



AGENDA ITEM: 9

SUMMARY

Report for:	Finance & Resources Overview & Scrutiny Committee
Date of meeting:	3 September 2013
PART:	1
If Part II, reason:	

Title of report:	Shared and Outsourced Services Update – Customer Service Centre and Gateway Contract (CSCG)
Contact:	<p>Cllr Neil Harden: Portfolio Holder for Residents & Regulatory Services Cllr Brain Ayling, Cabinet Support Member</p> <p>Responsible Officer: Shane Flynn – Assistant Director (Performance and Projects)</p>
Purpose of report:	To update Members on progress with the Customer Service Centre and Gateway project.
Recommendations	That Members note progress and comment on the Customer Service Centre and Gateway project.
Corporate objectives:	Supporting the ‘Dacorum Delivers’ strategic change programme
Implications: ‘Value For Money Implications’	<p><u>Financial:</u></p> <p>Efficiency savings have been identified as part of the overall project and will be monitored through the Performance Management Frameworks, which form part of the contract documentation.</p> <p><u>Value for Money:</u></p> <p>Current central government legislation has identified that local authorities should seek to provide value for money for citizens by exploring partnership arrangements to deliver services. The Northgate proposal was tested against a public sector comparator to demonstrate that the contract will provide value for money.</p>
Risk Implications	A risk assessment of the CSCG project has been undertaken and reported to the Overview and Scrutiny Committee. An ongoing risk log was developed to cover all aspects of the transfer. Post contract completion a new project plan has been

	introduced and a revised risk register, focused on delivery, is being developed.
Equalities Implications	Equality Impact Assessment carried out This was included in the report to Cabinet on 26 th March 2013. Further impact assessments will be required to assess the impact of the Customer Relationship Management and Channel Shift projects.
Health And Safety Implications	There are no immediate health and safety issues. During the period March to July 2013 additional security arrangements were in place in the reception area to help manage the transition to Council Tax Support. The transition is now complete and therefore the additional security has been withdrawn. Normal security levels for staff are now in place.
Consultees:	<p>A corporate multi-disciplinary project team has been developing the CSCG project. In addition Customer Services staff have been engaged through regular staff meetings and the Staff Reference Group. Unison has also been consulted regularly.</p> <p>Approval for contract signature and transfer of service was delegated by Cabinet to the Portfolio Holder for Residents and Regulatory Services and the Corporate Director (Finance and Governance).</p>
Background papers:	<ul style="list-style-type: none"> • Cabinet report, 26 March 2013 – Customer Service Centre and Gateway Tender Exercise (Part 2) • Cabinet report, 25 June 2013 – Customer Service Centre and Gateway Contract (Part 2) • Cabinet report, 23 July 2013 – Customer Service Unit Drawdown from Reserves • Discovery Report – available on request • Service Improvement Plan – available on request • Annex A – Example Operating Level Agreement • Annex B – Draft Performance Audit survey
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>In May 2011 Cabinet approved a Shared and Outsourced Services project. The project's objective was to explore shared service options for a number of Council services, including a 'strategic partnering' approach for Customer Services.</p> <p>The approved procurement process resulted in the Customer Service Centre and Gateway Invitation to Tender (ITT) being released to the market on 30th October 2012. On 26 March 2013 Cabinet approved the award of a four year contract to Northgate Information Solutions Ltd.</p> <p>On 25 June 2013, Cabinet delegated authority to the Portfolio Holder for Residents and Regulatory Services on the advice of the Corporate Director (Finance & Governance) to bring</p>

	<p>forward the forward the contract signature date (the Effective Date) and Operational Service Commencement Date, subject to completion of agreed tasks.</p> <p>The Finance & Resources Overview & Scrutiny Committee has continued to receive quarterly updates on progress on the contract since September 2012.</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>CSCG - Customer Service Centre and Gateway</p> <p>CSU - Customer Service Unit</p> <p>ITT - Invitation to Tender</p> <p>CRM - Customer Relationship Management System</p> <p>OLA - Operating Level Agreements</p> <p>PMF - Performance Management Framework</p>

