



## Working in Partnership

**DRAFT**

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Administrative Agreement  
covering the  
Delegation of Customer Services -  
Telephone Contact Centre Provision  
by  
Harborough District Council  
to  
Charnwood Borough Council

**September 2012**

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# 1 Introduction

## 1.1 Background

- 1.1.1 Harborough District Council (Harborough) established a transformation programme in 2011 to look at all aspects of the Council service operations.
- 1.1.2 The service redesign workstream included a number of recommendations in respect of customer service provision that taken together were designed to provide a step – change improvement to service provision.
- 1.1.3 One of those recommendations was to delegate responsibility for telephone contact centre provision to Charnwood Borough Council (Charnwood) and a business case in support of the recommendation was subsequently developed and approved by Harborough.
- 1.1.4 Charnwood will need to approve the service delegation (from Harborough) in due course and before it can take effect.
- 1.1.5 Charnwood has invested considerable resource, both financial and staffing to develop an operational blueprint for their Contact Centre. The opportunity for this partnership will allow :-
- Harborough to benefit from the work already undertaken
  - The national agendas on both localism and shared services to be met for both Councils
  - Efficiencies and savings to be delivered as the partnership develops
- 1.1.6 Both Harborough and Charnwood are mindful that this partnership may, in due course, inform the county wide access to services initiative and will assist in facilitating discussions with other authorities as appropriate.

## 1.2 Purpose of this document

- 1.2.1 The purpose of this document is to provide the scope, operational detail and responsibilities for each local authority to support the delegation arrangements.
- 1.2.2 It also defines the initial term of the delegation and notice periods required to terminate or extend the service delegation.

## 1.3 Scope of Service Delegation

- 1.3.1 The scope of service delegation is initially confined to handling all telephone calls made to the Harborough customer services contact number published on the Council's website and through other communication channels.
- 1.3.2 The way in which calls are dealt with will vary from service to service and over time. This will be enabled through a structured approach to service

migration from back office service teams to the dedicated customer services staff located either at Harborough or Charnwood.

- 1.3.3** Service provision through other access channels including fax, email and face – to – face will continue to be handled by Harborough staff and are excluded from this agreement. Changes to this agreement to allow Charnwood to handle customer contacts through channels other than phone will need to be reflected in the annual budget for the service and formalised by both authorities agreeing a variation to the service delegation.

## **2 Overview of Service Delegation**

### **2.1 Objectives**

**2.1.1** This delegation forms part of the overall Harborough customer services strategy in respect of :

- Access to services through all contact channels being consistently delivered to a high standard.
- Meeting realistic customer expectations in terms of response times and outcomes of the contact.
- Emphasising and enhancing a customer culture across Harborough which will seek to ensure that all customer contacts are dealt with efficiently, effectively and consistently at the First Point of Contact (FPoC).
- Progressively reducing avoidable contact assisted by accurate and timely information on the volumes, nature and outcomes of contacts.
- Giving due consideration to the customer journey and experience and striving to increase customer satisfaction as part of a programme of continuous improvement.

### **2.2 Continuity of Service Provision**

**2.2.1** It is intended that there is no regression of service to customers though this delegation. This includes handling all Revenues and Benefits calls in accordance with the Service Level Agreement with the Revenues and Benefits Partnership.

**2.2.2** Information on the nature of all customer contacts by telephone will be recorded on the Lagan Customer Relationship Management (CRM) system at all times even if the call is forwarded to back office service teams for resolution and closure

**2.2.3** Harborough customers will continue to be directed to a single customer services contact telephone number. Calls to this number will be diverted to Charnwood so that they can be answered by a dedicated team of advisors.

**2.2.4** Service transition will be planned as part of the establishment of the contact centre project.

### **2.3 Term of Delegation**

**2.3.1** This delegation will take effect from 3<sup>rd</sup> December 2012 and terminate on 31<sup>st</sup> March 2016 unless it is terminated or extended before that date.

