

Norfolk and Norwich Millennium Library CIC

SLA 1: Management

General Vision

The new Millennium Library 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
- Take small payments if requested

Budgets

Norfolk County Council has allocated £59K for the 2003/2004 financial year. Details of partner contributions, salary costs and capital cost to come.

Links to Library Service, other offices locally

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

Within the library:

The Business Library
The Learning Shop
The Tourist Information Centre
The Reference and specialist libraries

Within the vicinity

City Hall
The Advice Arcade (Norwich Advice Services, CAB, Age Concern, smaller voluntary groups)
Bethel Street Police Station
Bethel Street Fire Station
Norfolk Learning and Skills Council

Norwich and Norfolk Voluntary Services (including smaller voluntary groups)

Connexions (Mancroft Advice Project)

Social Services Area Office 62 Bethel Street

Careers Service

Job Centre Plus

Inland Revenue

Registrar of Births Deaths and Marriages

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 or library by third party public or voluntary organisations for exhibitions etc. would be free of charge, subject to approval of the Library management. Regular surgery or promotional use would be subject to a charge to be agreed and would be agreed by the Strategic Management Board.

The CIC will also be the test bed site for the e-Sign service for the profoundly deaf.

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.

Buildings and IT

As host, Norfolk County 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 NCC’s service, and to NCC’s 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 Norfolk County 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 Library line management arrangements but with the option for partners to be involved
- **Line Management:** The staff will be employed by Norfolk County Council within the Library service, or seconded by partners and then managed via Libraries Service. Day to day management will be via the library service but subject to review by the Strategic Management Board described below.

Overarching Management and reporting structure

There will be three phases to the development of the Norfolk and Norwich Millennium Library CIC within the broader development of the CIC network. Management arrangements will change as the project moves 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.

While the project is under development there will be a set up project team including all key partners and operating under PRINCE 2 methodology.

Once the service is operational there will be a Strategic Management Board which will include member and officer representation from the partners. As there are no other partners physically located within the building, there will be no requirement for a Local Manager group.

Member involvement:

Local members will be kept briefed during the development process by partners normal internal arrangements. Once the centre is established they will have representatives on the Strategic Management Board.

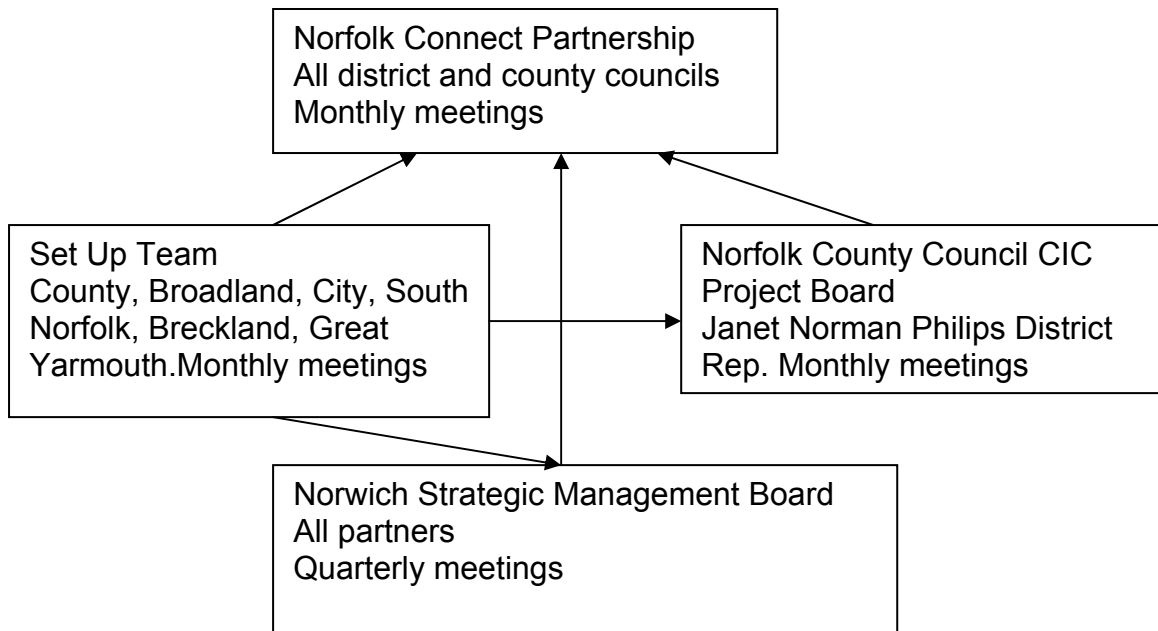
Variance

Commitment to the Partnership will be on an annual rolling basis. Partners will review commitment to the Norfolk and Norwich Millennium Library 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.



Norfolk And Norwich Millennium Library 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

C:\Documents and Settings\jane\My Documents\My Webs\Norfolk Connect\Section - CIC's\Documents - WP\Forum CIC.doc
Created on 7/16/2003 1:28 PM

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
------	-----------	---------	------------------	---------------	-------------------	--------------------

Norfolk and Norwich Millennium Library 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 Norfolk County 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.

Norfolk and Norwich Millennium Library 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				
Broadland DC				
South Norfolk DC				
Norwich CC				
Breckland DC				
North Norfolk DC				

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 10.00 to 18.00 Monday to Friday and 9.00 to 12.00 Saturday. These hours will be reviewed on the basis of demand

Out of Hours

Library staff may offer a service from the CIC counter outside of formal hours depending on the level of demand for library services. Where inquiries are taken out of hours these should still be recorded for record keeping purposes. 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 delat 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.

For Broadland and South Norfolk 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

Payments will not be advertised as being possible from the CIC but if people present themselves wishing to make payments they will not be turned away.

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. There will be a system in place for people who have to queue based on “delicatessan” style tickets
- **Phone** – incoming calls will be via the County Council voice network. The number will not be publicly advertised, but may be given to customers at the discretion of staff. However 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 library 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 Norfolk County 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 in the library to access information on a self service basis. Library staff are already available and trained in helping people use the internet and 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 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 Library Service 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.