1. Background

- 1.1. At the Cabinet meeting on 26 March 2013, a decision was made to award the contract for the delivery of the Customer Service Centre and Gateway (CSCG) to Northgate Information Solutions UK Ltd (Northgate) as the future CSCG provider, with effect from 1 October 2013 for a term of 4 years; with an option to extend the contract for a period up to a further 6 years, subject to the outcome of the independent value for money benchmark review in 2016/17.
- 1.2. On 25 June 2013 Cabinet resolved to enable the contract to begin at an earlier stage, so as to maximise the benefits to the Council and minimise the disruption to the service and uncertainty for staff. Accordingly the contract was signed on 12 July and the service was transferred to Northgate on 5 August 2013.

2. Contract Sign Off conditions

- 2.1. The Council's legal team engaged Bevan Brittan, independent legal advisors, to work with the in-house team to finalise all legal documentation relating to the transfer. The contract and 18 Schedules detailing various matters were developed and reviewed in partnership between the in-house team, which comprised legal, finance, procurement, HR and project management officers and Bevan Brittan's legal, staffing and premises & leases experts.
- 2.2. In order to manage the transfer as effectively as possible, Northgate required an earlier date of contract signature (the 'effective date'). This would enable Northgate to mobilise resources to complete pre-transfer activities. The Cabinet resolution of 25 June therefore required four conditions to be met between the effective date and the operational Services Commencement Date. In the event that these conditions were not met the service would not transfer and the contract would be suspended until such a time as they were resolved. These four requirements were:
 - The completion of a Discovery Report by Northgate detailing the current conditions relating to the CSU, the findings of which were to be agreed by Council officers;
 - The publication of a Service Improvement plan detailing planned developments and a route map to service transformation by the end of year 1 of the contract, to be agreed by Council officers;

- The agreement of Operating Level Agreements (OLAs) between Northgate and the 8 main back office users of the service and a ninth OLA for all other users
- Agreement on all staff and TUPE matters.

3. Discovery Report

- 3.1. A copy of the Discover Report is available from Member Support. The report details Northgate's analysis of the current operating conditions of the service and therefore supported the development of the Service Improvement Plan (SIP). The report was compiled in partnership with the operational managers within the CSU and the Group Manager (Partnerships, Policy and Communications).
- 3.2. The report was reviewed by the Assistant Director (Project Governance) and specialist support provided by V4 Services Ltd. The findings were subject to challenge and revision before a final version was agreed on 9 July. The report sets out a comprehensive analysis of the current conditions relating to the CSU and performance on key measures.
- 3.3. In respect of the latter it is important to note that one of the performance indicators reported within the Council at present indicates a higher level of performance than will be reflected in future. This is because the means of measuring performance will change under the contract.
- 3.4. The target for calls answered within 20 seconds is 70%. Current performance is reported as 82%. Actual current performance on the measure used by Northgate (using data supplied and agreed by CSU officers) is 42%.
- 3.5. The contract includes as Schedule 5 a detailed statement of how progress towards the targets will be achieved by the end of Contract year 1.

4. Service Improvement Plan

- 4.1. The SIP is a key document that forms part of Northgate's contractual obligations. It sets out a timetable for implementing key stages of the service development, including two specific projects relating to the transformation:
 - The introduction of a Customer Relationship Management (CRM) system;
 - Channel shift from face-to-face and call contact to web-based interaction where this improves access to services and promotes efficiency
- 4.2. Within the terms of the contract, specific items included in the SIP must be completed by the agreed dates. Otherwise the contractor will be deemed to be at fault and the Council will be entitled to seek remedy or, where failure is significant, seek termination of the contract. Development of the CRM system forms the main part of these requirements as the achievement of key performance targets – and efficiencies within the contract – is dependent upon the introduction of related technology.
- 4.3. The SIP also places significant obligations on the Council, particularly in terms of ICT support and web developments. An Operating Level Agreement (OLA) for the delivery of ICT support to Northgate was discussed during contract negotiations but this was rejected by the Council as the proposed

terms could not be met within the context of the Council's own ICT strategy and resource constraints. A general obligation to provide ICT support was agreed.

