

## **Fakenham CIC**

### **SLA 1: Management**

#### **General Vision**

The Fakenham Council Information Centre is intended to provide a gateway for citizens and business to joined up services on behalf of the core partners and other organisations to be agreed.

Customers should be able to come to the centre and get:

- Information/signposting about which organisations can help them with their problems
- Immediate answers to simple questions about the partners and other organisations
- Copies of core leaflets, forms, or print outs of web based information
- Help in filling out core forms and a drop off point for those forms
- Phone access to experts within the partners and/or booking appointments with them
- Managed referrals to other contact points or organisations

#### **Budgets**

#### **Links to Library Service, other offices locally**

There are a number of other help points in the immediate vicinity of the CIC:

Within the CIC:

Housing Benefits  
Town Council  
Registrar Service  
Tourist Information Centre

Within the vicinity

Library  
Learning Centre  
CAB  
Community Centre

The set up group will agree relationships with these agencies on how handovers will occur and which services are dealt with at which locations.

“Casual” use of the CIC by third party public or voluntary organisations for exhibitions etc. would be free of charge, subject to approval of the management. Regular surgery or promotional use would be subject to a

charge to be agreed and would be agreed by the Strategic Management Board.

### **Risk**

A risk audit will be undertaken as part of the set up work and reviewed on an annual basis by the Strategic Board. This will identify what level of work needs to be done on security etc to safeguard customers, staff and property to reduce risk to an appropriate level, as well as establishing emergency procedures and a testing regime.

### **Buildings and IT**

As host, North Norfolk District Council will own and manage the physical and ICT infrastructure and will manage it on behalf of the partnership. Costs will be allocated on an open book system to the partnership including the share of "rental", services and building management costs.

Core ICT equipment will be a workstation for each fte, a telephone each, a spare telephone for public use, and a phone to be used for INTRAN purposes (which may be the public phone). Use of printer will be required, and access will be needed to a photocopier, scanner and fax machine (or possibly multi functional device). Each workstation will have internet access.

Access will be provided to the Internet via NNDC and NCC's service, and to NNDC and NCC Intranet. Access to other partners systems and wider information will only be via the internet in the first phase.

### **Staffing**

- **Recruitment:** Recruitment will be managed by North Norfolk District Council, but all partners will be involved in the specification and selection process. The exception will be where staff are seconded from partner organisations where this will be by partner agreement on the recommendation of the employing partner
- **Training:** Training in CIC core skills will be via the joint reception training course organised via Norfolk Connect. Partners should specify specific skills needed to deliver their services (i.e. authentication, assistance in form filling) and arrange training in these in liaison with line management. Other skills and personal development training will be via Library line management processes. Partners will review whether there are additional skills and training to deliver services on behalf of third parties (CLS, Pensions Service) and make arrangements via line management as appropriate.
- **Appraisal:** Via normal NNDC line management arrangements but with the option for partners to be involved
- **Line Management:** The staff will be employed by North Norfolk District Council or seconded by partners and then managed via NNDC. Day to day management will be subject to review by the Strategic Management Board described below.

**Overarching Management and reporting structure**

There were three phases to the development of the Fakenham CIC within the broader development of the CIC network. Management arrangements changed as the project moved through those phases.

The overall management of CIC development will be a Project Board whose sponsor is Jennifer Holland and which includes representation from the District Councils. This will continue as long as is needed and will decide which body its responsibilities for ongoing management of the network should be transferred to in consultation with the partners.

As the service is operational there will be a Strategic Management Board which will include member and officer representation from the partners. There will also be a local management group to oversee day to day operational issues for the building as a whole as well as the CIC.

