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Organisation / Service Assessed :	Charnwood Borough Council
Prepared by CSE Assessor:	Neil Potentier
Report Type:	Annual Review Year 2

ASSESSMENT SERVICES
WE CARE... WE ASSESS... WE ADD VALUE



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1.Key Information.

Assessor Name	Neil Potentier
Assessment Type	Annual Review Year 2
Project Number	PN102569
Client ID	C18993
Document Review Date	15th September 2017
Visit Date	20th & 21st September 2017

2.Introduction and Background

Charnwood Borough Council achieved corporate recognition under the CSE Standard in 2015. This followed a building-block approach which had started in 2013 and involved the accreditation of 4 Directorates: -

Neighbourhood & Community Wellbeing (NCW)
Landlord Services & Strategic Housing (LSSH)
Planning & Regeneration and Regulatory Services (PRRS)
Corporate Services (CS)

This Review presented the challenge for Charnwood to further demonstrate joined-up working across all Directorates and to show how their passion for customer excellence and continuous improvement had been further embedded. The backdrop for Councils remains ever-demanding and despite this Charnwood are keen to maintain all services and in so doing provide excellent service.

It is significant and indicative of the Council that they chose not to follow the path of Corporate Services presenting a generic corporate picture. Senior leaders wanted to preserve the ownership and accountability for excellent service with each of the 4 Directorates and this was reflected in the methodology for this Review (see below).

3. Methodology

This is an Annual Review Year 2 and it was agreed that all 4 Directorates would make presentations of how they continued to meet the 57 Elements as well as showcasing their 'highlights' over the last year. This also allowed more junior staff to be involved with several contributing to the presentations. This also allowed them to demonstrate their personal empowerment with regard to giving excellent service as well as providing confirmation as to how their insight had been adopted to make service improvements.

Senior leaders lead the presentations and were on hand to confirm the Council's commitment to providing excellent service. Each session allowed for questions from the Assessor and 4 'Highlight Papers' were also made available.

Visits were made to the Riverside Sheltered accommodation where a resident was interviewed and her newly refurbished flat viewed as well as the Sorrell Youth Café where customers/partners were interviewed over lunch.

4 Key delivery partners (Serco, The Bridge, Fusion and the local Police) were interviewed informally over lunch to confirm partnering arrangements and their benefits.

One session was also dedicated to showing how joined-up working across the 4 Directorates had taken place to address Rough Sleeping and Street Begging

Full details of the attendees at all sessions can be found in the Assessment Record which was uploaded to Assessment Service's NetSuite CRM after the Review.

The Review concluded with a feedback session with 3 members of the Senior Leadership Team and the CSE Coordinator from Corporate Services to present strengths and Areas for Continuous Improvement. In addition the full position against the Customer Service Excellence Standard was given.

4. Summary of Strengths

You have clearly made inroads in to measuring the social impact of many of your wide-ranging partnership arrangements and this allows you the opportunity to now publicise your successes (reference Elements 3.4.1 & 3.4.3).

In parallel with the above there are very specialised and effective partnerships with clear accountabilities and benefits to customers and the wider community. In addition you are able to monitor the effectiveness of partner working through an ongoing reduction in complaints associated with the areas they seek to address (reference Elements 3.4.1 & 3.4.3).

The approaches taken in establishing new initiatives for Rough Sleeping and Street Begging through joint working are typical of the above and also showcase excellent joint-working internally between the 4 Directorates (reference Element 3.4.3).

All of the above continue to warrant Compliance Plus for Elements 3.4.1, 3.4.2 & 3.4.3.

It is very apparent that Customer Service Excellence is now firmly embedded as a main driver of excellent service and continuous improvement. The often used expression by staff, 'using the CSE principles' is testimony to this and the principles provide a working template for addressing problems and implementing service improvements. **This continues to warrant Compliance Plus for Element 2.1.1**

Typical of the above is the approach taken in establishing an effective management system to ensure the annual Loughborough Fair runs as smoothly as possible. The CSE principles have been adopted to create a customer focused approach based on insight from a wide variety of participants (**reference continued Compliance Plus for Element 2.1.2**).

It was evident through the many presentations that both the empowerment of staff and the use of their insight remain strong and thus warrants continued Compliance Plus for Elements 2.1.6 & 2.2.4).

5. Areas for Continuous Improvement

Whilst inroads have been made into measuring social impact you may now wish to consider if there is still further work to be done in this area so as to be able to identify and promote the successful outcomes to justify the investment (reference Elements 3.4.1 & 3.4.3).

Examples of above is the 'No Second Night Out' initiative and you may wish to consider how you can validate this and promote success in an area that has returned as a key issue nationally (reference Element 3.4.3).

In parallel with the above you may also wish to consider if and how a stretch philosophy could be applied to social impact targets (reference Element 1.3.4).

