

# Service Level Agreement 2018/19

*Herefordshire Council Working in Partnership  
with Hoople Limited*

**Hoople Ltd**

*Version 1*

The contractual and operational documentation, which sets out what services Hoople Ltd will provide to Herefordshire Council.

<b>Version Control</b>			
<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Details of change</i>



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## 1. The Agreement

The agreement between Hoople Ltd and Herefordshire Council

This Overarching SLA Agreement forms the basis upon which the Services will be provided by HOOPLE LTD (Hoople) to THE COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL (“the Customer”) and together “the Parties” in accordance with the Shared Services Agreement between the two organisations dated

**Hoople**

**The County of Herefordshire  
District Council**

<b>Chief Operating Officer</b> Nick Mather	<b>Date</b>	<b>Assistant Director Environment and Place</b> Richard Ball	<b>Date</b>
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### 1.1 Budget

- The SLA is for £5,184,000. The table below includes an indicative profile of the allocation to deliver the services outline in the service catalogue. The SLA is based on actual costs plus agreed overheads.

<b>Service:</b>	<b>£000s</b>
Revenues & Benefits	1,641
Finance	1,159
Human Resources	443
ICT	1,944
Training & Education	87
Business Costs	(90)
<b>Total</b>	<b>5,184</b>

### 1.2 Length of the Agreement

- 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019.

- The contract is reviewed on an annual basis to adjust services in line with Herefordshire Council’s requirements. The review will be carried out in good time to ensure that a new agreement is available by 1 April in each year. In year amendments may be agreed between the Chief Operating Officer of Hoople Ltd and the Assistant Director Environment and Place of Herefordshire Council.
- If there are any delays in approving the agreement in any year, payments will be made in line with the existing contract until the revised arrangements are put in place with adjustments made as required.

### 1.3 How will the agreement operate

- Hoople operate the SLA and deliver services to the council. Herefordshire Council monitors performance of the SLA through quarterly KPI’s, formal meetings under the SLA. The SLA is a shared document which describes this.
- Key interactions – roles and responsibilities:

Service	Officer that has direct line management of Hoople staff	Council officer reviewing the service
Revenues & Benefits	Josie Rushgrove, Head of Corporate Finance, Herefordshire Council	Andrew Lovegrove, Chief Finance Officer and section 151, Herefordshire Council
Finance	Audrey Clements, Head of Management Accounts, Herefordshire Council	Andrew Lovegrove, Chief Finance Officer and section 151, Herefordshire Council
Human Resources	Tracey Sampson, Head of HR, Herefordshire Council	Tracey Sampson, Head of HR, Herefordshire Council
ICT	Nick Mather, Chief Operating Officer, Hoople Ltd	Natalia Silver, Assistant Director Communities, Herefordshire Council
Training & Education	Roger Clarke, Training and Education Service Manager, Hoople Ltd	Tracey Sampson, Head of HR, Herefordshire Council

#### Schedule of Meetings

1. The Hoople Board meets bi-monthly; the council is represented by the Director of ECC and by a cabinet member, these roles have equal voting rights on board decisions and the council holds a majority of directorships.
2. Quarterly SLA reviews between the Chief Operating Officer of Hoople Ltd and Assistant Director Environment and Place of Herefordshire Council.

3. Assistant Director Environment and Place of Herefordshire Council attends Hoople Board.
4. Monthly one to one meetings occur between the employees named in the table above, reviewing service performance.

### **Governance**

1. All expenditure is approved by a Herefordshire Council employee following the scheme of delegation.
2. Decisions made by Hoople Ltd on behalf of Herefordshire Council follow the Council delegations and governance procedures
3. Discretionary decisions are made in accordance with the Council approved policies, this is audited by SWAP or external bodies.
4. The Council scheme of delegation sets out when decisions should be referred back to Council staff. This is set out in Appendix C.

### **How are changes to the agreement managed?**

1. Specification, resources, cost and delivery to be agreed between service leads above.
2. Changes are authorised by the Chief Operating Officer of Hoople Ltd and Assistant Director for Communities of Herefordshire Council subject to their internal governance processes.

## **2. Services**

### **2.1 What is included in the SLA:**

The Service catalogue in Appendix A describes the services included in the SLA. The description below outlines the key services included:

#### **2.1.1 ICT**

Hoople offer ICT services to Herefordshire Council which underpin the requirements of the council set out in their ICT strategy. This service level agreement (SLA) details how those services are provided, what they are and how they are monitored and managed. The services include:

- Help desk contactable by phone and web page
- Desktop support provided locally and remotely
- Data centre operations and server support
- LAN and WAN network services
- Application support on key applications
- Database management on key applications
- Website maintenance
- Information security

- Configuration management
- Asset Management
- Contract management.

### **2.1.2 Finance**

Financial Services provides a full range of customer tailored and value added accounting and financial services including:

- Financial Accounting
- Management Accounting
- Creditors
- Direct Payments
- Deputy and Appointee Service.

### **2.1.3 Revenues and Benefits**

Revenues and Benefit Services are defined as the provision of efficient management of Revenues and Benefit Services to include:

- Council Tax
- Council Tax Support
- Business Rates
- Housing and Council Tax Benefit including Free School Meals
- Sundry Debtors and Parking Penalty Enforcement
- Revenues and Benefits software and Systems
- General Service requirements.

### **2.1.4 Human Resources, Payroll and Recruitment**

Completion of all transactional processes for payroll, recruitment and DBS including:

- Update of HR information, which cannot (currently) be done electronically by managers
- Expert Advice
- Recruitment services
- Schools Statutory services
- Casework and case management
- Consultancy
- HR transactional process and data management and reporting.

### 2.1.5 Training & Education

Management, maintenance and reporting of the CPD Online learning management system including:

- User support
- Development of CPD online
- Oversee placements of social work students in adults and wellbeing and children's wellbeing
- Management of Herefordshire Council's programme of apprenticeships.

### 2.1.6 Reablement

Reablement capacity is maintained by offering improved terms and conditions and having the flexibility to transfer staff to the area of highest need. Quality improvements will also be made and a redesigned delivery model will be piloted and streamlined with the council's rapid response service.

## 2.2 What is excluded from the SLA

Services outside of those defined within the service catalogue can be delivered but are likely to be provided at additional cost.

## 3. Performance

### 3.1 How is performance measured

- Hoople operates as an 'in-house' company with Herefordshire Council exercising control over Hoople similar to that which it exercises over its own departments
- This control is implemented via performance measurement that includes:
- Direct reporting to Council service leads:
  1. Quarterly KPI monitoring volumes, performance and quality – Appendix B
  2. Value adding and continuous improvement plans and initiatives to improve performance and/or lower cost
- Regular Hoople Board agenda items:
  1. Budget and financial performance
  2. Service updates and improvements, including security incidents.
  3. Risk register and actions

### 3.2 What happens if performance is poor

1. Hoople Ltd has Teckal exemption and Herefordshire Council exercises effective control over Hoople.
2. Service leads address poor performance identified by the KPIs reported quarterly.

3. Poor performance is reported to, and resolution is monitored by, the Chief Operating Officer of Hoople Ltd and Assistant Director for Communities of Herefordshire Council.
4. Continuous poor performance will be reported to the Hoople Board, where resolution will be agreed.
5. Herefordshire Council holds an 85% shareholding in Hoople and therefore the imposition of financial penalties for poor performance would not be in the interests of the council.