- 4.4. An existing programme of work to develop the Council's website is in place. The timetable set out in the SIP was reviewed by ICT and Web officers but engagement with Group Managers will need to be strengthened to support the proposed channel shift project. Monthly meetings between Group Managers and Northgate will form part of this increased programme of engagement.
- 4.5. A third area of the SIP which needs final confirmation is the responsibilities of each party in respect of customer insight. The Council will have access to the CRM system but the details of how data about customers will be stored, manipulated and reported by either party need to be finalised. Northgate's general obligations are set out in OLA 9 and meetings with Northgate's systems architect and Mobilisation manager have been agreed for 5 September.

5. Operating level Agreements

- 5.1. As detailed in previous reports to the Committee, the contract includes a performance management system consisting of three elements:
 - PMF 1 – core performance targets, primarily relating to response times and queue length
 - PMF 2 – qualitative assessments by Group Managers of the CSCG's performance
 - PMF 3 – Channel shift progress indicators.
- 5.2. PMF 1 indicators are as follows:
 - Agreed % of calls answered with 20 seconds (up to a minimum of 70% by end of year 1)
 - Acceptable % of calls abandoned (down to a maximum of 5% by end of year 1)
 - Agreed % of customers seen with 5 minutes (up to a minimum of 70% by end of year 1)
 - Longest wait time (at least 95% of customers waiting less than 30 minutes by end of year 1)
- 5.3. PMF 1 indicators will be monitored in aggregate for the purposes of the contract by the Operations Board. However they will also be monitored at an individual service level at monthly meetings between Northgate and Group Managers. The core purpose of these meetings will be to review the performance against Operating Level Agreements that have been drafted for the 8 core customer services of the CSCG. An example OLA is provided at Annex A.
- 5.4. For PMF 2, Group Managers will be able to assess performance quality through a quarterly audit process. An example of a quarterly survey is provided at Annex B. A detailed scoring mechanism has been agreed for the audits. Where scores fall below a specified level, service credits may be applied, thus providing a financial incentive for achieving high quality in

service delivery. The audits will be introduced once the transformation process has been completed at the end of Year 1.

- 5.5. There are no service credits applicable to PMF 3. Achieving channel shift is an important means of delivering efficiencies for the provider. Therefore PMF carries its own financial incentives.
- 5.6. At each of the monthly meetings with Group managers the OLAs will be discussed and performance assessed. The OLAs also place obligations on services to provide up to date and accurate information to the CSCG in advance of any planned changes and to respond in a timely and appropriate manner to unexpected events. Where there is a particularly high level of responsiveness, this may require changes to current operational procedures.
- 5.7. The overall operation of the contract will be reviewed by a Partnership Management Board which will meet quarterly and consists of relevant senior personal of Northgate and the Council, including the Chief Executive and Portfolio Holder for Residents & Regulatory Services. Further details of governance arrangements were reported to the Committee at its meeting of 4 June 2013.