**Member involvement:**

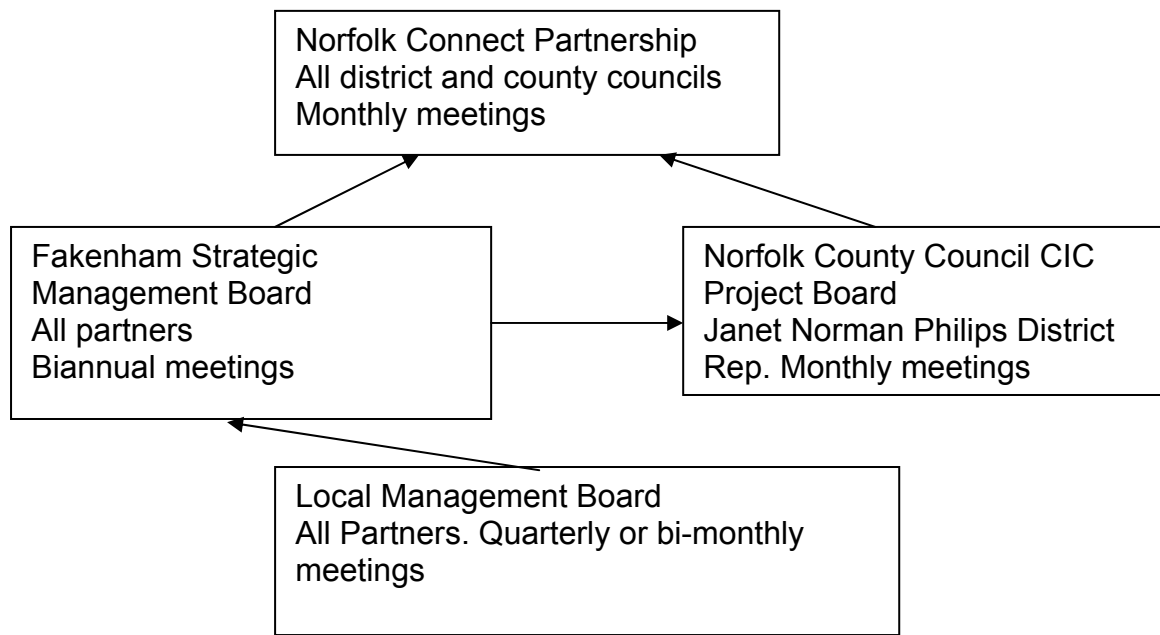
Local members including the Town Council will have representatives on the Strategic Management Board.

**Variance**

Commitment to the Partnership will be on an annual rolling basis. Partners will review commitment to the Fakenham CIC in terms of both financial contribution and the terms of the SLA's in September each year. This will commit them for the following financial year, and any withdrawal will not be allowed until the start of that next financial year except under exceptional circumstances agreed on a consensus basis by the Strategic Management Board. New partners will be allowed to join at any point on agreement and compliance with the SLA's. Any financial contribution will be from the start of the next financial year.

**Resolving Conflict**

Conflict between partners about detailed operations of the CIC will be dealt with in the first instance by discussion between the relevant members of the Strategic Management Board with discussion by the whole board if the initial discussion fails. If the board are unable to resolve it on a consensus basis, it should be escalated to the partner e-Champions either in a discussion with just those involved as partners or the full Norfolk Connect Partnership as appropriate.



## Fakenham CIC

### SLA 2: Information Management

#### **Checklist of items**

Each Partner, or third party organisation wishing to use the CIC, will provide a contact point who will be responsible for maintaining information and providing it to the CIC under the following headings:

- General inquiry and key departmental contacts (phone, fax and email)
- Frequently asked questions
- Core leaflets
- Web based information
- General information (locations, opening hours etc)
- Key forms
- "One off" information, campaigns and consultations
- Democratic information – councillors, committee cycles, committee papers etc.

For each area further details are provided below.

#### **Responsibility**

It will be the responsibility of partners or third party organisations using the CIC to provide initial details as described above and agree a process by which the CIC will be notified to changes in any of these areas. Ideally this should be by email. It will be the responsibility of the CIC to inform partners and third parties of changes in demand for information, errors in information and to ensure they order an adequate supply of leaflets. Information about other services not provided by the partners or "signed up" third parties, but requested by customers will be collected by the CIC and added to a joint structure maintained by the full CIC network to be shared and help the network grow.

#### **Contact Points within organisations**

Partners and third party organisations will create a table showing contacts for each service. An example developed by Norfolk County Council is attached.

#### **Web and Intranet data**

Internet data should be the primary source of information for CIC staff. They will link into the overall partnership work developing internet based information for joint service delivery and will ensure this is done in such a way to help them deliver day to day services effectively. Partners and third party organisations will provide details of web page information as part of their list of core information pertaining to services. This will link to the Norfolk Connect Portal projects.

#### **IT Security**

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Work will need to be done to look at partners security policies and decide what needs to be done about data security. Physical security of IT equipment will be the responsibility of CIC staff who will ensure the public do not have access to it when the desk is unstaffed.

### **Data Handling and Confidentiality**

Staff must ensure that the CIC's confidentiality and legal data protection requirements regarding sensitive personal information are maintained and adhered to at all times. A joint policy document on confidentiality and data protection will be developed which will be available for inspection by members of the public and staff get customers explicit consent before sharing and personal information they have gathered, or recording information which may be shared later. Recording will include equalities information including Racial Monitoring and staff will be given appropriate training

### **Leaflet Management**

A log will be held of key leaflets to be available via the CIC in the format below. Each partner will be responsible for keeping the log up to date with their current list of key leaflets and ensuring new versions of those leaflets or new leaflets are sent to the CIC. The CIC will be responsible for ensuring that the most recent versions of leaflets are available, they are kept neat and tidy, and that sufficient copies are in stock to meet anticipated demand. Partners will also be responsible for seeing the CIC is supplied with one off leaflets – such as consultation exercise material or “emergency” information – in sufficient numbers to cope with anticipated demand.