## Appendix A - Service Catalogue

### 1. Finance

SERVICE	SERVICE DESCRIPTION
1, Management Accounts	<p>Support budget managers with monthly forecasting and quarterly monitoring of savings plans for Revenue, Grant and Capital finance. Annual base budget setting with budget managers.</p> <p>Preparing and supporting Budget managers with Year-end processes.</p> <p>Finance support for costing for service delivery, new business cases and project work.</p> <p>Developing financial use of Business World.</p> <p>Audit personnel support and liaison with SWAP.</p>
2, Transactional Finance	<p>Pay suppliers, in compliance with Herefordshire Councils terms, including “No PO no pay”.</p> <p>Maintaining supplier file, dealing with customer queries.</p> <p>HMRC and IR35 compliance.</p> <p>Dispute resolution for social care</p> <p>Payment of fostering allowances and other children’s finance.</p> <p>Transactional journals.</p> <p>HMRC, grant and other returns.</p> <p>Routine insurance administration and annual charging process.</p> <p>Appointee service for service users who don’t pay for the support.</p> <p>Direct payment and recoupment service.</p> <p>Freedom of information requests.</p> <p>High Needs, arrangement orders</p> <p>Cashier related tasks</p> <p>Administration of Salary Sacrifice Cycle Scheme</p>
3, Corporate Finance	<p>Plan and deliver the year end.</p> <p>Support and liaison with the external audit, Grant Thornton.</p> <p>Technical support for revenue, grant and capital finance.</p> <p>Treasury management in accordance with Herefordshire Council policies.</p> <p>Management of cash collection systems, import / export and daily maintenance.</p>

Hoople Finance staff work to the financial procedure rules set by Herefordshire Council and refer to the Medium Term Financial Strategy.

SERVICE	SLA	EXTRA	RISK
<b>Council Tax Administration</b>	<p>Issue annual and ad-hoc bills</p> <p>Determine entitlement to discounts, exemptions, liability of dwellings &amp; hardship applications</p> <p>Liaise with customers including payment arrangements, queries</p> <p>Issuing recovery notices (reminders, final notice and summons) and take follow up action</p> <p>Represent the Council at Magistrates' court to obtain Liability Orders and Valuation Tribunals</p> <p>Completion notices for new properties and liaise with the Valuation of Agency to maintain an accurate banding list and ensure it is reconciled monthly</p> <p>Referring cases and supporting fraud Investigation where potential fraud is identified.</p> <p>Monthly reconciliations and year end balancing that include monthly reports of significant variances to the plan</p> <p>Provide information for responses to customer complaints</p> <p>Provide tax base information on request changes</p> <p>Statistical returns</p> <p>Carrying out quality and controls checks</p> <p>Authorise write-offs below £500 and information for write offs over £500</p>		<p>Even with a restructure and flexible working more staff removed the increased risk in service delivery</p> <p>Time taken to process new and revised billing will get longer</p> <p>CT collection is 98.5% target if resources reduce collection rates will go down affecting c.£80m cash flow and likely bad debt levels</p> <p>Less resource to investigate fraud</p> <p>Will have to pay extra for expertise and quality controls, lose level of audit compliance</p> <p>Increase in new properties and businesses leads to increased workload</p> <p>Increase in digital contact takes away traffic from customer services but increases email traffic to revenues and benefits</p>

	Drawing up new CTR scheme , changing schemes, writing Board reports		
<b>Business Rate Administration</b>	<p>Prepare Annual Business Rates briefing for consultation with local businesses</p> <p>Issue annual and ad-hoc bill</p> <p>Determine entitlement to reliefs and exemptions</p> <p>Agree payment arrangements with ratepayers</p> <p>Approval notices (reminders, final notice and summons) and take follow up action</p> <p>Represent the Customer at Magistrates' court</p> <p>Responding to Customer enquiries</p> <p>Issuing completion notices for new properties</p> <p>Providing Audit staff with information for audit. Agreeing and implementing Audit report outcomes</p> <p>Monthly reconciliations and year end balancing that include monthly reports of significant variances to the plan</p> <p>Authorise write-offs below £500 and provide details of accounts written off</p> <p>Statistical returns</p>	<p>Assist with maximising rating income by identifying properties requiring assessment and those meeting the renewable energy criteria.</p> <p>Liaise with the Valuation of Agency to maintain and accurate banding list and ensure it is reconciled</p> <p>Commissioning functions</p>	<p>Even with a restructure and flexible working more staff removed the increased risk in service delivery</p> <p>Business rate collection is running at 98.8% of £47m less resources will see deterioration in collection rate affecting cash flow and possible bad debt levels</p>
<b>Housing / CT Benefit Administration</b>	<p>Process Housing benefit and council tax support claims and changes and retrospective changes, determinations and appeals</p> <p>Carry out Housing benefit Interventions</p> <p>Identify and categorise overpayments</p>	<p>Commissioning functions, for example:</p>	<p>Even with a restructure and flexible working more staff removed the increased risk in service delivery</p>

	<p>Administer the Discretionary Housing Payments scheme (DHP)</p> <p>Council tax reduction hardship payments</p> <p>Referring cases and supporting fraud Investigation</p> <p>Responding to complex customer enquiries</p> <p>Recovery of benefit overpayments from on-going benefit</p> <p>Managing access to, and use of, DWP Customer information system. and monitoring compliance with DWP Memorandum of Understanding</p> <p>Determine entitlement to Free School Meals</p> <p>Complete the DWP data matching requirements within agreed timescales</p> <p>Carrying out quality and controls checks (5%) on the accuracy of processing of local authority error cases</p>	<ul style="list-style-type: none"> <li>Advise on and implement legislative changes within agreed timescales</li> </ul>	<p>Time taken to deal with new claims and change of circumstances may get longer – the customer will see deterioration in service and possible homelessness</p> <p>Reclaiming of overpayment on benefits will deteriorate, currently collect c£200k</p> <p>Less resource to support fraud , may result in fines from DWP from level of service change</p>
<p><b>Other</b></p>	<p>Ensure software upgrades are tested and implemented on time and they reflect legislative changes and operational requirements</p> <p>Providing specialist advice on Revenues and Benefits issues</p> <p>Freedom of Information requests</p> <p>Provide information for audits and agreeing and implementing Audit action plans</p> <p>Systems and software maintenance</p> <p>Submit organisational data to Government departments (SHBE etc)</p> <p>Provide agreed data sharing informational reports</p> <p>Data downloads from Government departments (UC, PDP, Atlas etc)</p>	<p>Draft complaint responses</p> <p>Update the revenues and benefits information on the internet/intranet</p> <p>Implementation of digital transformation</p>	<p>Increase in digital traffic reduces physical contact to customer services but increases digital contact via emails and feedback notifications so increase in workload</p>