## **2.4 Notice to terminate**

- 2.4.1** This delegation may be terminated before the 31<sup>st</sup> March 2016 by either council if written notice is provided one year in advance of the required termination date.

## **2.5 Notice to extend**

- 2.5.1** This delegation may be extended beyond the 31<sup>st</sup> March 2016 if both councils agree to the delegation and supporting Administrative Agreement before the 1<sup>st</sup> April 2015

## **2.6 Delegation variation**

- 2.6.1** This delegation may be varied if both councils agree the variation and the date from which it is to take effect.

## 3 Responsibilities

### 3.1 Charnwood Responsibilities - Operational

3.1.1 Charnwood will be responsible for the day to day operation of the contact centre including:

- Recruitment and employment of the contact centre staff including training, line management and personal / team development
- Deployment of the contact centre staff to best meet the anticipated customer demand profile
- Provision of Business Analyst and other Charnwood staff as agreed to develop and fully utilise the supporting IT systems – Lagan CRM and GovMetric
- Hosting of the Harborough Lagan CRM system on Charnwood's server and network infrastructure
- Backing up Harborough data
- Resolving Lagan system issues with Kana
- Provision of telephony infrastructure to handle both incoming and outgoing calls efficiently
- Participating in strategic contact centre performance review meetings with Harborough (Partnership Boards) and operational customer service performance review meetings.
- Providing performance data to Harborough as set out in the Performance Management section of this Agreement (section 5)
- Invoicing Harborough monthly in arrears to recover costs incurred in the operation of the contact centre
- Accommodating visits to the Contact Centre by Harborough officers or members to develop a better understanding of the operation of the contact centre
- Harborough shall have legal title at all times to all contact centre data in the possession of Charnwood either in respect of CRM or telephony data. Upon request, Harborough shall have unfettered access to Data whether such access shall be manual or electronic. Charnwood shall provide such access within one Business Day for all current Data and within three Business Days within for all archived Data.
- Charnwood will not store, copy, disclose or use the Data except as necessary for the performance of its obligations under this Agreement.
- Charnwood will provide Harborough with such information as it is reasonably required from time-to-time so that Harborough can satisfy themselves that Charnwood is complying with their obligations in relation to Data responsibilities

- Charnwood will deliver the Services for Harborough in accordance with this agreement and in compliance with the applicable parts of the Constitutions for both Councils.
- Charnwood will also deliver the Service using any Council Policies which are not included within the Constitution but which are in force from time-to-time and any reasonable modification thereto. If there are any changes or proposed changes to in such policies or new policies are approved which Charnwood considers will cause it to expend a material cost in complying with the said amended or new policy Charnwood will inform Harborough promptly upon becoming aware of any such change.
- Charnwood will conform to the agreed Complaints Procedures in the performance and delivery of the Services and will provide reports setting out the number and type of complaints received in accordance with the performance managements.
- Charnwood acknowledges that it is subject to legal duties which may require the release of Information under the provisions of the Freedom of Information Act 2000 ('FOIA') or the Environmental Information Regulations 2004 ('EIR') the Data Protection Act or any other applicable legislation or codes governing access to Information and that Charnwood may be under an obligation to provide Information on request
- Charnwood, nor its personnel, shall divulge, or dispose of, or part with possession, custody or control of any confidential material or information other than in accordance with express written instructions from Harborough.

**3.1.2** Charnwood shall provide the Services with reasonable skill, care, diligence and with the utmost good faith in accordance with the provisions of this Agreement.

## **3.2 Harborough Responsibilities - Operational**

**3.2.1** Harborough will be responsible for :

- Re-imbursing Charnwood for costs incurred within x days of receiving monthly invoices
- Development and maintenance of service migration plans collaboratively with Charnwood
- Participating in contact centre performance review meetings
- Resolving issues arising from the failure of the fixed data link between Harborough and Charnwood
- Providing an Out of Hours telephone service provision



### **3.3 Joint Responsibilities - Operational**

**3.3.1** Harborough and Charnwood will be jointly responsible for :

- Planning and implementing service migrations (Harborough to lead)
- Promoting the contact centre to the mutual benefit of both local authorities (Harborough to lead)
- Identifying avoidable contact and identifying ways to effectively reduce these as part of a continuous improvement approach
- Agreeing a baseline budget for the contact centre as part of the normal budget planning process at each authority
- Extraordinary and unforeseen operational matters and concerns will be addressed as and when they arise, on a best endeavours basis.

