

**CUSTOMER
SERVICE
EXCELLENCE**



The Government Standard

**CUSTOMER SERVICE EXCELLENCE
CONTINUOUS COMPLIANCE REPORT**

Charnwood Borough Council

**Neighbourhood and Community Wellbeing
Directorate**

on behalf of



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1. Key Information

Assessor Name	SUE DOWEY
Visit Date	8 & 9 AUGUST 2011
Assessment Reference Number	11/1248

2. Assessor's Findings

2.1. Front Line Service Delivery

Since the initial assessment carried out in 2010 the council has undergone an organisational review (phase 2) resulting in the Council's Senior Management Review. The review saw the number of Strategic Directors reducing to three and Heads of Service to nine, three across each of the directorates. The report from the chief executive made reference that the senior management structure had become top heavy, expensive and unsustainable and that a simpler structure would better suit the organisation. As the result of losing a number of strategic directors the organisational structure was revised to better suit the council roles and responsibilities. The report must be read in conjunction with the 2010 initial certification report as the findings detailed below apply mainly to those services drafted into the directorate.

The initial 2010 Customer Service Excellence certification covered Leisure and Environment. The result of the council re-organisation saw the departure of Street Management to Regulatory Services. A number of other council responsibilities have been transferred into what is now known as 'Neighbourhood and Community Wellbeing Directorate'. The structure now reflects:

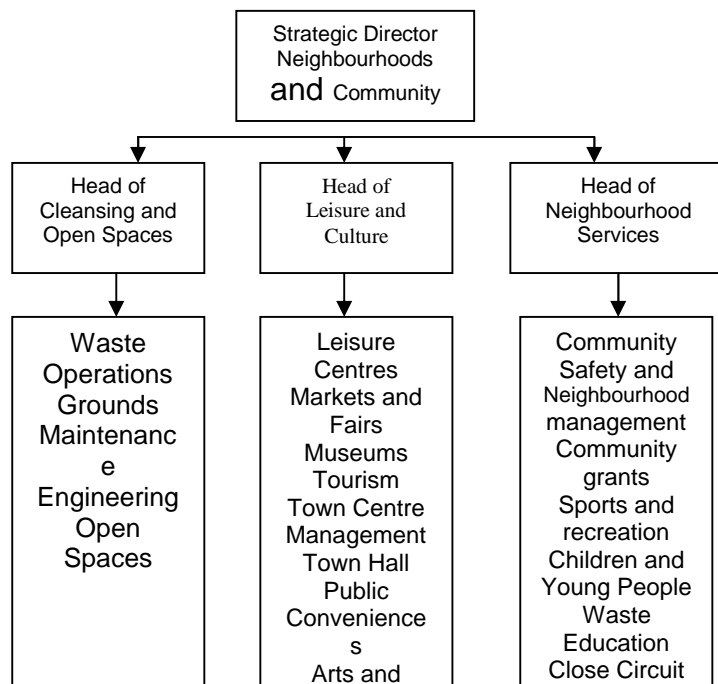
Cleansing and Open Spaces: waste operations, ground maintenance, engineering and open spaces;

Leisure and Culture: leisure centres, markets and fairs, museums, tourism town centre management, town hall, public conveniences, arts and culture;

Neighbourhood Services: community safety and neighbourhood management, community grants, sports and recreation, children and young people, waste education, closed circuit television.

The nature of the directorate will help the council to engage with the more challenging groups and assist in the prevention of anti-social behaviour (ASB) that is known to be a major concern and importance to council customers.

The directorate comprises of approximately 39 full time equivalent staff with a gross budget of £2.0 million in 2010/11, in addition a further five fulltime equivalent staff and a budget of £0.9 million is managed on behalf of Leicestershire County Council.



2.2. Levels of Complaints and satisfaction.

I have examined the complaint monitoring and indications are that the number of complaints being received is reducing with the amount of customer satisfaction and compliments increasing. In the case of Environmental Services the amount of compliments received outnumber the levels of complaints being received

2.3. Progress Made

It is more than apparent that the directorate have taken forward findings from the initial assessment and I am pleased to pass onto the emqc certification committee that you continue to meet the requirements of the CSE standard and are now fully compliant across all fifty-seven elements. I have witnessed excellent examples of working with the incoming services and partners that evidence that high levels of customer service are being provided.