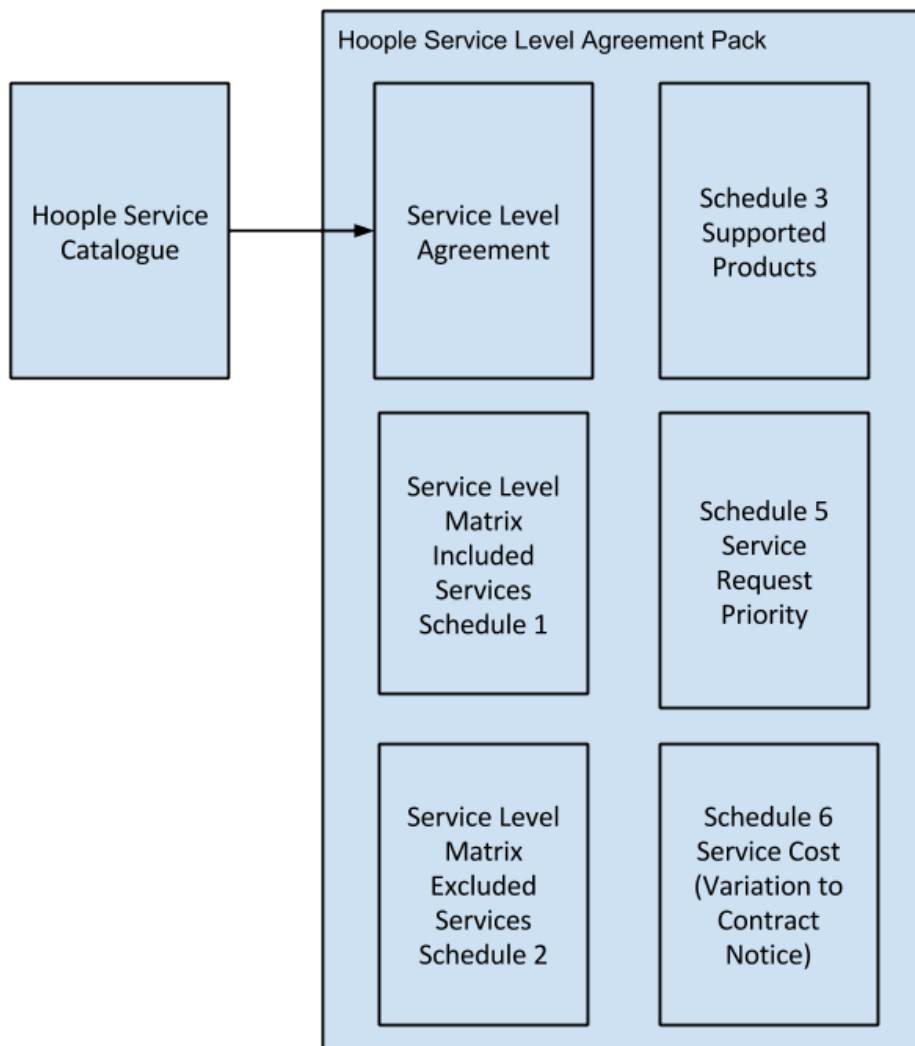
## ICT

### 1. SLA Content

This document defines the service agreement between Hoople Ltd and Herefordshire Council for ICT services.

This Service Level Agreement (including the services outlined in the accompanying **SLA Matrix (Schedule 1)**), describes the specific Services provided by Hoople Ltd to the Customer, together with the associated Service Levels (**Schedule 1**) and Service Charges (**Schedule 6**), to be delivered under this Agreement.

Figure 1: Hoople SLA Context



This SLA also sets out the arrangements by which the relationship between the two Parties is managed with respect to the provision of the Services, and the roles and responsibilities of each Party in ensuring that the Services are provided effectively and efficiently.

The Customer acknowledges and agrees that the efficient provision of any agreed Services as per the stated Service Levels by Hoople Ltd is dependent on the Customer performing its responsibilities as set out in this SLA.

NB: This SLA document together with associated schedules represent the entirety of the agreement between the parties.

## **2.1 Core IT Service Charges**

Core IT Service charges covering the 12 month period have been agreed and are defined in Schedule 6.

Hoople Ltd reserve the right to revise these costs in the event of a 'significant change' (see Appendix 4D: Definitions & Interpretation) in customer's volume & usage.

## **2.2 User Complaints/ Compliments**

To provide customer feedback (be it a comment, compliment or complaint), in the first instance please contact the Hoople Service Desk or your Business Relationship Manager who will ensure a co-ordinated and timely response.

## **2.3 Service Levels & Key Performance Indicators**

The Service Levels are detailed in Schedule 1 for the provision, delivery and measurement of performance of the Services. Hoople performance against the Key Performance Indicators (KPIs) set out in Schedule 1, will be evaluated and reviewed by the Parties during the agreed Workstream meetings as set out in the overarching SLA, based upon analysis of historic service performance.

### **2.3.1 Standard Reporting Requirements**

KPI reporting will be agreed between parties at the outset of the SLA and will be reported on an agreed frequency. Support - Incident Management

### **2.3.2 SLA Service Levels**

When logging a support request, the issue being logged will be assessed by Hoople's ICT Service Desk staff and assigned a priority. All work is then attended to in order of priority and within the agreed Service Level resolution times.

The following table details the criteria used to ascertain the priority of the support request logged with the Hoople ICT Service Desk. Please note that these priorities apply to business as usual, break fix work.

Where requests logged relate to changes or new equipment, these items will need to be approved by Herefordshire Council prior to commencement and timetables for work completion will be

agreed at the point of approval for the work to progress.

Impact	Urgency
<b>Business Critical</b> This is a fault that causes major impact upon the use of the system or the work of the whole department e.g. system down.	<b>High</b> Critically impairs the ability of the department of service area to provide citizen or patient care or service
<b>High Impact</b> This is a fault where a key individual or item of equipment or system is inoperable such as to impact upon a number of individual's work	<b>High</b> Severely impairs the ability of key users or group of users to provide citizen or patient care or service
<b>Medium Impact</b> This is a fault where an individual item of equipment or system is inoperable such as to impact upon a single individual's work. It refers to a problem that causes a department or service to function less efficiently but does not affect that areas overall ability to deliver NHS	<b>Medium</b> Severely impairs the ability of single user to provide citizen or patient care/service. User/department is able to work with the use of workarounds but workaround is not sustainable
<b>Low Impact</b> This is a fault which does not necessarily result in any down time but may be of a recurring nature or a problem such that it causes minor or irritating delay in normal working practice. Routine maintenance or installation of non-standard hardware or software.	<b>Low</b> User/department is able to work with the use of workarounds over sustained period
<b>None</b> Project work or requests for change with no agreed delivery or due date	<b>None</b> Project work

All Incidents & Service Requests will be assessed against the combination of impact and urgency to define the Priority. The table below shows how the combination of impact and urgency then becomes an assigned priority for the support request logged via the ICT Service Desk.

Impact	Urgency	Priority	Target Resolution time
Business Critical	High	1	8 hours
High	High	2	3 days
Medium	High	2	3 days
High	Medium	3	5 days
Medium	Medium	3	5 days
Low	Medium	3	5 days

Medium	Low	4	10 days
Low	Low	4	10 days
None	None	5	90 days

## 2.4 Incident Management & Third Party Suppliers

The Hoople Service Desk acts as the first point of contact for logging and managing all incidents. Specific Service Levels with respect to incident management are described in the full Service Catalogue.

Please note that a number of critical IM&T System components supported by Hoople are provided and maintained by third party vendors and/or contractors. Where Hoople is reliant on these third parties for incident resolution and where there are no back-to-back SLA arrangements in place which mirror Hoople's diagnosis and fix rates, Hoople cannot guarantee target times will be met.

In such cases, Hoople will undertake to investigate the incident, pass it on to the relevant third party and invoke a communications plan with appropriate staff from the Customer organisation, Hoople and the third party, within target response times.

Similarly, where there are no disaster recovery arrangements in place for critical systems Hoople cannot guarantee target times will be met and the above arrangements apply.

Where the IT support function is delivered by the customer, escalation to 3rd party supplier is the responsibility of the Customer as well as the on-going management of the incident through to resolution.

## 2.5 Business Continuity & Disaster Recovery

It is each Party's responsibility to put in place, execute, and regularly update a comprehensive adequate business continuity and disaster recovery plan especially covering any critical IM&T assets.

It is the Customer's responsibility to ensure that it has internal mechanisms in place to communicate and educate its internal users and their Executive Level Management (as appropriate) of what disaster recovery arrangements are in place.

Where the Customer fails to put in place and/or execute its own business continuity and disaster recovery plan, Hoople will use reasonable endeavours (with respect to the services it provides) to restore the Customer's IM&T systems as soon as practicably possible and to the extent that is possible, there may be costs incurred that the customer would need to fund. The Customer acknowledges and agrees that in this case no service levels will be applicable to Hoople.



## 2.6 Place of Service Delivery

Only corporate sites (Appendix 4B) will be covered. Any work outside of this will be chargeable.