### **3.4 Charnwood Responsibilities – Delegation Termination**

**3.4.1** In the event that notice is given by either party to terminate the delegation Charnwood will be responsible for :-

- Transfer of Lagan CRM data to Harborough (in conjunction with Harborough staff)
- Redeployment of contact centre staff
- The physical and financial asset transfer of any fixed or portable equipment purchased specifically for the delivery of Harborough contact centre customer services

### **3.5 Harborough Responsibilities – Delegation Termination**

**3.5.1** In the event that notice is given by either party to terminate the delegation Harborough will be responsible for

- Procuring additional Lagan licences and ensuring the IT infrastructure can host the new system if appropriate
- Putting alternative call handling arrangements in place
- Communication of the new arrangements to Harborough staff and customers

## **4 Contact Centre Operations**

### **4.1 Hours of Operation**

- 4.1.1 The contact centre must be operational on weekdays between the hours of 8.30 am and 5.30 pm. After 5.30 pm the telephones should be switched though to the Harborough 'Out of Hours' service based at Clover Court in Market Harborough.
- 4.1.2 Future opportunities around extended opening hours – e.g. late night or weekends may be explored during the term of this service delegation and statistical data will be gathered to present a business case to support these opportunities.
- 4.1.3 No service is required at weekends or for public holidays
- 4.1.4 Service is required for all other weekdays.
- 4.1.5 Provision of contact centre operation to cover emergency situations – e.g. local flooding will be arranged on a needs basis and be funded separately

### **4.2 Badging the Service**

- 4.2.1 There is no requirement for staff employed as Harborough advisors to wear uniforms or for the area that they work in to be badged or signed in any particular way
- 4.2.2 The service should be operated so that Harborough customers are not aware that the call is being answered in Loughborough by Charnwood employees.

### **4.3 Staffing Levels**

- 4.3.1 Staffing levels to cover customer service advisor work including Lagan workflow development has initially been set at 5fte and it is assumed that this will be approximately 10 members of staff working half full-time to provide flexibility of resource deployment.
- 4.3.2 This level has been set based on current Harborough staffing levels and call volumes. It will be reviewed annually as part of the budget setting process to reflect changes in call volumes and CSA productivity.

### **4.4 Handling Call Peaks and Troughs**

- 4.4.1 Telephone call logging data will be used to build up a profile of Harborough calls by hour, day and week to assist in deploying CSAs.
- 4.4.2 This will be supplemented by operational planning meetings with Harborough and the Revs & Bens Partnership to assess the impact of annual and ad hoc events for the year ahead.

**4.4.3** It is envisaged that where unprecedented peak call volumes are experienced that Charnwood advisors may assist if their own workloads enable this. Reciprocal operational support of staff from the Harborough contact centre for Charnwood calls is also anticipated in exceptional circumstances.

**4.4.4** When call volumes are light, CSAs may be deployed by Charnwood line management to conduct e.g. Harborough customer satisfaction surveys or other ad hoc tasks.

## **4.5 Customer Service Advisors Training**

**4.5.1** Training programmes for CSAs will be developed entirely by Charnwood line management but are expected to contain a number of elements specific to Harborough service provision including e.g.

- Exchange visits either at Loughborough or Market Harborough with Harborough CSAs to ensure a consistently level of customer service is provided underpinned by a common culture and performance framework
- Service shadowing visits at Market Harborough (normally as part of the service migration process)

## 5 Performance Monitoring

### 5.1 Service Performance

5.1.1 Service performance will be assessed by a combination of indicators and measures covering :-

- Service accessibility
- Customer satisfaction
- Service levels

To reflect the fact that this is a new way of providing services and recording customer contacts, the first 6 months of the service delegation will be used to establish a baseline of service accessibility performance. Targets for performance will then be established when the resource impact can be quantified and agreed (at Partnership Boards).