A further compliance plus was identified being 'Sentinel' an on-line ASB reporting system (approved by the Home Office). This system is used across a number of partnerships e.g. police and women's aid allowing access to an on-line reporting and tracking facility. In my discussions with both directorate staff and multi-agency partners it was evident that this facility is highly accepted and respected by all concerned.

2.4 Issues Which May Affect Certification

Owing to those services transferred into the directorate having not been through the rigour of a CSE assessment it was necessary to undertake a full assessment of those services, this was to ensure that the directorate could continue to be fully certificated to the CSE standard. As a result two days were spent on site, one day to follow up the findings of the initial assessment and the second day to take the incoming services through the full assessment process.

There are no issues as a result of the assessment that affect certification.

3. Additional Information

3.1 Criterion 1 – Customer Insight

You continue to have an in-depth understanding of your customer groups and this is evidenced through the corporate plans and demographic profiles. The corporate 2010/11, one year plan sets out:

- 'Continue to strive to improve levels of customer satisfaction by achieving CSE by 2012, dealing with more queries successfully at the first point of contact and improving access to services'.

For those services that have been transferred to the directorate a number of reliable methods of understanding for both existing and potential customers is evident some of which include, ward walks, ASB road shows, strategic assessment, 16-19 employment and training figures, youth conference and the Charnwood 5-19 delivery plan. A project of customer segmentation is currently being undertaken by Loughborough University to identify the migration of hard to reach customers across the county.

Varying methods are in place that evidence your commitment in engaging and involving customers and include the hard to reach toolkit, elected members away days, partnership strategy, area forums, ward walks, Charnwood news, corporate consultation plan, friends of groups and the corporate contact centre results.

Customer satisfaction is measured on a regular basis and includes Lagan, place survey, Gov metric; crave survey, corporate plan and countywide benchmarking of performance indicators.

Partial Compliance 1.3.5. (2010 -Cleared). The service review of telephone handling is not going ahead as the project will form part of the corporate review of commissioning services. A number of customer journeys have been undertaken across parts of the directorate

Area for Development. (2010 - Cleared). The hard to reach toolkit has been incorporated into both the Equality and Diversity action plan and Intranet

You are now fully compliant in this criterion.

3.2 Criterion 2 – The Culture of the Organisation

There is real evidence across the directorate that staff are passionate about services provided to the customer. The corporate plan, core values, recently successful Investors in People Award, joint needs assessments, ward walk, feedback, children and young people officer group, the intranet site and youth council are just a few of the processes and measures that are influence policies and strategies.

The anti social behaviour team have produced an 'Easy Write – Easy Said' card that is used by young people suffering from Aspergers or Autism and supported in pictorial form. A credit card sized card is produced to issue to young people with educational development needs; this card is produced in partnership with Leicestershire County Council and developed by the community safety partnership around anti social behaviour.

Equality, customer service, safeguarding children, autism, and aspergers are all examples of the training provided for staff to deal with the differing types of customers in the borough. Personal Development Reviews are linked with learning plans and the corporate induction programme includes a half day on customer service.

All Close Circuit Television (CCTV) staff are accredited to B Tech level 2 and are working towards the Security Industry Authority (SIA) accreditation. The CCTV user group were nominated team of the year across 300 control rooms nationwide.

Young people have been involved in the recent Leisure services tendering process and the grant making decisions. The youth council were consulted on the draft children and young people consultation tool kit. In my discussions with representatives it was clear that they felt fully involved and consulted with.

Staff confirmed that they are able to influence changes to policies, procedures and processes and in general staff felt valued for their contribution to the directorate.

You remain fully compliant in this criterion

3.3 Criterion 3 – Information and Access

The directorate continue to have a range of channels in place that provide full information about its services and how customers can contact the service. The council website provides full information on the responsibilities of the directorate. The Charnwood News continues to act as a channel for information albeit this is now only delivered electronically, this throws up some concerns for those customers who cannot access the council website. Information can be provided to meet individual's needs and preference that include the council website, council contact centre, poster campaigns e.g. 'Don't Muck Around', 'Have Your Say' leaflets and translation services can be provided where necessary.