The services covered by this agreement are to be delivered at the location or locations given when the customer logs a request with the Service Desk.

If incorrect information around locations is provided, Hoople reserves the right to charge for time wasted.

## 2. Customer Obligations/ Responsibilities

### 2.1 Technical Standards

Customers must uphold the Technical Standards that form part of this SLA. Any devices which fall outside of this agreement and do not have the necessary build features may prevent Hoople Ltd's ability to support and maintain other reliant services purchased by the customer. In such circumstances Hoople Ltd will not be held responsible for the non-ability to perform its obligations under this agreement. These Technical Standards will be jointly reviewed and updated at least annually.

### 2.2 Access

The Customer shall permit Hoople Ltd (or its third party contractors) to have such access as Hoople Ltd may require to the Customer premises and systems and any other Customer facilities for the purpose of providing the Services.

### 2.3 Customer Third Party Suppliers

Hoople Ltd are not responsible for the management of, and legal compliance with any contracts entered into by the Customer with third party suppliers that ultimately affects Hoople Ltd ability to deliver under this SLA, including (without limitation) contracts relating to the licensing/supply of software, hardware, telecommunications and/or IT systems.

Where such third party contracts relate to IT or information systems procurements, Clause 3.5 shall apply.

Changes (irrespective of whether they are proposed by the Customer and/or the relevant third party) to such third party contracts shall be notified to Hoople Ltd in accordance with the Third Party Change Management Process.

### 2.4 Accommodation Arrangements

#### 2.4.1 Hoople Accommodation

Hoople Ltd shall retain use of suitable IM&T Team accommodation and equipment rooms / space or equivalent.

Should Hoople Ltd require an increase in local accommodation, or relocation, to meet local needs

then the Customer shall release appropriate accommodation costs, or provide equivalent accommodation to support relocation of staff by negotiation with IT Services.

Any changes to Customer accommodation which necessitates the relocation of Hoople Ltd staff must be agreed in advance and a minimum of 60 working days' notice given for full consideration of the impact on IT Services staff and equipment. This will have to have been formally discussed through the workstream meetings to allow planning time and agreement.

#### **2.4.2 Server/Computer Rooms**

The Customer shall provide and maintain appropriate environmental conditions in accordance with agreed IT Standards to safeguard the performance of all IT System components located on Customer sites to enable the provision of the Services in accordance with the Service Levels. In some cases, this may include (without limitation) IT System components which are owned and/or used by other organisations. This will only include any IT System Component that will impact on the delivery on the terms of this SLA.

If the Customer fails to comply with its obligations, the Customer acknowledges and agrees that Hoople Ltd may not be able to meet the Service Levels in respect of any Services which are reliant on the IM&T System components located therein. In addition, Hoople Ltd reserves the right to charge the Customer any additional service charges incurred by Hoople Ltd remedying any service failures caused by the Customer's failure to so comply.

Where it is necessary for the Customer to undertake works (for example, without limitation, electrical works) which may affect the operation of the IM&T System components housed within their premises, Hoople Ltd requires a minimum of 2 weeks' notice (in line with the IT Change Process) of such works prior to the start of such works, in order to ensure the relevant IM&T System components are taken down safely and restored effectively. Emergency situations requiring service restoration notwithstanding. If the Customer fails to comply with its obligations in this Clause, the Customer acknowledges and agrees that IT Services may not be able to meet the Service Levels in respect of any Services which are reliant on the IM&T System components located therein.

#### **2.4.3 Customer Accommodation & IT Estate Changes**

Hoople Ltd reserves the right to require a minimum of 10 working days' notice for a Customer accommodation change where IT Services resources are needed to support the move of less than 10 people within an existing building, and 30 days' notice for more complex move of more than 10 people within or between buildings.

Accommodation changes which require new wide area network connections require a minimum of 120 days' notice, in order to meet third party notice period requirements.

### **2.5 New IT Procurements**

Hoople must be engaged at the onset of all information technology or systems procurements where said procurements are to be run within the infrastructure services provided by Hoople under this SLA.

Hoople must be engaged through the Service Level Manager at the start of the business case or options appraisal period– prior to specification and tender, so that IT standards can be set within any invitation to tender and advice given within the business case of implementation and on-going support costs. Any business case or tender should comply with IT Technical Standards.

Hoople does not guarantee that systems procured without IT Services’ engagement as above, will be supported under the SLA – nor does IT Services guarantee that Service Levels will apply.

## 3. Hoople Overall Responsibilities

### 3.1 Financial/Commercial

Hoople will:

- Treat the contents of this agreement as commercially sensitive, unless agreed with the Customer;

### 3.2 Communications

Hoople will:

- Identify and agree all required significant changes to the Services at least 6 months in advance of the implementation date, unless otherwise agreed.

### 3.3 Compliance

Hoople will:

- Comply with the Customer’s Information Security Management System Policy and Statement of Applicability to deliver ISO27001 certified services
- Comply with the standards required to maintain connectivity to PSN and N3 networks.
- Obtain agreement from the Customer for any proposed changes to data held or processed by Hoople on their behalf under the provisions of the Data Protection Act 1998 (i.e. as a bureau service) under the Customer’s registration.

## 4. Joint Overall Responsibilities

Both parties will:

- Report any information security incidents or data protection breaches promptly.

### 4.1 ITSM Process Adherence

Both parties must comply with the key IT Service Management (ITSM) Processes, i.e. processes which serve to manage and provide governance over all elements of the technical estate that the Customer have responsibility for, where this impacts on the delivery of this SLA. These include, but are not restricted to:

- Incident Management

- Change Process (Technical) – inc 3rd Party Change Management
- Request for Change (RfC) Management
- Major Incident Management
- Configuration Management

## 5. Information Security and Information Governance

### 5.1 Data & Security

The following governance structure will be managed through the IM&T Board and is directly applicable to the Technology and Transformation Service and Hoople will work with the Customer to support their implementation, compliance and assurance:

- Information Security Management System manual (ISMS) including:
  - Information Security policies and procedures
  - Statement of Applicability
  - Risk Treatment Plan
  - Business Impact Assessment Plan and Monitoring regime
- Data Protection Policy
- Records Management Policy
- Security Classification Policy
- Access Control Policy

Compliance with the Customer's requirements and the relevant standards will be evidenced by continuous verification of all elements through audits and reviews that are supported by Hoople.

Hoople will:

- Work with customers to identify, promote and manage information assurance requirements. Consult on policies, standards and the investment in controls to support customer objectives.
- Understand and meet all required legislation, industry standards and governance to deliver the required standards.
- Lead the development and maintenance of Hoople ICT technical security strategies and standards across the entire technical architecture, ensuring policies and procedures are in place to assure adherence to these across Hoople for its own support and support of its customers to legislative and corporate requirements.
- Lead the work to achieving and maintaining compliance with required information security standards – ISO27001, N3 and PSN currently, and any subsequent standards required through the Hoople customer base and to support Hoople’s growth.
- Promote and inspire an effective risk management based information security culture and its function throughout Hoople Transformation and Technology and to coach and motivate team members to achieve their goals.
- Design and deliver technical security architecture, responsible for shaping, developing and assuring Hoople’s information security systems and technology architectures are fit for purpose and are aligned with business objectives and information security requirements.
- Liaise with management, clients and partner organisations to provide advice and guidance on their technological requirements and management of risk in relation to information security.
- Work closely with the Customer regarding the overall infrastructure strategy and new projects design and implementation to develop solutions which meet those requirements while ensuring that corporate information security objectives are maintained. Depending on the requirements, this may be chargeable.
- When commissioned by the Customer, lead security evaluations utilising security tests such as commissioned IT Health Checks, auditing, vulnerability scanning and penetration testing. Report testing results to management and commissioning customers. Document required corrective actions and recommendations in an improvement plan and manage remediation activities.
- When commissioned, manage and report on information security incidents and digital forensic investigations to the standards required by Hoople and its customers.
- When commissioned by the Customer, assist and advise the customer in the development of their ICT and Information security related policies, standards and guidelines.
- When commissioned by the Customer, assess compliance with the systems, policies, and procedures, and working with stakeholders to drive remediation where non-compliances exist.