5.1.2 Customer satisfaction will be monitored through GovMetric software to record :-

- Customer satisfaction expressed both in absolute terms and in context of how many calls were taken
- The number of complaints received about customer contact via the main Council contact number

5.1.3 Service Levels will be measured through a combination of Call logging, CRM and GovMetric systems to :-

- Measure how many telephone contacts were dealt with at First Point of Contact (target at least 80%)
- Measure how long on average it has taken to respond to the customer request (from end to end of the process) against target times established for each type of process
- Record instances of avoidable contact and assess how they might have been prevented.

This will be reviewed in conjunction with the Harborough service manager and staff as part of SLA performance monitoring and as part of a continuous improvement approach.

## **5.2 Staff Performance**

**5.2.1** Staff performance assessment will align with the current Charnwood practice of holding bi – monthly performance reviews with CSAs that focus on e.g.

- Call productivity and average handle times
- Call quality
- NI 14 targets
- Contribution made to the team

## **6 Governance**

### **6.1 Strategic and Operational Service Monitoring**

- 6.1.1** Charnwood will deliver and manage the Services in accordance with the performance management provisions and arrangements for partnership working covered by this agreement.
- 6.1.2** A strategic review of both the service performance and this administrative agreement will be conducted quarterly at Partnership Boards attended by portfolio holders and corporate management team members from Harborough and Charnwood.
- 6.1.3** In order to carry out its strategic review function, the Partnership Board shall receive performance monitoring reports in advance of each meeting.
- 6.1.4** Issues arising from this service delegation will be escalated to the Partnership Board to resolve on a best endeavours basis if not specifically addressed by this agreement.
- 6.1.5** Outputs from these quarterly boards will form the basis for wider member and officer discussion at Executive and Scrutiny meetings as appropriate at each council.
- 6.1.6** At an operational level, meetings (or videoconferences) between Harborough client officers and Charnwood customer services management will take place monthly and consider matters at a more detailed level including :-
- Service accessibility performance
  - Customer satisfaction performance
  - Service levels and trends. This will include volumes by service and process and SLA performance by service
  - Staff performance and capacity
  - Opportunities to reduce avoidable contact
  - Channel shift opportunities
  - Service Migration Planning
  - Review of future events and activities on a rolling 12 month basis
  - Service Risks and Issues
  - Budget review
- 6.1.7** These bilateral strategic and operational meetings will continue for the duration of the service delegation even if Charnwood opts to expand its contact centre further and take on the work of additional local authorities.

