

1. Professional Services Annual Monitoring and Service Level Statement

1.1 Introduction

The Professional Services Annual Monitoring process is paused in 2020-21. Departments should complete the new Service Level Statement template in 2020-21 to form a key part of annual monitoring in 2021-22.

- 1.1.1 The Professional Service Annual Monitoring process has been paused for 2020-21 in order to facilitate the development of departmental level Service Level Statements. This decision has been made to enable professional services to:
- focus on delivery of a high quality student experience during the 2020-21 academic period in the context of a reduced senior staff capacity;
 - develop a Service Level Statement during 2020-21 to form part of annual monitoring from 2021-22.

1.2 Service Level Statements

Purpose of Service Level Statements

- 1.2.1 In 2019-20 the University's approach to Service Level Agreements / Statements was reviewed taking into account the effectiveness of existing practice, external practice, and the potential to enhance consistency, coherence and visibility of department's services for a student and staff audience.
- 1.2.2 As a result of the review a revised Service Level Statement template is in place from 2020-21. The purpose of the Service Level Statement is to:
- set out the expectations of the services provided by each Professional Service department, both for the department operating the service and its users and stakeholders;
 - enable each service to track how well it is delivering the commitments in its statement, so actions for improvements can be explored and evidenced through the Professional Services Annual Monitoring process.

Content of Service Level Statements

- 1.2.3 The Service Level Statement template provided on the QSO website should be used. The template should be completed in 2020-21 and reviewed annually thereafter as part of the Professional Services Annual Monitoring process. The template comprises two sections:
- Section A – Generic content headings to be used by all departments that are required to complete an SLS (see paragraph 1.2.16 below)
 - Section B – Key Performance Indicators, which must be used in addition to Section A by the departments listed in paragraph 1.2.15 below.
- 1.2.4 Section A of the template provides headings that will enable each service to be clear about what it is expected to deliver and what is expected from its services users. Service users may be students, other University departments or services, internal

staff, or external stakeholders such as collaborative partners, employers, regulatory bodies or placement providers.

1.2.5 The headings in Section A of the Service Level Statement template require departments to record the following information:

- a summary of the service(s) provided by a department and its main objectives;
- the availability and frequency of the service(s);
- a clear indication of the responsibilities of the service and how these will be discharged;
- a clear statement of the services that are *not* delivered by the department e.g. the department may be responsible for the *appointment and approval process* for External Examiners but not the *payment of travel and subsistence expenses* to External Examiners;
- key quality monitoring data such as how the service has listened and responded to customer feedback, surveys and other forms of external benchmarking, monitoring or review;
- a list of stakeholders, making explicit where successful delivery of the department's services is dependent on work or information being provided by another department or area;
- the obligations of users of the department's service(s), for example what the department expects from its users and stakeholders in order to be able to deliver the service(s);
- how services users can expect to be contacted.

Key Performance Indicators

1.2.6 Section B of the Service Level Agreement template is dedicated to departmental Key Performance Indicators. A Key Performance Indicator (KPI) is a quantifiable measure that allows a department to determine how well its services are meeting its operational and strategic goals. This section of the SLS supports departments in establishing their most important targets and then monitoring the success, or otherwise, of performance against these targets.

1.2.7 In 2020-21, it is recommended that departments focus their efforts on setting the most important KPIs for their service(s). These should be areas that, if improved, would have a demonstrable positive impact on the student experience. Departments are encouraged to take a whole-department approach to developing a clear set of KPIs that can be measured and monitored in a meaningful way. Rather than setting a huge number of goals that are unlikely to all be met, it is advised that departments focus their efforts on two or three areas where there is more chance of making a real and positive difference to the student experience in the next year.

1.2.8 Some examples of KPIs that would be applicable for a range of different services have been provided below to guide departments new to developing KPIs:

- to respond to all student enquiries within 2 working days;
- to resolve 90% of enquiries within 7 working days;
- to train 80% of new student representatives by Christmas 2020;
- to reduce the number of enquires from staff about Boards of Examiner operational procedures by 20% by the start of 2021-22.

- 1.2.9 This is not an exhaustive list and departments are encouraged to develop the KPIs that will most improve the student experience in their area of service. If your department has already developed and monitored KPIs then 2020-21 is a chance to review these to ensure that they remain fit-for-purpose. Departments are invited to refer to the [University KPIs](#) when developing their service KPIs.
- 1.2.10 Departments that are not required to produce KPIs should not be deterred from having measurable targets for their services. An example of such a target would be to distribute conditions and recommendations to a panel 1-2 days after the programme approval panel has met, and to circulate the full report by two weeks after the panel event.
- 1.2.11 In 2020-21 the KPIs should be drafted (if not already in place) by the departments listed in paragraph 1.2.15. Departments not listed may also develop KPIs on an optional basis, but it is not a requirement.
- 1.2.12 KPIs enable departments to track service issues over time, evaluate the success of interventions made and either (a) close the loop where efforts have been successful or (b) change course when the work put in place to make an improvement is not having a demonstrable outcome.
- 1.2.13 Departments are encouraged to measure and evaluate their success or otherwise of delivering their service KPIs throughout the year as part of regular team or departmental meetings. The process Professional Services Annual Monitoring (when this restarts in 2021-22) will provide an annual 'census point' and quality critical friend to support the evaluation of your KPIs. The process will continue to be a mechanism to share inter- and intra-service good practice.

Service Level Statement Requirements for 2020-21

- 1.2.14 The SLS template requires the development and monitoring of departmental-level Key Performance Indicators for departments that are directly student facing, or have a greater influence on the quality of student experience. The list of eligible departments was agreed by the Education and Student Experience Committee in March 2020.
- 1.2.15 The following departments/areas should complete the **Service Level Statement Template Sections A and B** in 2020/21, which must include KPIs:
- Community Liaison
 - Estates and Facilities
 - Unitemps
 - IT Service
 - i-zone
 - Library and Learning Resources
 - Learning and Teaching Enhancement
 - Planning and Academic Administration
 - Faculty Administrative Support Teams
 - Student Support, Health and Wellbeing.
- 1.2.16 The following departments/areas should complete a **Service Level Statement Section A only** in 2020/21, but are welcome to adopt the use of KPIs (section B) on a voluntary basis if they wish:
- Christ Church Sport

- Enterprise and Employability
- Finance
- Governance and Legal Services
- Graduate College
- Human Resources and Organisational Development (including Equality, Diversity and Inclusion)
- International Partnerships and Development
- Marketing and Corporate Communications
- Quality and Standards Office
- Research Development
- Student Communications Unit
- Student Survey Unit.

1.2.17 The following departments/areas are **not required to submit a Service Level Statement** in 2020/21 but this may be reconsidered after the first year of operation:

- Chaplaincy
- Director of Curriculum
- Director of Combined Honours
- Sustainability
- UK Partnerships
- Arts and Culture

1.2.18 It is recognised that some departments, for example IT Services, already have in place a sophisticated approach to measuring KPIs, going beyond the University's minimum requirements. Departments are invited to see the KPI section of the Service Level Statement as a starting point and minimum requirement.

1.2.19 The first submission of the SLS will be as part of the Professional Services Annual Monitoring process in Autumn 2021. However, for advice and guidance Heads of Department are welcome to submit draft Service Level Statements (Sections A and/or B) to quality@canterbury.ac.uk. The Professional Services Quality Committee, which will meet in early November 2020 and mid-March 2021, will provide a forum to discuss the development of your SLS.