The Charnwood News, What's Happening in Charnwood, Area Forum Meetings, Safe and Secure booklet, Children and Young People Intranet are examples that demonstrate information is provided is relevant and meets the needs of your customers.

The following are examples of where arrangements with other providers have had demonstrable benefits to your customers:

- North West Leicestershire District Council – delivered safeguarding children training
- School package on Anti Social Behaviour
- The Sentinel ASB programme
- 20/20 professional mentoring scheme for young people

The arrangements in place with partner agencies are providing seamless and accountable services and I was able to confirm this with the multi-agency representatives I had the opportunity to meet.

Examples of your interaction with the wider community include:

- Supporting the Loughborough Mela;
- Providing gazebos and barbeques for community events;
- Pride of Charnwood awards;
- Voluntary and community grants;
- The Home Office 'Prevent' strategy, launched in 2007, seeks to stop people becoming terrorists or supporting terrorism. It is the preventative strand of the government's counter-terrorism strategy. A Halal BBQ was provided at a community BBQ to encourage local integration;
- Environmental clean-up days;
- Local development officers working with the community in completing forms;
- Supporting community advice centres;
- Supporting the annual 'Loughborough by the Sea' event.

Partial Compliance 3.4.2. (2010 -Cleared). The Corporate website now includes an A-Z of council services with links to the relevant directorate/service. I would like to see how this information can be made or is made available to those customers not having access to the council website.

Compliance Plus 3.4.2. The 'Sentinel' system, on line reporting system of anti social behaviour, is accessed across the multi agency groups. This system allows regular and timely information of reported incidents and evidences strong and effective multi-agency partnerships that are providing seamless services to the customer

Area for Consideration. Town hall surveys, annual mystery shopping and waste management surveys are all in place to gauge the satisfaction of your customers. You may wish to consider in your surveys the customer satisfaction and understanding of your web based information.

Observation. The 'You Said We Did' notice boards have not as yet been re-positioned; I understand that this will be taken on board as part of the new contract with Fusion.

You are now fully compliant in this criterion.

3.4 Criterion 4 – Delivery

Challenging standards are in place or your main services that take in responsibility for national and statutory standards and targets. There is the corporate plan and corporate service standards in place. TEN's service standard monitoring and quarterly reporting to scrutiny are in place along with regular complaints analysis. A number of surveys are undertaken with findings from the Gov Metric monitoring. Findings from the Place survey and anti-social behaviour satisfaction surveys are collected along with the CSP strategic assessment and PAYP evaluation of funded providers.

Customer service standards and ASB minimum standards are set with customers made fully aware of what they can expect from the services provided by the directorate.

County wide benchmarking is in place along with PAYP innovation report, CCTV national award, crime dashboard Charnwood 2011-15, Leicestershire DC joint development of the safeguarding framework and the Charnwood mentoring scheme.

Dips in performance continue to be built into lessons learnt projects and staff are given training on handling difficult customers. There is a corporate complaints procedure that is administered through the LAGAN monitoring system. Monthly complaints monitoring is in place and a tiered procedure for handling complaints. The staff I had the opportunity to meet all felt that they could and would handle a potential customer complaint at the first point of contact. External complaints handling providers have provided staff training on handling complaints and staff have received training on the LAGAN complaints monitoring system.

Partial Compliance 4.3.4. (2010 - Cleared). The recent introduction of charging for using the public toilets in Loughborough resulted in a number of complaints that resulted in changes to improved signage and staffing. A total of fifteen complaints have been received regarding the toilets out of annual visitor numbers of 60,000. This also resulted in a paper being produced about the 'Myths and Facts' of introducing the charging policy.

Area for Development (2010 – Cleared). LAGAN training is available to all staff and complaints handling training is offered to staff. The corporate induction includes half a day on customer services taking in complaints handling.