6. Staff and TUPE matters

- 6.1. The Assistant Director (Performance and Projects) met with members of staff regularly during the mobilisation period at meetings with the CSU management team and through attendance at team meetings in May and June. Fortnightly meetings were also held with Unison representatives and the regional Unison representative attended the June meeting with staff.
- 6.2. Staff had the opportunity to raise questions and receive answers through an online Frequently Asked Questions facility and also met with Northgate representatives on a one-to-one basis prior to the contract go-live date.
- 6.3. At the date of transfer Northgate had not achieved admitted Body status to the Council's pension fund. All information required had been made available to the Pension Fund Authority but limitations of resources with the pension's management team meant that the information could not be processed in time. Northgate is already an admitted body to the Herts Pension Fund through a contract with a neighbouring authority. Achieving admitted body status is therefore considered to be a formality. However, the Council has sought additional guarantees pending the completion of due processes:
- 6.4. Northgate have provided a letter of assurance that all pensions rights will be safeguarded and all contributions collected until such a time as admitted body status has been achieved when contributions will be paid across
- 6.5. Staff have received written assurance from the regional Unison representative that this is a normal circumstance and does not represent a threat to their pension rights.
- 6.6. Sufficient assurance was therefore gained that delayed resolution of this issue was not grounds for suspending the transfer of the service on 5 August as planned.

7. Conclusion

- 7.1. The transfer of the CSU to Northgate has been undertaken within the requirements of the Cabinet decisions and in the light of comments of the

Overview and Scrutiny Committee at its meeting of 4 June. A positive start has been made. Strong contract management arrangements are now needed to ensure that the Council achieves maximum benefit from its partnership with Northgate. A permanent contract manager is to be appointed within the Procurement Service to oversee the contract. In the meantime, the Assistant Director (Performance and Projects) will retain client side responsibility for contract management with the support of specialist advisers V4 until December 2013.

ANNEX A

Example Operating Level Agreement

OPERATIONAL SERVICE AGREEMENT

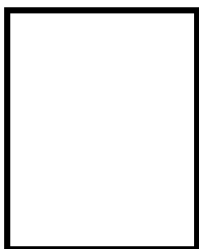
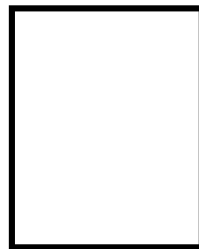
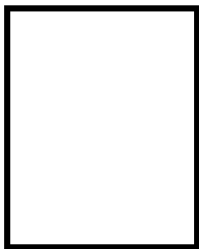
between

Customer Service Unit

and

**WASTE and 'CLEAN, SAFE and GREEN'
SERVICE**

June 2013



Purpose of the agreement: -

This Service Level Agreement forms the basis of a partnership between the Customer Service Unit (CSU) and the Waste and “Clean, Safe and Green” Service at Dacorum Borough Council for the provision of telephone, electronic and face to face customer contact. The purpose of this agreement is to ensure that the services are delivered to satisfy customer requirements, that outcomes and service standards are clarified and agreed, and that the services delivered are effective, efficient and of a high quality.

Partnership Management: -

- The partnership approach between the CSU and the Waste and CSG services represents a commitment towards open and honest dialogue, based on constructive suggestions to support a culture of continuous improvement in delivery of service to customers.
- Joint management of monthly performance will be via a monthly report, to be reviewed by joint representatives at the monthly Performance Meeting. Here, performance will be assessed against the targets and key variances discussed, all actions are to be jointly agreed.
- Quarterly meetings between the CSU and Group Manager (WCSG) will review the key trends of the performance metrics and identify processes which are generating significant call volumes for review. Any improvements to the service delivered will be discussed and agreement reached as to implementation.
- Exception reports (verbal and/or written as appropriate) will be produced and escalated as required where performance and/or quality targets are not being met.
- The agreement is based on customer contact volumes in 2012/13. Call volumes will be subject to ongoing monitoring and any significant variance will be brought to the attention of the service.

Nature of the services: -

Staff in the CSU and the Waste and CSG services are advocates of excellent customer service and need to be empowered and enabled to carry out their responsibilities in an efficient manner to be able to deliver an end to end service to our customers.