Hoople Ltd shall use (a) any Data made available to it or Data that it is given access to pursuant to this SLA or (b) any Data generated during the Term pursuant to this SLA (“SLA Data”) solely for the purposes of fulfilling its obligations under this SLA unless prior written consent is granted by the Customer for such SLA Data to be used by Hoople Ltd for other purposes.

Hoople Ltd shall take all necessary steps to ensure that the SLA Data is protected in accordance with the Standards. In particular, Hoople Ltd shall not (a) use such SLA Data nor reproduce such SLA Data in whole or in part in any form except as may be required by this SLA, or (b) disclose such SLA Data to any third party not authorised by the Customer to receive it, except with the prior written consent of the Customer, (c) alter, delete, add to or otherwise interfere with such SLA Data (save where expressly required to do so by the terms of this SLA).

To the extent that any of the SLA is Personal Data, Hoople Ltd shall process such Data in accordance with the Data Protection Clause.

## Appendix 4A: Service Request Responses

The **ICT Support Service** is available during the following hours:

Monday to Friday – 8.30am until 5.30pm (excluding Bank Holidays) When logging a support request, the issue being logged with a user defined priority, will then be assessed by ICT Support Service and assigned a priority in line with agreed criteria. All work is then attended to in order of priority and within the agreed Service Level resolution times.

**Out of Hours Support Service for business critical incidents is available Monday to Friday – 7.00am - 8.00am and 5.30pm until 10.00pm on weekdays and 9am to 5pm Saturday and Sundays.**

The following table details the criteria used to ascertain the priority of the support request logged with the ICT Support Service:

Urgency	Priority	Response Time	Resolution Time
<b>Urgent</b> Critically impairs the ability of a <u>whole department</u> of service area to provide citizen service	1	15 minutes	8 Hours
<b>High</b> Severely impairs the ability of <u>key users or group of users</u> to provide citizen or patient care or service	2	4 hours	3 days
<b>Medium</b> Severely impairs the ability of <u>single user</u> to provide citizen or patient care/service User/department is able to work with the use of workarounds but <u>workaround is not sustainable</u>	3	1 day	5 days
<b>Low</b> User/department is able to work with the <u>use of workarounds</u> over <u>sustained period</u>	4	2 days	10 days

## Placing Incidents and Service Request on hold

Incidents or Service Requests will only be placed on hold where:

1. ICT Services are waiting on input from the end user but have been unsuccessful in contacting the end user. Reasonable attempts to contact must have been made and documented within the incident or Service request record.
2. A user has advised they will be unavailable for a period of time and that attempts at incident resolution cannot proceed until they return.
3. A user has advised that delivery (via Service Request) is not required until a future date.
4. Approval is being sought via the end user before a request can proceed.

During a Major Incident, any Incidents raised from users will be recorded as a sub record of the major serious incident. Whilst the Major Incident is being handled and updated, each individual reported incident from will be put on hold until the main incident is resolved. When the Major Incident is resolved, all the sub records will be updated and in turn notify the users of resolution/closure automatically.

### Definitions:

**Incident** is an unplanned interruption to an IT service or reduction in the quality of an IT service.

**Service Request** is a request for information, or advice or for a standard change and is not impacting on Users ability to work.

**ICT Managed Applications** - A team within the ICT Applications section has responsibility for supporting the application, providing a full support service and providing a single point of contact via the Service Desk for all queries and incidents. The team will work with all other teams, all relevant third party suppliers and business users as appropriate to deliver the service. They will manage the relationship with the third party suppliers to assist in driving through the changes required and deliver the business benefits for the customer. The applications can be installed either within one of the local data centres or at the suppliers' sites.

**ICT Supported Applications**- Those applications where support is provided by various teams within ICT Service, with no dedicated support team. The relationship with the supplier is usually maintained by the business users with ICT Services being commissioned to carry out work on an 'as and when' basis.

**ICT Hosted Applications** -This group includes those applications which are installed in one of the data centres but for which ICT Services provides no support other than maintaining the physical environment.

**Externally Hosted Applications** -This group includes those applications which are installed in a supplier's data centre. For all applications ICT Services provides some information security, desktop delivery and service desk support.



## Appendix 4C: Chargeable Technology Solutions Services

The Hoople Service Catalogue summarises those services that are available from Hoople. These are available to the Customer and may incur an additional cost to the customer where they are not delivered under this SLA.

Reference Service Catalogue



Worksheet in HC  
SLA Draft 2017-18 ts

## Appendix 5D: Key Performance Indicators

ICT Key Performance Indicators will be supplied as per the attached sheet.

Appendix BKey Performance Indicators

ICT KPI 2017 18.xlsx

Term	Definition
Authorised Officer	means the individual set out under SLA Management, who is designated by each Party as its official representative for the purposes of liaison, communication and resolution of issues between them.
Background IPR	means any and/or all IPR that is owned by or licensed to a Party and which is or has been developed independently of this SLA (whether prior to the Start Date or otherwise) – "IT Services Background IPR" and "Customer Background IPR" shall be construed accordingly.
Change in Law	means the coming into effect or repeal (without re-enactment or consolidation) in England and Wales of any Law or judgment of a relevant court of law which changes binding precedent in England and Wales in each case after the Start Date.
Change in Standards	means the coming into effect or repeal or revision in England and Wales of any Standards after the Start Date.
Commercially Sensitive Information	means information (a) which is a trade secret (including know-how), or (b) commercial, financial, scientific, technical or other information (this includes but is not limited to formulae, processes, ideas and inventions, specifications, designs, financial or business information, customer details, market research and pricing strategies relating to or used in the business of either Party any knowledge which may be imparted or developed through examination, collation, analysis or working of such information whether or not such information is recorded in any form or medium) whose disclosure could reasonably be expected to result in a material financial loss or gain to the Party to whom the information relates, or could prejudice the competitive position of that Party in the conduct of its business, (c) whose disclosure could prejudice the conduct or outcome of contractual or other negotiations of the Party to whom the information relates.
Confidential Information	means information (a) which comprises Personal Data or Sensitive Personal Data (as both terms are defined in the Data Protection Act 1998) or which relates to any patient of a Customer or his or her treatment or medical history, or (b) which is Commercially Sensitive Information.
Core Services	Means the services set out in the SLA Matrix for delivery within the SLA period.
Customers	Means the Public Sector Bodies that take <i>IT Services from Hoople</i> at any one time – for the avoidance of doubt, organisations hosted by a Customer and who may receive services by IT Services are not deemed to be a Customer.
Data	Means data including person-identifiable data (whether Personal Data or Sensitive Personal Data or otherwise);
Discretionary Services	Means any additional services as agreed in writing between the Parties from time to time pursuant to this SLA through the Variation Procedure.
Documentation	means any manuals, data format documentation, interface specification and/or associated documentation developed by a Customer (or any other third party engaged by a Customer) in respect of the IM&T System.
FOIA	means the Freedom of Information Act 2000.
Force Majeure Event	means, without limitation, strikes, lock-outs, labour or industrial disputes, acts of God, war, riot, civil commotion, terrorism, malicious damage, compliance with any law or governmental order rule regulation or direction, accident, breakdown of plant or machinery, fire, flood or storm or unavailability of the internet / N3 network.