You are now fully compliant in this criterion

3.5 Criterion 5 – Timeliness and Quality of Service

Customer service standards are in place for timeliness and response to all forms of customer contact and performance is monitored and publicised. The LAGAN system includes escalation time frames.

All complaints are monitored by timescales and measured against the relevant standard.

Improved contact centre scripts have been developed in partnership with the directorate. Contact centre staff have shadowed a number of the directorate services to gain a better understanding of the issues thus aiming to complete the reason for contact to be completed at the customer's first point of contact. Improved scripts that include pictorial examples have been produced to assist contact centre staff in differentiating between general waste and fly tipping.

There is in place a corporate Customer Charter and customer care policy.

You remain fully compliant in this criterion

It is worthy to include some quotes taken from the on-site visit:

- "The restructuring has allowed staff to work together more effectively and avoid the Silo effect"; (staff)
- "The new structure seems to make more sense"; (staff)
- " There is a platform of working together and creating a joined up approach rather than it's your responsibility, removing split responsibilities" (police);
- "I love coming here it gives me something to do" (next level cafe customer);
- " Funding of our posts is worrying but we know it is not the responsibility of the council" (staff);
- " I feel valued and do receive thanks" (staff);
- "The service will be better once the directorate has fully established itself" (staff);
- " It was good to learn what councillors do and Charnwood always listen to our ideas and feedback" (youth council);
- "It's great here they give me so much to do and now I have a qualification" (20/20 customer)

4. Outcome

Following this visit I can confirm that you continue to meet the requirements to maintain Customer Service Excellence Standard Certification. The next annual monitoring check will be carried out twelve months from the date of this visit.

If you feel you would benefit from an assessment before this date, please contact either myself and/or emqc on 0854 304 8600.

Compliance against the Customer Service Excellence Standard

Criterion	Sub-Criterion	Element	Non Compliant	Partial Compliance	Compliant	Compliance Plus	
1	1.1	1.1.1			✓		
		1.1.2			✓		
		1.1.3			✓		
	1.2	1.2.1				✓	
		1.2.2				✓	
		1.2.3				✓	
	1.3	1.3.1				✓	
		1.3.2				✓	
		1.3.3				✓	
		1.3.4				✓	
		1.3.5				✓	

Criterion	Sub-Criterion	Element	Non Compliant	Partial Compliance	Compliant	Compliance Plus	
2	2.1	2.1.1			✓		
		2.1.2			✓		
		2.1.3			✓		
		2.1.4			✓		
		2.1.5			✓		
		2.1.6			✓		
	2.2	2.2.1				✓	
		2.2.2				✓	
		2.2.3				✓	
		2.2.4				✓	
		2.2.5				✓	

Criterion	Sub-Criterion	Element	Non Compliant	Partial Compliance	Compliant	Compliance Plus	
3	3.1	3.1.1			✓		
		3.1.2			✓		
	3.2	3.2.1				✓	
		3.2.2				✓	
		3.2.3				✓	
			3.2.4			✓	
	3.3	3.3.1				✓	
		3.3.2				✓	
		3.3.3				✓	
	3.4	3.4.1				✓	
		3.4.2					✓
		3.4.3					✓

Criterion	Sub-Criterion	Element	Non Compliant	Partial Compliance	Compliant	Compliance Plus	
4	4.1	4.1.1			✓		
		4.1.2			✓		
		4.1.3			✓		
	4.2	4.2.1				✓	
		4.2.2				✓	
		4.2.3				✓	
		4.2.4				✓	
	4.3	4.3.1				✓	
		4.3.2				✓	
		4.3.3				✓	
		4.3.4				✓	
		4.3.5				✓	
		4.3.6				✓	

Criterion	Sub-Criterion	Element	Non Compliant	Partial Compliance	Compliant	Compliance Plus	
5	5.1	5.1.1			✓		
		5.1.2			✓		
	5.2	5.2.1				✓	
		5.2.2				✓	
		5.2.3				✓	
		5.2.4				✓	
		5.2.5				✓	
	5.3	5.3.1				✓	
		5.3.2				✓	
		5.3.3				✓	