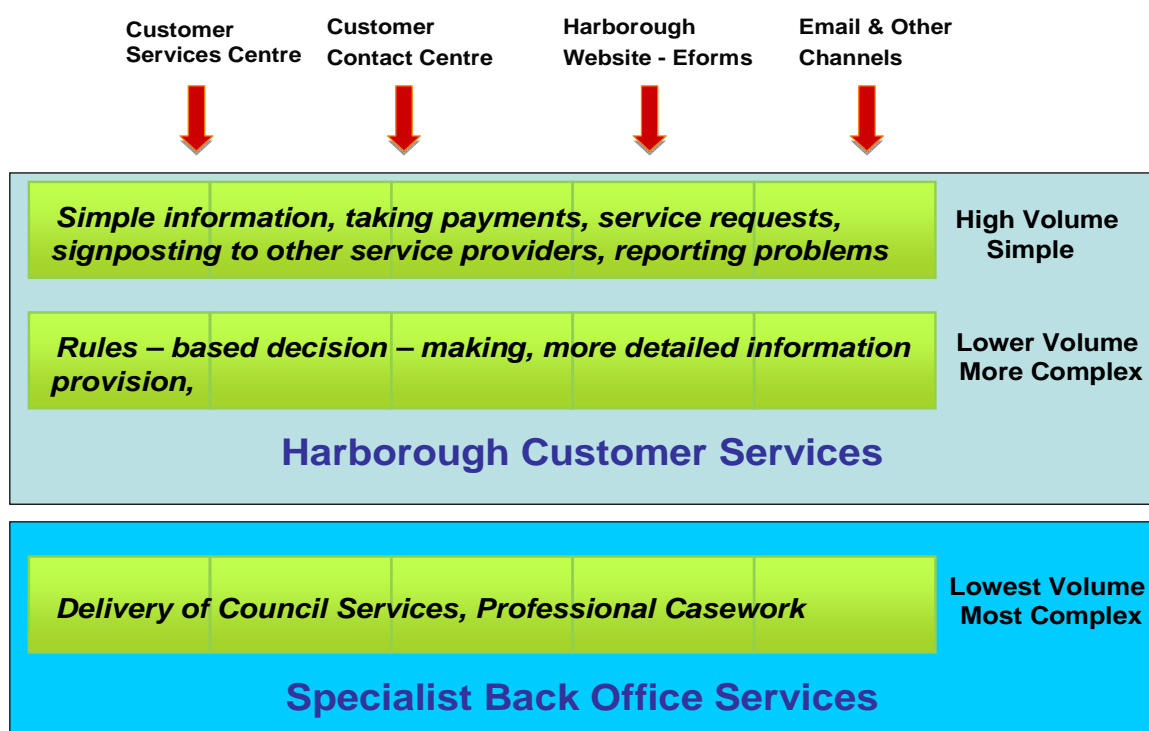
## 7 Service Migration

### 7.1 Scope

7.1.1 Harborough Council is seeking to review all council service processes with a view to identifying :-

- Service processes that can be dealt with by customer services staff as part of a tiered model of customer service delivery
- Services that can be provided more efficiently through cheaper access channels as part of an ongoing process of channel shift

The tiered model of service delivery is shown in the following diagram and needs to be considered when determining the hand – off points between customer services and back office teams.



7.1.2 The sequence in which services are reviewed for migration will depend on a number of factors, but the decision will rest with Harborough Corporate Management Team (CMT).

**7.1.3** The factors that will be considered in determining the migration sequence include :-

- Customer contact volumes
- Anticipated benefits in terms of back office resources
- National or local initiatives
- Alignment with other processes – e.g. extension of generic payments, bookings or licensing processes
- Alignment with other aspects of the Harborough Transformation Programme
- Alignment with the Charnwood plans for service migration
- Availability of existing Charnwood process maps for review
- Availability of Charnwood business analyst and Lagan development resources

**7.1.4** A service migration plan will be developed and agreed between the two authorities as part of the implementation planning for the contact centre. Progress against the plan will be reviewed at least quarterly at the Partnership Board meetings.

## **7.2 Approach**

**7.2.1** Each service migration should consist of a 5 stage approach as follows :-

1. **Baseline** current service provision to agree processes to be migrated, current and anticipated volumes and resource (fte or cash equivalent) to be transferred.
2. **Identify opportunities** through process improvement, better use of IT, channel shift and quantify the anticipated benefits
3. **Plan** the service migration including benefits realisation
4. **Implement** the service migration
5. **Review** the implementation, conduct a lessons learned workshop, refine processes and procedures as necessary to fine – tune service delivery



## **8 ICT**

### **8.1 Lagan CRM system**

- 8.1.1** Charnwood will host the Lagan CRM system on its ICT server and network infrastructure and take the lead role in ensuring system availability to Harborough staff either by resolving issues locally or escalating them to Kana for resolution as appropriate.
- 8.1.2** Harborough will nominate staff to be trained as local systems administrators in order that system users can be supported efficiently – e.g. to resolve forgotten password problems.
- 8.1.3** Training of all Harborough staff will be undertaken by Charnwood staff in the 2 weeks prior to contact centre go – live. The content of the training plan will be mutually agreed between the 2 authorities

