

## 1. Introduction

This paper provides a benefits realisation plan for the expansion of CDS Direct to include own client work.

The benefits expected from this expansion are listed below, along with an explanation of how they will be assessed.

## 2. Financial Benefits

With the inclusion of own client work, the annual savings created by CDS Direct are projected at £10 million, compared with face-to-face advice.

A detailed breakdown of the savings is included in Appendix 1.

These savings will be evaluated using the same calculation set out in Appendix one.<sup>1</sup>

## 3. Quality

In determining the quality of the service, we have stipulated that the providers must achieve PR1 or 2 within 12 months of the service going live.

Peer review will be undertaken against a sample of CDS Direct files. This will take place within the first 12 months of the new providers starting, and providers will be peer reviewed at least annually after this.

If the providers fail to achieve PR1 or 2, their contract may be terminated.

The first peer review will be completed in late 2008 and in the meantime providers are undertaking their own peer review monthly – these reviews are moderated at least twice a year.

## 4. Timely Service

In order to ensure that we provide a timely service to clients, providers have key performance indicators relating to the length of time that passes between the call being received by the DSCC and the CDS Direct adviser calling the police station:

90% of requests for advice must be responded to within 15 minutes per month

95% of requests for advice must be responded to within 30 minutes per month

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<sup>1</sup> Note that these savings are based on national roll out of own client work, and therefore can only be evaluated from 21 April 2008.

These targets will be monitored through monthly reporting from First Assist.

**5. Comparative Performance**

Providers' performance will be monitored against each other to ensure that each is providing an equivalent level of service. The measures we will use for this are:

Number of cases handled  
Case duration for each type of offence

Case duration and number handled on an hourly basis should be equivalent to or better than the pilot.

This information will also come from monthly reports by First Assist

**6. Usability**

In order for the system to be successful, it must be considered workable by police station staff. This will be evaluated through satisfaction questionnaires sent to the police station and through email feedback received by DSCC. Targets are:

85% of custody staff find the new system workable  
No more than 10 emails per month stating that the new system is unworkable (to be measured after 1<sup>st</sup> 3 months).

**7. Complaints**

The level of justified complaints from police, solicitors and clients should be equivalent to the levels recorded during the pilot. All complaints will be responded to within the LSC target of 3 working days. This information will come from the monthly reports sent by First Assist and CDS Direct advisers.

**8. Added Value**

Police concerns  
In addition to the benefits outlined above, CDS Direct also allows us to discover which police stations are not performing as well as others. Advisers will make a note of any police concern they have on the Electronic Case Management System.

This information will be passed to ACPO. In order to determine how useful it is, LSC will consider in regular contacts with ACPO.

## **Appendix One – CDS Direct Projected Savings**

### **Calculation of savings for provision of telephone advice through CDS Direct**

#### **A) November 05 – April 06**

##### **Expenditure**

Cost of advisers, inclusive of supervisor's time: £569,991

##### **Savings**

Cases closed by CDS Direct: 25441

Savings (at £30.23 per call): £769,590

Cases handled by CDS Direct and then deployed 2980

Savings (at £22.25 per call): £66,305

Additional savings from London cases (5594 closed and 402 advised and then deployed at £1.45 per case) £8694

Gross Savings: £844,589

##### **Net Savings**

Net saving (for 6 month pilot): £274,598

Projected annual savings £549K

Or, each case costs £22.

#### **B) November 05 – Aug 06**

##### **Expenditure**

Cost of advisers, inclusive of supervisor's time: £907,195.04

##### **Savings**

Cases closed by CDS Direct: 42,034

Savings (at £30.23 per call); £1,271,528.50

Cases handled by CDS Direct and then deployed 5491

Savings (at £22.25 per call): £122,174.75

Additional savings from London cases (10559 closed and 698 advised and then deployed at £1.45 per case) £16,322.65

Gross Savings: £1,410,025.80

##### **Net Savings**

Net saving (for 10 months of pilot): £439,830.80

Projected annual savings £ 528K

Or, each case costs £23.