Name	Authority	“Owner”	Seasonal/ongoing	Order contact	Display or demand	Web page reference
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## **Fakenham CIC**

### **SLA 3: Agreement on Development and Publicity**

#### **Awareness Within Partner Organisations**

Each partner will be responsible for ensuring relevant people within their organisation are aware of the CIC and the following issues:

- Ensuring they have identified contacts for each service for the CIC and that those contacts know who they are and what may be expected of them
- Ensuring those who may want to use the CIC either to distribute leaflets, hold surgeries or run time limited campaigns know about how the CIC can assist in this
- Ensuring those who may need to refer on customers to other organisations have access to the information which the CIC would use for these referrals and can do so directly rather than via the CIC
- Ensuring those who may wish to direct customers to the CIC for access to surgeries or time limited campaigns know about these
- Ensuring those who may refer on customers for information about other partners or third party bodies to be accessed face to face know about the CIC
- Ensuring use of the CIC network and other joint service delivery outlets is the preferred option for future development of local service outlets

#### **Awareness Within the Local Area**

The partnership as a whole will develop a communications plan detailing how it will let potential customers know about the CIC's existence and what services are on offer there. Each partner will include details about the CIC in its publicity about how people can access their services.

#### **Publicity, promotion, signage**

The Communications plan drawn up by the partnership as a whole will include details of what publicity and promotional work will be undertaken and assign responsibilities. These largely but not exclusively fall to North Norfolk District Council to undertake on the partners behalf, from the common budget for the CIC. A signage strategy will be developed by the set up group as part of the physical set up works. Both of these will be reviewed annually by the Strategic Board.

#### **Local Development Opportunities**

It will be the responsibility of all partners as well as CIC staff to identify opportunities to publicise and market the CIC. Where these fit into the agreed Communications plan they can be agreed by the Library management structure. If they involve significant new expenditure or departure from the agreed plan they will be considered by the Strategic Board.

**Budgets**

The Communications Plan will include budgets and contributions from partners either as part of their general contribution to the CIC running costs, or as additional spend in cash or in kind. Marketing and Communications undertaken by partners directly with their own money will be done in liaison with NCC's Communications Unit who will be responsible to ensure compliance with any standards agreed by the Strategic Board and dovetailing with work undertaken by CIC management or other agencies to avoid overlap and utilise opportunities for added value. The Norfolk Connect Partnership has provisionally allocated £20,000 for joint marketing in 2003/2004 which would include marketing of the CIC's.

**Decision making process**

The Strategic Board will agree an annual Communications Plan which will include defining areas where CIC management can do opportunistic work without reference to the board. Within that framework the CIC management will implement the plan and any permitted variations. Partners will be free to do additional publicity and marketing in addition to this, provided they liaise with NCC's Communications Unit to avoid overlap and identify added value opportunities.

**Fakenham CIC****SLA 4: Service delivery****Partner Contact Details**

The table below shows key partner officer details for the ongoing running of the CIC. This will supersede the current representatives on the set up group.

Partner	Contact	Role	Phone	e-Mail
Norfolk CC				
North Norfolk DC	Graham Bull			
Fakenham Town Council				

**Core Services delivered**

- Information and referral.
- Advice to an agreed level.
- Advocacy at a later stage to be agreed.
- Support in filling some forms and booking appointments with "specialist" partner staff.
- Cash taking if requested.

**Opening Hours**

The CIC will be staffed from 09.00 to 17.00 Monday to Friday. These hours will be reviewed on the basis of demand

**Out of Hours**

Partners will provide details of how to access staff or pass on queries out of hours if this is different from the procedure within normal office hours.

A list of phone numbers or other contact details for our of hours emergency services for partners should be clearly displayed, visible from the exterior of the building, and this should also be available from the CIC desk.

Out of hours phone calls will be forwarded to appropriate numbers via the County switch project. If this is not possible in the short term, calls can be captured via voicemail and should be dealt with as soon as possible after the start of the working day.

**Levels of Service**

For all partners the CIC will offer information about services, referral and signposting including assisted handovers to specialist staff, and booking appointments with those specialists. It will also offer information and possibly assisted handover about other organisations to be agreed.