### **8.2 Telephony**

- 8.2.1** Harborough will lead in terms of issue resolution in respect of the fixed data link between the 2 authorities.
- 8.2.2** It is anticipated that voice traffic will not be able to be routed via the fixed link due to the age of the Harborough communications infrastructure. This will be resolved as part of the procurement of a long term telephony solution which will be in place towards the end of 2013.
- 8.2.3** Charnwood will recommend what additional capacity and infrastructure will be required to support additional voice traffic (inbound and outbound) at Charnwood for approximately 1 year until Harborough's long term telephony solution is in place.
- 8.2.4** Charnwood will configure the call response / routing systems to allow Harborough customers to select access to an automated online payment facility and on an ad hoc basis to allow high volume calls to be routed to advisors. This may be required to support e.g. the change in refuse collection arrangements coming into effect in November 2012. Such arrangements will be discussed and agreed operationally between the 2 authorities.
- 8.2.5** Charnwood will configure the call response / routing systems to allow Harborough customers to select access to an automated online payment facility and on an ad hoc basis to allow high volume calls to be routed to advisors. This may be required to support e.g. the change in refuse collection arrangements coming into effect in November 2012. Such arrangements will be discussed and agreed operationally between the 2 authorities.
- 8.2.6** Any proposed changes to Harborough's telephone numbering strategy will be discussed with Charnwood as part of the planning process to ensure that potential risks arising from such a change can be mitigated.

## **9 Business Continuity**

### **9.1 Scenario Planning**

**9.1.1** This agreement is supported by a business continuity plan for customer contact centre provision by Charnwood from its Loughborough offices.

**9.1.2** It addresses a number of scenarios and identifies an action plan for each.

## **10 Communications**

### **10.1 Contact Centre Launch**

**10.1.1** The contact centre implementation Project Board has responsibility for developing and implementing an appropriate communications plan for all stakeholders.

**10.1.2** In terms of customer communications, the emphasis will be on not alarming or confusing customers by publicising the change. The diversion of calls to Charnwood should be seamless and customers should not notice any adverse impact.

### **10.2 During the Service Delegation**

**10.2.1** Harborough will lead on communications planning but involve Charnwood officers and members in that planning process.

**10.2.2** This will include the wording of press releases.

**10.2.3** The communications plan and implementation progress will be reviewed by the Partnership Board quarterly.

**PAPER NO. 1**

**REPORT TO THE EXECUTIVE MEETING OF 23<sup>RD</sup> JULY, 2012**

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**Meeting:** Executive  
**Date:** 23<sup>rd</sup> July, 2012  
**Subject:** Business Case for Telephone Contact Centre Provision  
**Report of:** Anna Graves, Chief Executive and Phil Whitaker, Service Redesign Advisor  
**Portfolio Holder:** Cllr Spendlove-Mason and Cllr Dann  
**Status:** Decision

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1 Purpose of the Report

- 1.1 That members consider the rationale and evidence base for options as presented within the business case, for the delivery of telephone contacts service.

2 Recommendations:

- 2.1 To approve Option 3

*“Delegate Contact Centre telephony Provision to Charnwood BC - Retain strategic responsibility for, but delegate day-to-day operational telephony contact centre delivery to Charnwood”.*

as the preferred option for delivering telephone contact.

- 2.2 To approve the implementation of Option 3.

- 2.3 To note that the net savings of Option 3 of £267,000 over a four year period will be included within the revalidation of the Transformation Programme’s Financial Model

3 Summary of Reasons for the Recommendations

- 3.1 The review of Harborough customer services forming part of the Transformation Programme service redesign workstream resulted in 8 recommendations to improve the service which are set out in Section 2 of the Business Case which is attached as Appendix A to this report.

- 3.2 Service Redesign reports and recommendations were presented at the Transformation Board on the 20/4/12 and were noted. They were subsequently discussed at Full Council on 30/4/12 and noted.