IM&T System	means the information management and technology system comprising of the (a) Customers' proprietary/3rd party hardware (including, without limitation, servers, desktops and peripherals), (b) Customers' proprietary/3rd party software (including, without limitation, enterprise and clinical software), and (c) Customers' proprietary/3rd party communications networks.
Information	has the meaning set out in FOIA.
IPR	means copyrights (including copyright in computer software and websites), database rights, rights in inventions, patent applications, patents, trademarks, trade names, know-how, service marks, design rights (whether registered or unregistered), trade secrets, rights in confidential information and all other industrial or intellectual property rights of whatever nature for the full duration of such rights, including any extensions or renewals.
Hoople	Is the current provider of IT Services at the time of commencement of the agreement (Hoople Ltd).
Law	means (a) any applicable statute of proclamation or any delegated or subordinate legislation, (b) any enforceable community right within the meaning of section 2(1) European Communities Act, (c) any applicable code of practice, guidance, order, rule (including local rules), circular, direction, determination, and (d) any applicable judgment of a relevant court of law which is a binding precedent in England and Wales - in each case to the extent applicable in England and Wales.
Materials	means any literary works or other works of authorship including (but not limited to) instructions, reports, specifications, drawings and similar works developed or produced by a Customer (or any third party engaged by it) in respect of the IM&T System.
Party	means IT Services or a Customer – "Parties" shall be construed accordingly;
Personal Data (and Sensitive Personal Data)	shall have the meaning set out in the Data Protection Act 1998 (as amended from time to time).
Request for Information	has the meaning set out in FOIA or any apparent request for information under the FOIA.
Services	means the Core Services, Subscription Services and the Discretionary Services;
Service Catalogue	means the summary and detailed service catalogue as set out in the Hoople Service Catalogue
Service Charges	means the charges for the Services, and any other valid and undisputed charges as agreed in writing between the Parties from time to time under this SLA.
Service Levels	means the standards of performance in relation to the Services which <i>IT Services</i> is required to meet as set out in the Service Catalogue.
Service Level Manager	Means the senior manager within Hoople with responsibility for a specific customer, particularly with regard to the management of the SLA.
Significant Change	A significant change in terms of estate growth & usage referred to in Clause 2.1 refers to instances such as 'organisational changes'. It does not refer to incremental fluctuations.

SLA	means this service level agreement concluded between Hoople and the Customer including (a) the Clauses contained herein, (b) the Schedules attached hereto, (c) any specifications, plans or other documents which are relevant to the SLA and expressly incorporated herein, and (d) such variations in writing as shall be agreed by the Parties Procedure; according to the Variation Procedure.
SLA Matrix	is a matrix that defines the Services to be delivered under this agreement for each Customer.
Start Date	means the date upon which signature of this SLA by both Parties takes place.
Task	means any task or activity to be performed by the Parties as agreed between the Parties from time to time to enable the delivery of the Services.
Variation Procedure	the variation procedure set out in the overarching SLA.
Workstream Meetings	means the service review meetings set out in the overarching SLA (and any other meetings as reasonably required by the Parties on an ad-hoc basis) for the purpose of discussing matters relating to the Services.
Working Day	means Monday to Friday excluding English public holidays.
Year	means a period of 12 months starting on the Start Date and each subsequent period of 12 months starting on an anniversary of such date during the Term.

# SLA OUTLINE

SERVICE	SLA	EXTRA	RISK
<p>1. E-learning System</p>	<p><u>Monthly Routines</u></p> <p>Management and maintenance of the CPD Online learning management system (LMS):</p> <ul style="list-style-type: none"> <li>• E-learning Content Licensing - Corporate subscription through the Learning Pool providing a catalogue of courses that can be used or adapted to suit the needs of Herefordshire Council.</li> <li>• LMS Hosting – CPD Online is not hosted on the Herefordshire Network. Service availability is 24/7 with Core Support Hours 8.30am to 5.00pm Mon-Fri.</li> </ul> <p>Exclusions from Available Time:</p> <ul style="list-style-type: none"> <li>• The direct result of a Force Majeure event.</li> </ul> <p>During planned maintenance as set out below:</p> <ul style="list-style-type: none"> <li>• The Service Provider will plan for essential maintenance to occur during agreed times. The Service Provider will notify the dates of each such maintenance period to the LA at least 2 days before hand. Only in exceptional circumstances and subject to the prior agreement of the LA (which shall not be unreasonably withheld) shall the Service Provider undertake maintenance during core support hours where there is no reasonable alternative. The essential maintenance and maintenance carried out will allow for system upgrades and general maintenance.</li> </ul>		

	<p>Availability outside of Core Support Hours:</p> <ul style="list-style-type: none"> <li>The Service Provider shall monitor the availability of the Service outside of core support hours using automatic and other methods as appropriate. In the event of a fault occurring outside of core support hours, the Service Provider’s support engineers shall be notified of the same. Upon such notification, the Service Provider’s engineers shall use reasonable endeavours to rectify the fault and notify the LA of any relevant progress associated with addressing the issue.</li> </ul> <p>Starters/ leavers/changes</p> <ul style="list-style-type: none"> <li>Accurate user details will be managed and maintained by Hoople including Herefordshire Council starters, leavers and changes.</li> </ul> <p>Reporting</p> <ul style="list-style-type: none"> <li>Mandatory training completions for Herefordshire Council employees to be updated in Agresso on a weekly basis.</li> </ul>		
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<p>2. Development of CPD Online and/or e-Learning content</p>	<p>15 days for Hoople development/changes to the CPD e-learning system and/or content. Work to be briefed according to customer need including system development and content generation. Project pipeline to be scoped.</p> <p>All development requirements to be undertaken subject to agreement of clear brief, specification and agreed learning outcomes.</p>	<p>Development</p> <p>Any supplier development costs levied by Web Based associated with HC briefs is not included within this fee and would be quoted for separately.</p> <p>Development to cover additional hosting and upgrades as well as programming.</p> <p>Any additional development, outside of the 30 days, to be quoted for separately. Guide daily rate £213 /day – however, price will be dependent on brief.</p>	<p>e-Learning content development is subject to suitable Subject Matter Expert(s) being provided by Herefordshire Council to provide and/or verify suitable content.</p>
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<p>3. To oversee placements of Social work students in Adults and Children's Services</p>	<p><b>Promoted Partnership with universities</b> - to coordinate the practice placements for social work students in Adults, Children's and independent sectors in Herefordshire, including step up to social work.</p> <ul style="list-style-type: none"> <li>• Collection of the placement fees.</li> <li>• Identify, support and finance Stage 2 training of HC Practice Educators out of placement fees.</li> <li>• Run student support groups for all social work students on placement in Herefordshire.</li> <li>• Run Practice Educators support group as part CPD and to support Practice Educator Professional Standards (PEPS). Payment of honorarium to practice educators.</li> <li>• Provision of off-site educators where required.</li> <li>• Attend agreed meetings with partner universities.</li> <li>• Provide QA for programme.</li> <li>• Identify and sets up independent practice placements.</li> <li>• Work with Commissioner to link programme to HC social worker recruitment programme.</li> <li>• Produce quarterly report.</li> <li>• Volume metrics – minimum of 5 placements in Adults, 5 placements in Children's and 10 in PIV sector.</li> </ul> <p><u>Herefordshire Council Responsibilities:</u></p> <ul style="list-style-type: none"> <li>• Practice educators to support, assess and supervise students.</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Ensure that students remain as supernumerary team members for the duration of the placement.</li> <li>• Provide opportunities to host a minimum of 15 work placements in Adults/ Children's.</li> <li>• Provide shadowing for a minimum of 15 students in Adults / Children's.</li> </ul>		
4. To Chair Safeguarding Joint Workforce Development Group	Working on behalf of Herefordshire Council 2.5 days per month to support the work of the HSCB /HSAB Joint Workforce Development Group.		
5. To manage and Support the Digital Apprenticeship System (DAS)	<p>Under the government requirements all public services have to have a minimum number of staff completing an apprenticeship each year. It has been set at 2.3% of their staff numbers. This equates to a minimum of 79 apprenticeships. (29 in HC and 50 in Schools)</p> <ol style="list-style-type: none"> <li>1. To manage DAS and register 79 apprentices on the system = 3 hours per apprentice. Total 237 hours</li> <li>2. To assist and manage recruitment of new apprentice from initial enquiry to appointment @ 2 days per apprentice = 40x2 Total 80 days</li> <li>3. To support and procure Training from external provider on behalf of HC @ 1 day per apprentice, 10 X 1 day = 10 days</li> <li>4. To support each directorate and school to ensure money is allocated within the limits of the Levy provided to each area. 1 day per apprentice x 79 = 79 days.</li> </ol> <p>Total = 1505 hours</p>		

