

	<ul style="list-style-type: none"> • Number of call transfers to the Authority’s contact centre and other Third Party contact centres (per week and running Periodic total). • Number of call transfers to the Service Provider (per week and running Periodic total). • Average time to answer calls (per day, for the week and running Periodic total). • Average Talk Time for LCHSC calls (per day, for the week & running Periodic total). • Staff absence figures for the week (including sick, duty sick, unplanned leave, other absent) by FTE and in hours. • <u>Correspondence</u> Total number of LCHS correspondences closed in the week, categorised by the number of days taken to close the Service Ticket outside of the target. <p><u>Key Fulfilment</u></p> <ul style="list-style-type: none"> • Key Fulfilment week totals for Associated Token orders (number of open orders categorised by Welcome Pack type and number of days it has taken to fulfil them). <p><u>General</u></p> <ul style="list-style-type: none"> • Commentary to explain any key trends, anomalies, Service Level breaches, or points of interest.
<p>Periodic on 2nd Business Day (usually a Tuesday) after Period end at 10:00</p>	<p>All reporting for the previous Period:</p> <p><u>Call Handling</u></p> <ul style="list-style-type: none"> • Forecasted calls (per week and for the Period). • Calls offered (per week and for the Period). • Calls answered (per week and for the Period). • Call abandonment rate percentage (per week and for the Period). • Maximum queue time (per week and for the Period). • Number of call transfers to the Authority’s contact centre and other Third Party contact centres (per week and for the Period). • Number of call transfers to the Service Provider (per week and for the Period). • Average time to answer calls (per week and for the Period). • Average Talk Time for LCHS calls (per week and for the Period). • Staff absence figures for the Period (including sick, duty sick, unplanned leave, other absent) by FTE and in hours. • Contact Centre availability percentage for calls for the Period. • Contact Centre availability, number of outages occurrence in the Period. <p><u>Correspondence</u></p> <ul style="list-style-type: none"> • Total number of LCHS correspondences closed in the Period, categorised by the number of days taken to close the Service Ticket outside of the target <p><u>Key Fulfilment</u></p>

	<ul style="list-style-type: none"> • Key Fulfilment Periodic totals for Associated Token orders (number of open orders categorised by Welcome Pack type and number of days it has taken to fulfil them). <p><u>Mystery Shopper Survey</u></p> <ul style="list-style-type: none"> • Mystery Shopper Survey data categorised by call handling and correspondence with commentary on results. <p><u>Freedom of Information</u></p> <ul style="list-style-type: none"> • Number of Information Access Requests received from the Authority categorised by the number of days it took to respond. • Number of Information Access Requests received by the public categorised by the number of days it took to notify the Authority. <p><u>General</u></p> <ul style="list-style-type: none"> • Scorecard – performance against Service Level and number of targets achieved. • Commentary to explain any key trends, anomalies, Service Level breaches, or points of interest. • List of Service Provider Personnel with access to Authority systems.
<p>Intraday reporting data (3 times daily at 09:30, 14:00, and 20:15)</p>	<ul style="list-style-type: none"> • Telephony statistics for LCHS per 30min interval: <ul style="list-style-type: none"> ○ Number of calls forecast. ○ Number of calls offered. ○ Number of calls handled. ○ Percentage of calls abandoned. • Correspondence statistic: <ul style="list-style-type: none"> ○ Number of open correspondence cases as at 08:00 and 18:00. ○ Number of cases open (outside of target). ○ Percentage of cases open (outside of target). • Commentary to explain any key trends, anomalies, Service Level breaches, or points of interest.

APPENDIX 5 - Quality Measurement Criteria

Current scorecards for correspondence and call handling are included in the attached file which shall be provided to the Service Provider in electronic format before Contract Commencement Date.