3.3 The attached business case has been developed to support recommendation 1 of the Service Redesign Workstream on delegating the provision of a telephone contact centre to Charnwood BC. The business case considers this recommendation together with 3 other main options and all options have been scored against benefits criteria of savings, process improvement, service quality and risk mitigation. Scoring for option 3 (the Charnwood option) is significantly higher than the other options and it is estimated will save Harborough £267K up to and including financial year 2015/16

#### 4 Impact on Communities

4.1 The importance of the customer services function to any organisation cannot be emphasised strongly enough. It needs to represent the organisation well and provide a consistently good customer journey and experience.

4.2 If implemented, this recommendation will improve customer service by routing calls through an established and mature call contact centre supported by high quality ICT systems. This will match consistently well – trained resources with customer demand to ensure that customer contacts are handled in the best way, by the right person in the fastest time.

4.3 If the current Harborough ‘gold’ telephone number (01858) 828282 is retained then the delegation of service to Charnwood not be a significant issue for the Harborough District Council community.

#### 5 Key Facts

5.1 The service review identified a number of weaknesses with current service provision which include:

5.1.1 Lack of management information on customer contacts, e.g.

- What precisely are customers calling about?
- What was the outcome of their contact?
- Which types of contact are increasing and why?
- Have customers called about the issue before and if so why wasn't it resolved first time?
- How customers felt about their customer service experience.

5.1.2 Without meaningful information of this kind it is impossible to provide a professional customer service based on continuous improvement and ensuring that customer contacts are handled by the most appropriate officer. This information is provided by Customer Relationship Management (CRM)

and other systems (e.g. GovMetric) and the functionality that these systems provide is explored in the Business Case.

5.1.3 Lack of systems functionality e.g. workflow to support business processes

Workflow ensures that members of staff are alerted to new customer contacts at the earliest opportunity without relying on transferring calls or sending internal emails. This tracks at any point of time what actions are outstanding to resolve outstanding customer calls. Charnwood have spent 4 years becoming self – sufficient in the operation of the Lagan CRM system and have mapped many of their processes and supporting workflows. Harborough can take advantage of this work whilst retaining the ability to tweak process maps and workflows to reflect Harborough's requirements.

5.1.4 The current staff contracts stipulate which days and times part – time staff work. This prevents peak call demand being matched with appropriate resources. It is being addressed in parallel with the development of this business case.

5.1.5 The ratio of team leaders to customer service advisors is currently less than 1:4. A ratio of 1:12 is the norm in contact centre service provision. In addition advisors are being remunerated based on out of date job descriptions. The revision of job descriptions and evaluation has been conducted and unions and staff have been kept informed of the results of this process. Again, this is in parallel with the development of this business case.

5.1.6 The first 2 points above (5.1.1 and 5.1.2) will be addressed through implementation of the Charnwood option in the fastest timescales.

## 6 Legal Issues

6.1 The Council has powers to delegate any of its functions to another local authority or to a joint committee with another authority. The provision of telephony services would be classed as an executive function and as such the powers to delegate this are under Section 9EA of the Local Government Act 2000.

6.2 The effect of delegation is that the responsibility for providing the relevant service is transferred, completely, to the delivery authority. It is not considered to be a contractual arrangement; but an administrative agreement. The financial basis for any delegation arrangement is on a costs recovery basis and there are no contractual remedies for failure to perform. The only remedy available to the authority delegating service is to remove the delegation.

6.3 As set out above this is an administrative arrangement between two public authorities. As such the arrangements fall outside of the EU Procurement

requirements. However members must note that the arrangements need to comply with the criteria set out above for this exemption to be applicable.

- 6.4 External advice has been obtained with regards to both the governance mechanisms set out above and also the position with respect to TUPE. This advice has been received and acted upon.

## 7 Resource Issues

- 7.1 The net savings for each of the Options considered are set out in the Business Case. The total net savings for Option 3, which are to be made over a 4 year period, are estimated at £267k, which comprise mainly of staffing savings, and no additional funding will be required. All resources to implement the recommendation have been included.