The Customer Service Unit (CSU) team aims to provide a comprehensive, professional, accurate and timely service to the Council’s customers, contractors and service providers

Hours of Operation

The Customer Service Centre and Reception Desk at Hemel Hempstead will be open to the public:

Monday to Thursday	8:45 - 17:15
Friday	8:45 - 16:45

The Customer Service Centre at Berkhamsted will be open to the public:

Monday	9.00 – 17.00	(Closed between 12.30 and 1.30)
Tuesday	9:30 – 14.00	
Thursday	9:30 – 14.00	
Friday:	9:30 – 14.00	

The Customer Service Centre at Tring will be open to the public:

Monday	9.00 – 17.00	(Closed between 12.30 and 1.30)
Wednesday	9:30 – 14.00	
Friday:	9:30 – 14.00	

The telephone Contact Centre will be open

Monday to Friday	8:00 - 18:30
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Cupid Green Office is open Monday to Thursday 8am – 5pm and 8am – 4.30pm on Fridays

Service Description

The CSU provides a service to:

- Waste and 'Clean, Safe and Green' service customers,
- Other Council Customers
- Stakeholders
- External suppliers and contractors
- Other agencies and individuals

CSU will seek to resolve the customer's business at the first point of contact without the need for referral to service departments. CSU will ensure that appropriate records and computer systems are updated and referrals to other agencies carried out quickly and effectively.

If it is not possible to resolve at first point of contact, we will take action to ensure resolution including:

- Escalating the enquiry in line with agreed procedures
- Liaising with appropriate service departments
- Referring the matter to an appropriate or designated Officer

SECTION ONE - The Service

CSU responsibilities:

Waste Services

- Advise customers on when their bin will be collected, report missed bin collections, and advise on what waste goes in what bins.
- Report missing or damaged bins for repair or replacement
- Take request for second bins and take payments where applicable
- Book in and process the collection of bulky waste items and take payments. Advise on relevant applicable discounts such as Dacorum Card etc.
- Take requests for assisted collection service and advise of the process for arranging this for customers.
- Provide sacks for customers to purchase for different types of waste i.e. domestic, recycling, excess and commercial
- Provide advice and information to residents relating to the storage and disposal of hazardous, commercial and industrial waste.

Clean, Safe and Green Services

- Provide advice and information on requests relating to for trees, hedges, grass and general parks and open spaces, and awareness of the cycle of these events/seasons and log necessary service requests
- Provide advice on process for dealing with abandoned vehicles, fly tipping graffiti, dead animals and log necessary service requests.

- Provide advice on Tree Preservation Orders and direct more detailed requests to the appropriate department. Provide advice and information on special events, sports pitches, pavilions, outdoor recreation facilities and sponsorship requests
- Provide advice and information on Parks and Open Spaces including Countryside Access, rights of way and cycle routes etc.

Waste and 'Clean, Safe and Green' Service Responsibilities

- Provide access to specialist internal training as agreed following any changes to services or systems, or as required to support the training of Customer Service staff
- Provide timely and appropriate information relating to service or legislative changes which directly or indirectly impact on the CSUs ability to deliver the service
- Provide daily access to specialist personnel required for the provision of services / referrals / specialist enquiries which are deemed to be outside of the CSU function or above their limits of responsibility who can resolve operational issues (e.g.: Duty Officers)
- Take ownership of customer issues that CSU cannot resolve
- Provide timely responses to customer issues to ensure delivery of the service
- Provide access to appropriate systems to operate the service (e.g.: Flare and Web view)
- Send an appropriate service representative to a regular CSU liaison meeting
- Provide performance monitoring of calls and visitors to the CSU to agreed levels in line with the schedule in the Performance Management Framework (PMF2)

SECTION TWO – Performance and Key Performance Indicators

- We aim to serve at least 70% of our face to face customers within 5 minutes
- We aim to resolve at least 90% of all customer enquiries at first point of contact
- We aim that 90% of customers will be satisfied with service received by staff
- We aim to answer 70% of telephone calls in the Contact Centre within 20 seconds

Key performance Indicators for the Customer (PMF1): -

The key performance Indicators and performance are as follows: -

Measures	Targets			
	Average 2012/13	July 2013	Oct 2013	Jan 2014
Total visitors served	575			
Average Wait Time in CSC	6m 54s			
Average serve time in CSC	9m 18s			
% wait under 5 minutes	55%			