### Savings from cases where attendance costs were previously claimed

Month	Claim Code	No Of Claims	Total Supplier Cost
2005-05	1B	6403	251,374.96
2005-06	1B	6273	238,093.27
2005-07	1B	6369	248,872.26
2005-08	1B	6201	240,783.77
2005-09	1B	5992	232,413.30
2005-10	1B	5917	226,972.54
<b>Total</b>		<b>37155</b>	<b>1,438,510.10</b>
2005-11	1B	4746	189,281.86
2005-12	1B	4182	163,594.57
2006-01	1B	4448	182,674.34
2006-02	1B	3640	155,380.01
<b>Total</b>		<b>17016</b>	<b>690,930.78</b>
2006-03	1B	3760	154187.01
2006-04	1B	3652	149833.22
2006-05	1B	3773	153773.58
2006-06	1B	3619	146567.1
2006-07	1B	3766	156954.69
2006-08	1B	3501	142041.95
<b>Total</b>		<b>22071</b>	<b>903,357.55</b>
2005-05	1C	20395	6,072,299.63
2005-06	1C	20039	5,919,687.21
2005-07	1C	20913	6,213,900.07
2005-08	1C	20548	6,211,929.06
2005-09	1C	19714	5,866,020.15
2005-10	1C	19404	5,851,140.21
<b>Total</b>		<b>121013</b>	<b>36,134,976.33</b>
2005-11	1C	20815	6,242,385.96
2005-12	1C	17829	5,283,577.08
2006-01	1C	21227	6,404,261.89
2006-02	1C	19924	6,064,819.56
<b>Total</b>		<b>79795</b>	<b>23,995,044.49</b>
2006-03	1C	20438	6,185,899.08
2006-04	1C	19748	5,951,083.14
2006-05	1C	20892	6,318,440.60
2006-06	1C	20721	6,233,205.53
2006-07	1C	21634	6,531,815.21
2006-08	1C	20759	6,204,271.12
<b>Total</b>		<b>124192</b>	<b>37,424,714.68</b>

The above is an extract from a Business Objects report showing 1B claims (telephone advice only) and 1C claims (attendance plus telephone advice).

For 1C claims we do not know whether all claims include a telephone advice call but, in the worst case scenario for costs savings, it is assumed that this is so.

The above report shows the following:

- Prior to the pilot (May 2005 to October 2005) there were a total of 37,155 one B claims
- Prior to the pilot (May 2005 to October 2005) there were a total of 121,013 one C claims
- So the percentage of 1B claims pre pilot as a total of 1B plus 1C was 23.5%

**After the Pilot - November 2005 to February 2006:**

- There were a total of 17,016 1B claims
- There were a total of 79,795 1C claims
- CDS Direct closed 16,961 cases (25,441 cases in 6 months)
- So, whilst the volume of attendances per month is relatively stable at 20k/month, the underlying increase in the volume of DSCC cases (running at 9% per annum) has resulted in the percentage of 1B claims post pilot as a total of 1B plus 1C increasing to 29.9% so there has been an increase of 27.1% or 6.4% in cases closed by telephone advice.

The average claim for 1C duty work prior to the pilot was £298.60. Assuming that each 1C claim includes one advice call, this leaves "pure" attendance costs of £268.35

Projected savings for the 12 months since the pilot began:

6.4% of 290,433 cases = 18509

Savings per case @ £268.35 = £4,966,770

## **B) Updated savings at last analysis**

### **November 2005 to August 2006**

- There were a total of 39,087 1B claims
- There were a total of 203,989 1C claims
- CDS Direct closed 42,034 cases
- Percentage of 1B claims post pilot as a total of 1B plus 1C has increased to 28.5%. So there has been an increase of 21.3% or 5% in the proportion of cases closed by telephone advice.

The average claim for 1C duty work prior to the pilot was £298.60. Assuming that each 1C claim includes one advice call, this leaves "pure" attendance costs of £268.35.

Projected savings for 12 months since the pilot

5% of 291,691 cases = 14,585

Savings per case @ £268.35 a case = £3,913,885

The above makes some assumptions which are assessed as reasonable:

- The relationship between 1B and 1C cases remained constant pre and post pilot
- The cases previously closed by attendance and now closed by telephone advice share the cost profile of attendance claims.

## **C) Projected Savings including own client work plus duty**

In the period November 2005 to August 2006

- There were a total of 54,709 1B claims for own client work
- There were a total of 328,418 1C claims for own client work

Using the same basis as for duty work that:

- Percentage of 1B claims post pilot as a total of 1B plus 1C has increased to 28.5%. So there has been an increase of 21.3% or 5% in the proportion of cases closed by telephone advice.
- The average claim for 1C duty work prior to the pilot was £298.60. Assuming that each 1C claim includes one advice call, this leaves "pure" attendance costs of £268.35.

Projected savings for 12 months since the pilot

5% of 459,752 cases = 22,987.62

Savings per case @ £268.35 a case £6,168,727.83

Plus the projected annual savings for duty work at £3,913,885 = £10,082,613

Alternatively, by increasing the volume of duty claims by 150%

- There would be projected 1B claims in 12 months of 58,630.50
- There would be a projected (duty plus own) 1C claims in 12 months of 305,983.50.

Using the same basis as for duty work that:

- Percentage of 1B claims post pilot as a total of 1B plus 1C has increased to 28.5%. So there has been an increase of 21.3% or 5% in the proportion of cases closed by telephone advice.
- The average claim for 1C duty work prior to the pilot was £298.60. Assuming that each 1C claim includes one advice call, this leaves "pure" attendance costs of £268.35

5% of 437,536.80 cases = 21,876.84

Savings per case @ £268.35 a case £5,870,650

Plus the projected annual savings for duty work at £3,913,885 = £9,784,535