6. Other		<p>TO BE QUOTED FOR ON A CASE BY CASE BASIS AND COSTS AGREED BEFORE WORK COMMENCES.</p> <p>a) Ad hoc reports or projects</p> <p>b) Provision of information to respond to FOI requests</p> <p>c) Provision of face to face training is not included but will be quoted for separately.</p>	
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- Maintain the agreed hours of operation - 8.30 AM – 5.00 PM Monday to Friday (excluding bank/ public holidays).
- To ensure an efficient user experience in using e-learning service
- Provide weekly performance reports to agreed timescales

## JOINT OVERALL RESPONSIBILITIES

- Provide clear communication to learners to ensure that the e-learning and Practice Placement programmes are clearly understood.

## a. SLA OUTLINE

### HR SERVICES PROVIDED TO HC BY HOOPLE –Total £439k (excluding overheads)

HR Services will be provided by Hoople managed by the Head of HR and OD (Council and Hoople). The following services will be provided through service agreement between Hoople and HC

The strategic direction and leadership along with management of HR operational, advisory functions and all transactional services will be the responsibility of the Head of HR and OD. The Head of HR and OD will be supported by the Hoople HR Management team and employees within the various HR teams will still be employed by Hoople. The Head of HR and OD will ensure that that Hoople maintains its legal and contractual obligations to its employees. Any proposed change to working arrangements, conditions, activities and functions will be agreed between HC and Hoople Ltd.

SERVICE	SERVICE DESCRIPTION
1. Complex Casework and Case Management	Provision of employee relations and other advice to managers relating to all casework including capability, disciplinary, dispute procedures, grievances, absence management, and management of complex or advanced cases including the commissioning of legal advice.
2. HR Business Partner / Specialist HR Support	Provision of HR support to managers for agreed specific HR projects and change management, subject to resources, including organisational development, design and change management support associated with the service reviews and redesigns, advice on the redeployment of individuals, changed ways of working. Other specialist support including job evaluation
3. HR Transactions and Data Management	Provision of HR admin support for business world led HR processes. Delivery of a data management including statutory reporting and FOI and data integrity and quality.
4. HR Policy Review	Provision of a HR policy 'refresh' function ensuring that HR policies are updated in line with legislation and best practice

<p>5. Recruitment Services including DBS</p>	<p>Provision of an in-house, direct recruitment service including senior strategic resourcing support, provision of online application process, automated applicant tracking and processing, administration of pre-employment checks, advisory support to managers for recruitment policy, procedure and best practice.</p> <p>Provision of Hoople Recruitment agency services as Tier 1 supplier acting as strategic resourcing partner for HC, Management of NEPRO contract</p> <p>Management of Matrix neutral vendor contract.</p> <p>Training in recruitment practices and monitoring of compliance with council policy remains the responsibility of the Council.</p>
<p>6. Schools Statutory Services</p>	<p>Provision of statutory support to schools on behalf of DCS in line with schools staffing regulations to deliver statutory schools functions</p> <ul style="list-style-type: none"> <li>a. School model HR policy development</li> <li>b. Consultation and negotiation with trade unions</li> <li>c. Statutory functions in line with schools staffing regulations</li> </ul>
<p>7. Payroll and Pension Services</p>	<p>Provision of payroll and pension services including administration of HC and member payroll, payments , LGPS administration, Teacher Pension Scheme, maternity/ paternity, 2 days unpaid leave, benefits administration.</p>

## KEY CUSTOMER DEPENDENCIES / RESPONSIBILITIES

- Confirm HR deliverables and requirements at the commencement of the year
- Determine required resources aligned to specific programmes of work
- Comply with formal notification / instructions timeframes for processing
- Inform Hoople of any changes to requirements which may affect the delivery of the SLA

### Service Volumes

Service	Unit	2017/18 Plan	2017/18 Tolerance
<b>Payroll processing – routine</b>	Starters	70	0%
	Changes (payroll)	500	0%
	Leavers	220	0%
	Salary sacrifice schemes (including car parking)	90	0%
	Emergency payments	50	0%
<b>Payroll processing – change management</b>	Redundancy estimates	10	0%
	Pension estimates	60	0%
<b>Payroll processing – data management</b>	Payroll ad hoc reports	5	5%
<b>Payroll processing – data management</b>	Payroll FOI	10	5%

Service	Unit	2017/18 Plan	2017/18 Tolerance
<b>Permanent recruitment</b>	External appointments	70	0%
	Internal appointments	80	0%
<b>DBS Service</b>	Employees	600 in total	0%
	Rolling Programme		0%
	Fostering & Adoption		0%
	Taxi licensing		0%
	Transport		0%

## 1. Service description and model

Reablement is the active process of regaining skills, confidence and independence to enable an individual to return to or remain living independently at home. This may be required following an acute medical episode or to reverse or halt a gradual decline in functioning in the community. It is intended to be a short term intensive programme.

The primary objective is to enable people to remain living safely at home for as long as reasonably possible and to maintain a good quality of life which meets the identified outcomes of individuals. An effective reablement service will ensure that individuals are able to achieve and maintain their maximum levels of independence and self-care.

A reablement service, delivered by the council through Hoople, will ensure reablement capacity is maintained by offering improved terms and conditions and having the flexibility to transfer staff to the area of highest need. Quality improvements will also be made and a redesigned delivery model will be piloted and streamlined with the council's rapid response service.

During 2017/18 the intermediate care pathway and Herefordshire's discharge to assess model will be developed. Any links to existing services and potential service redesigns will be mapped and progressed through this piece of work.

The SLA arrangement with Hoople will consist of a two year period (1 August 2017 to 31 July 2019) in order to provide sufficient time to develop the service and test service delivery models. Throughout this period the scheme will be closely monitored and evaluated and recommendations for future delivery mechanisms will be made during 2018/19.

From 1 August 2017 Herefordshire Council will manage the delivery of this service and will maintain responsibility for delivery of the legally regulated activity and any registration requirements. The Hoople staff management and working arrangements, as detailed in 8.1 of this SLA agreement, will apply.

