

# **APPENDIX**

## **Analysis of the Security Services Questionnaire**

## Security

### Analysis of Questionnaires

Number of questionnaires issued	14
Number of questionnaires returned	7
Percentage of questionnaires returned	50

### Question

Question	Unsatisfactory %	Unsatisfactory %	Needs Improvement	Needs Improvement %	Meets Requirements	Meets Requirements %	Exceeds Requirements	Exceeds Requirements %	No Response	No Response %
Attitude to your staff		0.00		0.00		100.00		0.00		0.00
Attitude to visitors to the site		0.00		14.29		85.71		0.00		0.00
Uniform and appearance		0.00		28.57		57.14		14.29		0.00
Timekeeping		0.00		0.00		71.43		14.29		14.29
Tidiness of security office		0.00		0.00		71.43		0.00		28.57
Response to emergencies		14.29		0.00		71.43		0.00		14.29
Helpfulness		0.00		14.29		57.14		28.57		0.00
Competency of staff		0.00		14.29		85.71		0.00		0.00
Response time to problems		14.29		0.00		85.71		0.00		0.00
Consistency of service delivery		0.00		14.29		85.71		0.00		0.00
Availability of staff to deal with complaints		14.29		0.00		85.71		0.00		0.00
Complaints procedure		0.00		14.29		85.71		0.00		0.00
Effectiveness of follow-up action		0.00		14.29		85.71		0.00		0.00
Help with requests and queries		0.00		14.29		85.71		0.00		0.00

	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	No Response
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Attitude to your staff			1		L&P
Attitude to visitors to the site			1		
Uniform and appearance				1	
Timekeeping				1	
Tidiness of security office			1		
Response to emergencies			1		
Helpfulness			1		
Competency of staff			1		
Response time to problems			1		
Consistency of service delivery			1		
Availability of staff to deal with complaints			1		
Complaints procedure			1		
Effectiveness of follow-up action			1		
Help with requests and queries			1		

	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	No Response
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Attitude to your staff			1		Architects
Attitude to visitors to the site			1		
Uniform and appearance			1		
Timekeeping			1		
Tidiness of security office			1		
Response to emergencies			1		
Helpfulness			1		
Competency of staff			1		
Response time to problems			1		
Consistency of service delivery			1		
Availability of staff to deal with complaints			1		
Complaints procedure			1		
Effectiveness of follow-up action			1		
Help with requests and queries			1		

Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	No Response
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Attitude to your staff			1		Finance
Attitude to visitors to the site			1		
Uniform and appearance		1			
Timekeeping			1		
Tidiness of security office			1		
Response to emergencies			1		
Helpfulness			1		
Competency of staff			1		
Response time to problems			1		
Consistency of service delivery			1		
Availability of staff to deal with complaints			1		
Complaints procedure			1		
Effectiveness of follow-up action			1		
Help with requests and queries			1		

Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	No Response
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Attitude to your staff			1		Finance 2
Attitude to visitors to the site			1		
Uniform and appearance			1		
Timekeeping			1		
Tidiness of security office			1		
Response to emergencies			1		
Helpfulness				1	
Competency of staff			1		
Response time to problems			1		
Consistency of service delivery			1		
Availability of staff to deal with complaints			1		
Complaints procedure			1		
Effectiveness of follow-up action			1		
Help with requests and queries			1		

	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	No Response
Attitude to your staff				1	NRDD
Attitude to visitors to the site				1	
Uniform and appearance				1	
Timekeeping				1	
Tidiness of security office					1
Response to emergencies					1
Helpfulness				1	
Competency of staff				1	
Response time to problems				1	
Consistency of service delivery				1	
Availability of staff to deal with complaints				1	
Complaints procedure				1	
Effectiveness of follow-up action				1	
Help with requests and queries				1	

	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	No Response
Attitude to your staff				1	Support
Attitude to visitors to the site				1	
Uniform and appearance		1			
Timekeeping				1	
Tidiness of security office				1	
Response to emergencies				1	
Helpfulness				1	
Competency of staff				1	
Response time to problems				1	
Consistency of service delivery				1	
Availability of staff to deal with complaints				1	
Complaints procedure				1	
Effectiveness of follow-up action				1	
Help with requests and queries				1	

	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	No Response
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Attitude to your staff				1	Education
Attitude to visitors to the site		1			
Uniform and appearance				1	
Timekeeping					1 1
Tidiness of security office					1 1
Response to emergencies	1				
Helpfulness		1			
Competency of staff		1			
Response time to problems	1				
Consistency of service delivery		1			
Availability of staff to deal with complaints	1				
Complaints procedure		1			
Effectiveness of follow-up action		1			
Help with requests and queries		1			