It will also include assistance in filling in key forms. Staff will also take, copy and verify documents in relation to application forms on behalf of all partners

### **Reception role and function**

- **Visitors** – The CIC will be designed primarily to serve face to face customers. These will be handled at the desk if possible, but if needed the customer will be taken to a private area to deal with confidential or sensitive issues, or where the customer is distressed. Access to Intran will be available for customers whose first language is not English or who have other relevant access issues.
- **Phone** – incoming calls will be via the local network. The number for the CIC will be advertised, along with direct dial numbers for tenants and people will be recommended to dial direct to the service they want rather than via the CIC. Customers will not be encouraged to use the CIC to follow up queries which have been handed over to others. If customers are handed on they will be given the name and number of the person to whom they have been transferred.

There will be a phone available for customers to talk to other staff within partners or other agencies at the discretion of the staff, but this will be as part of a managed handover rather than for customers to dial out themselves.

Twin phone arrangements will be in place to support the Intran arrangements.

- **Post** – Incoming post for the CIC staff and outgoing post from them will be via the normal service. There will be a “postbox” where customers can put stamped or pre paid mail which will then be sent via the normal postal system
- **E-Mail** – Staff will have email access via the North Norfolk District Council system which they will be encouraged to use to communicate with partners. Customers emails to the CIC will be tackled in the same way as incoming phone calls. Customers wishing to email partners will be encouraged to use one of the public internet terminals in the library if they do not have their own access.
- **Self Service** – Customers will be encouraged to use the public internet access terminals on site or in the library nearby to access information on a self service basis. CIC staff will be able to give them details of the pages where the information they need is available.

### **Community Profile and Target Setting**

The CIC should have developed a definition of its catchment area and a socio-economic profile of the population of that area. A formula has been developed to identify maximum potential use numbers based on that catchment area and profile. Annual targets should be established using that formula reviewed against actual visitor numbers – at other CICs initially and then figures at this particular CIC once they are available. These targets will be agreed annually by the Strategic Board at the September meeting and will form the basis of partner's reviews of cost effectiveness of their contributions.

### **Monitoring and Data Collection**

A data monitoring system will be in place to allow staff to record details of queries as, or shortly after, they have been dealt with. This system will be used by all CICs to ensure consistent record keeping across the county and will be compatible in terms of the data collected with any internal systems set up by partners. Quarterly summaries will be produced and made available to all partners and these will be discussed by the Strategic Management Board to see if any alterations to the CIC's operations are suggested. This will include setting performance targets. The need to keep accurate records will be part of the job description of CIC staff. It will be the responsibility of the library management to ensure such records are being kept. The Project Manager or equivalent in any future county wide management arrangements will be responsible for analysing the quarterly summaries and making recommendations to the Strategic Management Board.

### **Complaints Process**

Complaints about partners logged via the CIC will be dealt with by those partners internal complaints procedures. Complaints about the CIC will be dealt with by the NNDC complaints procedure, involving the Strategic Management Board if necessary.

### **Emergency Planning Process**

Emergencies within the building will be dealt with according to the Libraries existing system. It will be important that the CIC's are incorporated as appropriate in the county wide emergency planning process as a means of disseminating information.

### **Quality Standards**

Calls diverted max 1 time, calls answered in 15 seconds (8 rings). Covered 8.30 – 6pm by staff or voicemail. Standard greeting: name, dept. greeting. Message taking date/time, caller's name, summary reason for call name of person calling. All returns – mail, phone, email 3 working days with KPI 95%. Will be either full response or acknowledgement with timetable for full response. Full response or progress in 7 working days, KPI 95%. Letters have single point of contact for substantive replies. Email should have out of office message if away for longer than one day to include name, dept, dates of absence, emergency contact. If staff are away for extended periods, their emails should be forwarded to others to deal with, or checked by others in the case of unplanned absence.

Monitoring of these customer quality standards will be via the joint programme agreed for all joint service delivery channels.

Surgeries in CICs should be able to offer times booked in advance and see everyone within 5 mins of that time. CIC's will display details of what surgeries are held by whom, when, and have a list of what surgeries are available when at other CICs.

Leaflets should be logged with date issued, last update and any "sell by" date. Any which have not been updated in 12 months should be checked with the originator to see if they are still valid.

Any staff gathering personal information on behalf of other organisations should have a Trust Charter saying why the information is being collected, for whom, who will see it, how they can check it in line with the national guidance. Any personal details gathered which are no longer needed at the CIC should be destroyed.

Where info is kept in an electronic database, fields should comply with national and local data standards.