## 8 Equality Impact Assessment Implications/Outcomes

- 8.1 The customer will not see any adverse change in terms of their telephone access to Council services through the recommended option. The Channel Shift Strategy, work on which is currently underway, will include an Equality Impact Assessment to ensure that consideration is taken in terms of the ability to access by all customers.

## 9 Impact on the Organisation

- 9.1 The telephony service provision plays a key role in the delivery of many services within the organisation. From the first point of contact to the Council it has a major role in organisational reputation and there is an opportunity through provision of a professional telephone contact centre for Harborough's reputation to be enhanced.
- 9.2 The improvement of the Customer Services function at Harborough is an essential prerequisite to transforming the Council. A number of the other recommendations arising from the service redesign workstream are directly or indirectly dependent on developing a more productive, professional service within the shortest possible timeframe.
- 9.3 It is therefore difficult to overstate the beneficial impact on all aspects of the organisation arising from the implementation of this recommendation.

## 10 Community Safety Implications

- 10.1 Not applicable

## 11. Carbon Management Implications

- 11.1 Not applicable

## 12. Risk Management Implications

- 12.1 Risk mitigation has been considered for each of the 4 main options at section 5. in detail. The principal risk that has materialised since the service review was completed though is in respect of deteriorating service performance. Data is provided to evidence this at section 4 of the business case and this means there is an increasing risk to Harborough's reputation.
- 12.2 A high performing customer services function also underpins the entire transformation programme and if not implemented there is a real risk that benefits across the council will not be realised.

### 13 Consultation

- 13.1 Consultation has been carried out with the two Portfolio Holders – Cllr Paul Dann and Cllr Grahame Spendlove-Mason. They are fully supportive of the recommendation proposed.
- 13.2 The Leader of Opposition, Cllr Knowles, has been made aware of content of the report.
- 13.3 Staff and Unions have been kept fully informed of the process and timelines and have been made aware that the business case was being developed for consideration. Unison response will be orally updated at the meeting.

### 14 Options Considered

- 14.1 Four main options were considered for Telephony provision and are all explored in detail in the attached Business Case.
  - 14.1.1 Retain the telephony contact centre in house, but do nothing in terms of system investment (**Option1 – Do Minimum**)
  - 14.1.2 Retain the telephony contact centre in house and invest in the Lagan CRM system to meet management information needs. (**Option 2 – Retain In house staffing for telephony and invest in Lagan CRM**)
  - 14.1.3 Retain strategic responsibility for, but delegate day – to – day operational telephony contact centre delivery to Charnwood. (**Option 3 – Delegate Contact Centre telephony Provision to Charnwood BC**)
  - 14.1.4 Outsource service provision to a private sector service provider with a proven track record in this area. (**Option 4 – Outsource Contact Centre provision to a private sector provider**)
  - 14.1.5 In addition, a fifth option has been included at section 5 based on a potential joint venture arrangement with Compass Point Ltd. It became clear during exploratory discussions with Compass Point Ltd that local



authorities that wish to participate in the joint venture now will not rank equally with the founding authorities in terms of governance and decision – making on the direction of the joint venture. On that basis the Officer view was that this does not represent an attractive option for HDC and no additional information e.g. on the cost of participation has been sought from Compass Point Ltd. No attempt has been made to score this option.

15 Background Papers

15.1 Report to the Scrutiny Panel – Service Development (Meeting 04/10/07) on Call Handling Efficiency (Item No. 2)

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***Previous report(s): Exempt report to Transformation Board (meeting 20.4.12 ) and Full Council (30.4.12) 'Service Redesign Workstream Summary' and accompanying exempt technical notes.***

**Information Issued Under Sensitive Issue Procedure: Y**

**Ward Members Notified: N**

**Appendices:**

- A. Business Case for Telephone Contact Centre Service Provision**
- B. Exempt Appendix to the Business Case**
- C.**
- D.**