CH Complaint
Handling Quality Scor



CH Agent
Correspondence Qua



CH Agent Call
handling Quality Scor

TOP 50 - Mystery shopper survey questionnaire measurement

Telephony Calls

Timely	Time to get through, hold, call length	20 points
Easy to Use	IVR, easy to understand, transfers	20 points
Reliable	Easy to hear, no technical issues, enquiries resolved	20 points
Knowledgeable	Technical knowledge and ability to resolve enquiry	20 points
Personalised	Softer skills, manner, willingness, empathy	20 points
Experience	Satisfaction, perceptions, recommendations	Not Scored

Timely - Calls	Points	Points lost if:
Through to a CSA on first attempt	3 points	Sliding scale dependent on number of attempts
Through to a CSA in 1 minute	10 points	No helpful messages/not thanked for waiting
Not put on hold or following "warm" hold process	5 points	If hold: no explanation and estimate of wait time
Length of call reasonable	2 points	Over eager to end call/resolution took too long
Total	20 points	

Ease to Use - Calls	Points	Points lost if:
CSA speaks clearly/good pace. Fluent English	2 points	Unclear pace, language, not fluent
IVR layers	5 points	2+sliding scale of lost points. 4+ is zero
IVR layer options	4 points	More than 5 options in any one layer
Not asked for details more than once	1 points	Repeating information already given in IVR
Not transferred or "warm" transfer process	8 points	Transfers not well handled/call back required repetition of enquiry
Total	20 points	

Reliable - Calls	Points	Points lost if:
No Cut offs/No background noise	3 points	Caller cut off or heard background noise
No technical problems	2 points	CSA technical/system issues accrued
Enquiry resolved completely or call back offered & happened	15 points	Name/reference number not given/time of call back not agreed
Total	20 points	

Knowledgeable - Calls	Points	Points lost if:
Product/technical knowledge	10 points	Sliding scale of Excellent to Poor
Ability to resolve	10 points	Sliding scale of Excellent to Poor
Total	20 points	

Personalised - Calls	Points	Points lost if:
CSA introduced themselves by name	1 point	No introduction
"Soft" skills	16 points	Okay, Below Average, Poor = 0
Anything else they could help with/Checking if caller happy	1 points	Not checking with caller or offering further assistance
Thanked caller	2 points	No thank you
Total	20 points	

Emails

Timely	Email acknowledgement and full response times	20 points
Easy to Use	Clear email subject, format, further contact details, no jargon	20 points
Reliable	Email spelling, grammar and accuracy of personal details used, security	20 points
Knowledgeable	Technical knowledge and ability to resolve enquiry	20 points
Personalised	Softer skills, manner, willingness, empathy	20 points
Experience	Satisfaction, perceptions, recommendations	Not Scored

Timely - Emails	Points	Points lost if:
No problems sending emails	2 points	Email is undelivered
Acknowledgement email received	5 points	Sliding scale from 10+minutes. 0 if none is received
Acknowledgement email clarified full response timing	3 points	No clarification of expected response time
Full email response within 5 working days	10 points	Sliding scale from 1+ working day until 5 days
Total	20 points	

Ease to Use - Emails	Points	Points lost if:
Clear email subject	4 points	No / unclear subject line
No email/technical jargon	4 points	Jargon/technical terms used
Offer of further contact in email	4 points	No reference to further contact (even if no other channels)
Named staff member or department on email/contact number	6 points	Not including phone number or point of contact
Email in acceptable format	2 points	No consistent font, size, colour, layout, caps, bold
Total	20 points	

Reliable - Emails	Points	Points lost if:
Email spelt correctly	5 points	Spelling mistakes
Email reads well	5 points	Grammatical errors
Accurate customer details	5 points	Name spelled incorrectly; other personal detail inaccurate
Email took account of security	5 points	Security breaches (password, credit card details, etc.)
Total	20 points	

Knowledgeable – Emails	Points	Points lost if:
Email answered enquiry	14 points	Not completely answering enquiry
Follow up available if enquiry not completely answered	2 points	Not referencing the fact that email could not resolve enquiry
Excellent product and technical knowledge	6 points	Poor product and technical knowledge
Total	20 points	

Personalised - Emails	Points	Points lost if:
Includes name and job title/department of sender	3 points	No email signature
"Soft" skills	10 points	Okay, Below Average, Poor = 0
Tailored email response	3 points	Reading as a generic/template response
Thanked emailer	4 points	No "thank you" at any point in the email
Total	20 points	

APPENDIX 6 - STANDARDS AND POLICIES

1. The following standards and policies shall apply to the provision of the Service:
 - 1.1. Network VPN standards
 - 1.2. Cyber Security
 - 1.2.1. Secure builds and configurations policy
 - 1.2.2. Network security policy
 - 1.2.3. System access control policy
 - 1.2.4. Cyber security incident management policy
 - 1.2.5. Malware prevention policy
 - 1.2.6. Security logging, monitoring and audit policy
 - 1.2.7. Removable media policy
 - 1.2.8. Home and mobile working policy
 - 1.2.9. Third Party cyber security policy
 - 1.3. Information Security Policy
 - 1.4. Bullying and Harassment Policy and Procedure
 - 1.5. TfL Code of Connection Policy
 - 1.6. Browser and Device Support
2. The Authority shall provide electronic copies of the Authority policies detailed above within three (3) Business Days of Contract Commencement Date.