## 2. Key responsibilities

The table below sets out the key actions in relation to service delivery and staffing resource and identifies the responsible partner:

Action	Responsible partner	
	Herefordshire Council – Adults and Wellbeing	Hoople Ltd
<b>Service delivery related</b>		
Delivery of service KPIs	<input checked="" type="checkbox"/>	

CQC registration	<input checked="" type="checkbox"/>	
Budget monitoring	<input checked="" type="checkbox"/>	
Customer case management	<input checked="" type="checkbox"/>	
Provision of equipment e.g. moving and handling equipment	<input checked="" type="checkbox"/>	
Overall accountability for the service	<input checked="" type="checkbox"/>	
<b>Staffing resource related</b>		
Provide staffing resource to enable service delivery		<input checked="" type="checkbox"/>
DBS checks		<input checked="" type="checkbox"/>
Induction and training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Insurances		<input checked="" type="checkbox"/>
Compiling and communicating staff rotas	<input checked="" type="checkbox"/>	
Authorising staff time sheets	<input checked="" type="checkbox"/>	
Authorising mileage claims	<input checked="" type="checkbox"/>	
Processing payment of mileage claims		<input checked="" type="checkbox"/>
Staff performance management: Formal employee case issues ( discipline, grievance, performance and absence ) to be managed by HC and Hoople Ltd under Hoople's Policies and Procedures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ensure sufficient staffing levels	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



Provide and fund accommodation for staff	<input checked="" type="checkbox"/>	
Provide and fund technology requirements for staff e.g. mobile phone, computer	<input checked="" type="checkbox"/>	
Carry out regular 1:1's with staff / Operational staff management	<input checked="" type="checkbox"/>	
Payroll and pension services		<input checked="" type="checkbox"/>

### 3. Care Quality Commission (CQC) registration

Herefordshire Council will maintain responsibility for the delivery of the legally regulated activity in relation to this service.

Herefordshire Council will ensure that all CQC registration requirements are complete.

Any inspections undertaken by the CQC in relation to the service would be undertaken with the Council, as registered provider.

The current CQC registration details are as follows:

Herefordshire Council

Room 118 Elgar House, Holmer Road, Hereford, HR4 9SF

Tel: 01432 261557

Nominated individual / Head of Safeguarding and Principal Social Worker – Mandy Appleby

Registered Manager – Rachel Murray

### 4. Registration and Accreditation

Herefordshire Council will maintain responsibility for ensuring, obtaining and maintaining any accreditations or registrations that are required for the delivery of this service.

### 5. Charges and payments

Hoople will charge Herefordshire Council a fixed overhead contribution of £1,000 per employee per financial year, which will be invoiced to the council on a quarterly basis.

Herefordshire Council will cover Hoople costs in relation to external service set up costs – a one off payment of up to £5,000 will be made during 2017/18.

Hoople will invoice Herefordshire Council on a monthly basis in relation to staffing resource costs – this will include payroll and pension costs, plus mileage claims (as authorised by Herefordshire Council’s registered manager).

The overall budget responsibility for this service will remain with Herefordshire Council.

## 6. Staffing levels

Herefordshire Council will confirm staffing resource requirements on an ongoing basis. Hoople will be required to ensure that sufficient levels of staff are recruited, as directed by the council.

Initial staffing level requirements are estimated as follows:

Role	FTE requirements
Care Co-ordinators	2 FTE
Reablement workers	11 FTE

Please note that Herefordshire Council will ensure that regular staff performance updates are provided to Hoople.

## 7. Contract meetings

Meetings will held on a quarterly basis between Hoople the contract holder and HC to review how the service is performing.

## 8. Key Performance Indicators (KPI)

Herefordshire Council will be responsible for the key performance indicators relating to service delivery e.g. number of hospital discharges facilitated.

Hoople will be responsible for the delivery of the following KPIs:

Service	KPI	Target
Payroll	Accurately process instructions received by the advertised deadline in time for the payroll run.	95%
	Accurately process monthly pension contribution payments to the LGPS and NHS pension schemes	100%
Recruitment	Advertise vacancies within 24 hours of receipt of approval	95%

	Issue the conditional offer within 24 hours of receipt of the notification of appointment	95%
	Induction completed within 3 months of joining	100%
DBS	Submit ID to DBS within 24 hours of receiving from manager	100%

## Appendix B – Key Performance Information (KPI's)

### 1. ICT

Performance Measure	18/19 Target	Green	Blue	Amber	Red
Total number of incidents and service request logged	26,000	>=28,601	26,000 to 28,600	24,700 to 25,999	<24,699
Percentage of resolved incidents	87%	>=95.8%	87% to 95.7%	86.9% to 82.7%	<82.6%
Number of P1 incidents (significant impact incidents)	20	>=23	20 to 22	19	<18
Patching effectiveness	90%	>=100%	90 to 99%	85.5% to 89.9%	<85.4%

## 2. Finance

Service	Performance Measure	Target	Green	Amber	Red
<b>Social Care Exchequer</b>	% Payment Runs completed on time	98%	≥98%	90% to 97.9%	<90%
<b>Accounts Payable</b>	% of all invoices paid within 28 days of receipt (incl schools)	85%	≥90%	80% to 89.9%	<80%
	Average number of days to pay invoices (incl schools)	14	14	15 to 16	Over 16
	% of all invoices paid within 28 days of receipt (excl schools)	90%	≥90%	80% to 89.9%	<80%
	Average number of days to pay invoices (excl schools)	14	14	15 to 16	Over 16
	Average number of days from invoice registered to approval on Business World	4	4	5	6
	% remittance e-mailed	For information			
	% payments by BACS	For information			

## Finance Service Volumetric

Service	Unit	18/19 Target
<b>Creditor payments</b>	Number of invoices processed	105,516
<b>Foster Care Payments</b>	Number of payment transactions per year	10,430
<b>Direct payments -adults</b>	On-going Customers	370
	Turnover (Additions / Removals)	37
<b>Direct Payments – careers</b>	On-going Customers	New
	Turnover (Additions / Removals)	New
<b>Direct payments – children</b>	On-going Customers	17
	Turnover (Additions / Removals)	10
<b>Direct payments reclaimed</b>	Total amount in £	375,000
<b>Procurement and Finance</b>	Number of FOI Requests	34
<b>Procurement</b>	Number of Procurement Cards Issued	For information

### 3. Revenues and Benefits

Service	Performance Measure	18/19 Target
<b>Council Tax Collection, Council Tax Support &amp; Recovery</b>	Percentage of Council Tax rates collected	98%
	Number of new Council Tax registrations	-
	Number of Business Rate Properties	-
<b>Business Rates Collection &amp; Recovery</b>	Percentage of Business rates collected	98.6%
	Business Rates - Net Collectable Debit	-
<b>Housing Benefit /Council Tax Support Administration</b>	Time taken to deal with housing benefit change of circumstances (No. of days) - monthly	15 days
	Time taken to deal with housing benefit new claims (No of days)	21 days

#### 4. Human Resources, Payroll and Recruitment

Service Area	Performance Measure	18/19 Target
Payroll	Process instructions received by the advertised deadline in time for the payroll run.	95%
	Accurately process monthly pension contribution payments to the LGPS and NHS pension schemes	100%
	Produce accurate and timely standard reports to HMRC e.g. FPS, EPS	100%
	Process 70 new starters each year	70
	Process 220 leavers each year	220
	Process 500 payroll/employment changes in year	500
Business Partnering	Complete and return all FOI requests within 20 working days	90%
	Process all staff changes received by the advertised deadline in time for the monthly payroll run	95%
	Provide the agreed workforce data report accurately and on time each month	90%
	Support the council to achieve its absence target of an average of fewer than 8.25 lost working days a year	< 8.25 days
Recruitment	Advertise vacancies within 24 hours of receipt of approval	95%
	Issue the conditional offer within 24 hours of receipt of the notification of appointment	95%
	Manage 70 external appointments a year	70
	Manage 80 internal appointments a year	80



## 5. Training and Education, and Reablement

Service Area	Performance Measure	18/19 Target
CPD online	Development of CPD online / eLearning content development (days)	15
	Number of unresolved eLearning issues (over 14 days)	-
	Number of new starters	-
	% of new starters setup within month	95%
Workforce Development	No of hours supporting Safeguarding Joint Workforce Development Group	222
Digital Apprenticeship System (DAS)	Total number of apprenticeships approved	-
	Number of new apprenticeships put through recruitment	-
	Number of Existing Staff put on apprenticeships	-
	Number of tenders completed for apprenticeships not delivered in house	-
Reablement Staffing	No of filled positions within the reablement team?	13