Wait Time (Target - fewer than 30 min wait for 95% customers)	98%*			
*Average across all services				
Total Calls	18,012			
% Calls answered in 20s	47			
% Abandoned	12%			
Average Call wait	1m 25s			
Average call duration	3m 36s			

Quality monitoring will be used to ensure that high standards of customer service are consistently maintained, training issues are identified and addressed and staff are supported. This promotes professionalism and the use of correct procedures and salutations. The focus on monitoring is planned to ensure that minimum levels of service are exceeded and that procedures are correctly followed. Customer contact, both face to face and via the telephone, within the Customer Service Unit is subject to quality monitoring and an analysis of this will be provided to Group Managers monthly

Key performance measures for the Service (PMF2):-

Description	Indicator
Customer details will be recorded accurately, comprehensively and consistently, in line with agreed procedures, to enable the Waste and CSG service to deal with reports efficiently and effectively (Civica Flare Reporting/Customer portal)	To be baselined
Customer details to be referred to Waste and CSG service staff by telephone in a timely manner and in line with agreed standards to avoid the need for 'call-backs'	To be baselined
Accurate service referrals made to Waste and CSG service to ensure correct assignment of tasks and DBC responsibility in line with agreed procedure	To be baselined
Accurate booking and payments for the 'Bulky Items' service in line with agreed procedure	To be baselined
Transfer of calls and referrals are meeting documented Process criteria.	To be baselined

Service /CSU Improvements and Aspirations

CSU to have access to real time data via the Bartec and web view Systems

CSU to have the ability to book bulky item appointments direct without the need to ring the back office for appointment availability – move from paper to electronic diary and to deal with any misinformation complaints that may arise.

SECTION THREE – If it goes wrong

Complaints: -

The Group Manager will be provided with copies of all complaints received about the Customer Service Unit where they relate to the Waste and CSG service. All complaints will be registered in accordance with the council's specified complaints procedure.

The CSU will respond to all complaints regarding the service provided by the CSU.

Copies of complaints received by Waste CSG service and relevant to the service provided by the CSU will be forwarded to the CSU Manager for investigation.

The Group Manager Waste and CSG services will be responsible for all complaints regarding the service provided by WCSG.

Complaints will be dealt with in accordance with the council's complaints procedures.

Arbitration: -

Any disputes between the parties to the agreement which cannot be satisfactorily resolved should be referred to either/or both the CSU Manager and the Group Manager (Waste and CSG services). This is to include any complaints about staff or the level of service provided.

The Issues Management Log

The Issue Management Log is an open database of issues and events kept on the Council's Sharepoint account. Issues, events and complaints relating to the CSU service can be recorded on the Issues Management Log for investigation and resolution.

SECTION FOUR – The CSR Training and Procedure Manual Update responsibilities

Service & Process document	Ref	Last review date	Next review date	DBC accountable Officer (GM)	DBC Reviewer/ service manager
Clean, Safe & Green (CSG) Useful contact numbers	CSG2	April 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Useful information overview	CSG3	April 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Countryside access	CSG4	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Flower beds & hanging baskets	CSG5	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Grass	CSG6	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Grass verge & amenity greens (These could also relate to Housing or Herts County council)	CSG6a	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Gritting – HCC responsibility	CSG7	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – EPD's Housing	CSG8	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Hedges Housing	CSG9	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – High hedges Housing	CSG10	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG - Japanese knotweed	CSG10a	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson

CSG – Leaves	CSG1 1	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Litter & Fly tipping	CSG1 2	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG - Parks	CSG1 3	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Play areas	CSG1 4	April 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG - Shrubs	CSG1 5	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Tenanted gardens & EPD Housing	CSG1 6	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Weeds	CSG1 7	April 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Trees & Woodland FAQ	CSG1 8	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG - Trees & Woodlands	CSG2 0	April 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Works to trees form	CSG2 1	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Tree Surgeon’s list	CSG2 2	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Storm damage	CSG2 3	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG- Storm damage form	CSG2 3a	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Allotments info Facilities Management	CSG2 6	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG - Special Events Info	CSG2 8	April 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Sport pitches & pavilions Bookings – Facilities Management	CSG2 9	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Sport & Outdoor Rec facilities	CSG3 0	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Sponsorship request Facilities management	CSG3 1	April 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – EGGP system notes	CSG3 2	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Ezytreev system notes	CSG3 3	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Flare system notes	CGS3 4	March 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Ash trees	CSG3 5	August 2012	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson
CSG – Environmental services Ext.no’s	CSG3 6	Feb 2013	By Dec 2013	Craig Thorpe	Shirley Hermitage/Vanessa Johnson

Shaded areas need clarification

We jointly agree to the Partnership Management terms contained within this Service Level Agreement:

**Customer Service Centre:
Name:**

**Waste and ‘Clean Safe and Green’
Name:**

Signature:

Date:

Signature:

Date:

ANNEX B

Draft Quarterly Performance Audit survey (to be completed by Group Managers)

Timeliness (PMF 1 – by service)	1	The Service responds promptly to the initial customer contact and deals with the request in a timely manner	
Criteria	Result	Score (out of 10)	
	Very Satisfied	10	70% of call answered within 20 seconds
	Satisfied	8	60% of calls answered within 20 seconds
	Dissatisfied	4	50% of calls answered within 20 seconds
	Very Dissatisfied	0	Less than 50% of calls answered within 20 secs
Information (Service Area Call Calibration / Observation of Visits)	2	Information given to customers is accurate and comprehensive	
Criteria	Result	Score (out of 10)	
	Very Satisfied	10	100% of Calls listened to / Visits observed meet criteria
	Satisfied	8	80% of Calls listened to / Visits observed meet criteria
	Dissatisfied	4	60% of Calls listened to / Visits observed meet criteria
	Very Dissatisfied	0	50% of Calls listened to / Visits observed meet criteria
Professionalism (Complaints)	3	Our Staff are competent, professional and treat customers fairly	
Criteria	Result	Score (out of 10)	
	Very Satisfied	10	No complaints in period
	Satisfied	8	Less than 5 complaints in period
	Dissatisfied	4	5 to 10 complaints in period
	Very Dissatisfied	0	More than 10 complaints in period
Problem Mgt (Issues Management Register)	4	Potential problems are identified, communicated and dealt with quickly and effectively	
Criteria	Result	Score (out of 10)	
	Very Satisfied	10	100% of issues resolved within 1 month
	Satisfied	8	80% of issues resolved within 1 month
	Dissatisfied	4	60% of issues resolved within 1 month i
	Very Dissatisfied	0	Only 50% of issues resolved in 1 month

Insight (Response to change / service improvements identified)	5	The Service understands my business needs and is proactive in identifying changes in requirements		
Criteria		Result	Score (out of 10)	
	Very Satisfied	10	Quick / Proactive response to change identified – within 1 week	
	Satisfied	8	Reasonable response – within 1 month	
	Dissatisfied	4	Poor response – within 3 months	
	Very Dissatisfied	0	Unacceptable response – within 6 months	
Quality (PMF 2 - Key Performance Indicators – Customer Surveys) 6 – Monthly measure	6	The Service being provided to our customers is of a high quality		
Criteria		Result	Score (out of 10)	
	Very Satisfied	10		
	Satisfied	8		
	Dissatisfied	4		
	Very Dissatisfied	0		
Delivery (Adherence to Documented Process & Standards as set out in the OLA – Quality Control)	7	The Service delivers the outcomes it promised within the OLA		
Criteria		Result	Score (out of 10)	
	Very Satisfied	10		
	Satisfied	8		
	Dissatisfied	4		
	Very Dissatisfied	0		