APPENDIX 7 - TELEPHONY REQUIREMENTS

Call recording

<i>Req Ref</i>	<i>Name</i>	<i>Description</i>	<i>Rationale</i>
1.	Unique reference number	The solution shall assign each call recording a unique reference number	
2.	Call recording	The solution shall record all inbound, outbound and transferred calls	
3.	Storage	The solution shall store call recordings in accordance with TfL data retention rules.	
4.	Access	Authority and Service Provider authorised user(s) are able to retrieve a voice recording in near real-time.	
5.	Search functionality	The Service Provider shall categorise all recordings, based on the details captured in the call, which include but not limited to (as applicable): a) Telephone number; and b) Date and time of call.	
6.	Real-time playback	All recorded calls are available with near real-time playback.	
7.	Single recording	Call recordings are recorded as a single recording even where the call is transferred or put on hold.	

ACD system

<i>Req Ref</i>	<i>Name</i>	<i>Description</i>	<i>Rationale</i>
1.	Remote access	ACD shall be administered both remotely and on the Service Provider Site.	
2.	Whisper	The solution shall have the function to present Agent with Whisper (need to define) information.	
3.	Wrap up codes	All wrap up codes in the ACD system shall be reportable and auditable.	
4.	Passing Calls	The solution must support transferring of calls to other telephone numbers and IVRs (Targets)	Some calls result in the call being sent to a Third Party contact centre, a contact centre at a different geographical location or potentially a direct number.
5.	Third Party Inbound Transfers	The solution must accept call transfers from other IVRs or call centres.	Due to different IVRs currently being used across different IVR services, the solution must provide the capability to accept inbound transfers from IVR and ACD systems.
6.	Audio Messages	The solution must be capable of playing audio messages or a series of audio messages to a Customer.	Due to the medium, any information to be imparted to a customer by the solution over a telephone must be relayed via a spoken voice.
7.	Carry CLI Information	The solution must be capable of carrying the CLI	Allows subsequent solutions to use the CLI in further processing or presenting the CLI to an agent and/or system.
8.	Call wait treatment	The solution must have the capability that when a threshold is met wait treatment is triggered which will play the necessary message to the Customer.	Some messages are only relevant under certain conditions, such as when a system outage is active.
9.	Skill based routing	The solution shall have the ability to queue and route calls based on skill.	This is to enable calls to be routed to groups of agents based on their skill set or training.

<i>Req Ref</i>	<i>Name</i>	<i>Description</i>	<i>Rationale</i>
10.	Targets	The solution must have the ability to support multiple inbound targets for reporting and to route calls to a specific skill or groups.	
11.	Hold information	The solution must be capable of playing music and the following information to the customer while held in a queue: - Recorded announcements - Estimated wait time - Queue position	In instances where call volumes are high and customers are held in a queue before their call is answered, the system must be capable of playing announcements to the customer and give the customer an indication of how long they may be expected to wait on hold so that they can make an informed decision on whether they wish to attempt their call later.
12.	Hold Music	The solution must be capable of playing music to the Customer while held in a queue. Any necessary music licenses costs will be borne by the Service Provider	Hold music reduces boredom of being made to wait, avoids annoying repetition of being made to listen to a ring tone, and lets the customer know that the call has not been disconnected.
13.	Time Based Routing	The solution must be capable of making routing decisions based on the date and time of a call, including the identification of bank holidays and special days (e.g. Christmas day).	The time of day will in some cases determine what services are available to a customer through the solution, such as some Agents not being available due to out of office hours, or on special days.
14.	Special Days	The system must recognize special days as pre-defined by TfL.	
15.	Leap Years	The system must recognize and accommodate leap year days	No special configuration or changes should be necessary to correctly account for leap year days within the system.
16.	Daylight Savings	The system must recognize and accommodate daylight savings adjustments	No special configuration or changes should be necessary to correctly account for daylight savings within the system.