You are experiencing lower satisfaction scores with the use of your web site with regard to planning applications and as a result may now wish to look at how these can be improved through identifying and addressing the issues (reference Elements 1.1.2, 1.2.2 & 3.2.3).

At feedback the notion of 'One-question' survey methodology was discussed in relation to trying to increase responses rates and therefore the accuracy of results. You may wish to consider how and where this could be applied (reference Element 1.3.2).

You may wish to consider how you could do more to identify and promote satisfaction with your 8 main service areas and publicise this against your targets. This would serve to reassure customers and promote Charnwood in a more quantifiable manner (reference Element 1.3.2).

Lastly your listings of customer against each finite service area is to be commended. However, you may now wish to consider how you can enhance this by looking at the needs and preferences of each customer in more detail (reference Elements 1.1.1 & 1.1.2).

6. Assessor Findings

Criterion 1 Customer Insight

1.1 Customer Identification

Element	Assessor Report	Accreditation -CP / FC / PC or NC
1.1.1 We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.	CS showed a full listing of their customers against their finite service areas, e.g. legal services. The remaining 3 Directorates adopt a similar approach and information regarding demographics is updated regularly as per standard Council procedure. Recent attempts have been made to profile Rough Sleepers as per the increase in numbers. Customers within the 14 Sheltered Schemes have been re-profiled in order to better assess their needs. For example access to local services.	Compliance
1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.	Through a joint working approach customer insight has been obtained as to how participants in Loughborough's Annual Fair would like to see the vent managed. As a result a Fair Management System has been created which takes participants needs and preferences into account such as waste disposal, parking and access. Wanlip residents have also been consulted with as to their priorities and insight revealed that odour issues were their top priority and these have been addressed through working with Severn Trent and identifying and tackling offenders.	Compliance
1.1.3 We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.	Hard-to-reach groups include rough sleepers who have been tracked and offered the 'No Second Night Out' initiative. A 'Youth Offer' has also been made to young people who may be involved in anti-social behaviour and this is by way of allowing various sports at discounted prices. Specific activities have also been arranged for South Asian women, a group that is traditionally hard to engage with.	Compliance

1.2 Engagement and Consultation

Element	Assessor Report	Accreditation -CP / FC / PC or NC
1.2.1 We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.	The Council deploy many methods to engage and consult with their residents and these include Public Meetings, Surveys, Forums and door-knocking. The approach is tailored to meet the needs of customers, For example through the Fair Management System engagement takes place within step 1 'Before the Fair' via meetings and multi-agency worker walkabouts'.	Compliance
1.2.2 We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.	The Fair Management System resulted from extensive consultation with participants. In addition, the Business Engagement Working Group specifically looked at how businesses worked with the Council and how this could be improved. The result was a 'double-pronged' leaflet on Health & Safety and LEPs and as a result businesses are now accessing improved broadband and funding via the LEP. Residents views were also obtained as to how standards could be improved within Sheltered Accommodation.	Compliance
1.2.3 We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.	In essence the Council review their strategies for consultation and engagement on an ongoing basis. This is designed to ensure that methods are appropriate and effective and maximise opportunities. For example it was identified that more consultation could be done with delegates from local businesses who attend Food Hygiene courses. It was also decided to involve residents more in Choice Based Lettings bandings through residents forums. Hit The Street was also seen as a more effective way to consult with young people. Due to applying 4 key principles to the review of consultation, i.e. Easier to engage, accountability for engagement, feedback must lead to improvement and embedding engagement better, a new Compliance Plus has been awarded.	Compliance plus

1.3 Customer Satisfaction

Element	Additional Comments/Evidence	Accreditation -CP / FC / PC or NC
1.3.1 We use reliable and accurate methods to measure customer satisfaction on a regular basis.	As per 2016 the STAR Survey continues to be the main method for LSSH to capture feedback on satisfaction levels. Charnwood continue to capture large amounts of qualitative feedback through many other methods such as Forums, Panels, meetings and social media. Survey methods are also tailored towards specific events and activities so as to be more accurate. Examples include a survey targeted at planning applicants with a before-and-after survey to ensure results were accurate.	Compliance
1.3.2 We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.	An analysis of the STAR survey continues with results published in the Charnwood News which is circulated to all Charnwood residents. A recent survey on Street Management reveals that the image of the Council is improving. Customer satisfaction with Housing Repairs has also increased to 89% and satisfaction with how Alarm Calls are dealt with has risen to 99%.	Compliance
1.3.3 We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service, as well as specific questions which are informed by customer insight.	The STAR Survey continues to include 30 wide-ranging questions. Topics covered include professionalism of staff, quality of homes and service, timeliness (for repairs, etc.) and quality of information. Questions informed by customers include the Business Engagement Group asking for questions about access to and the use of local libraries to be incorporated in their survey.	Compliance
1.3.4 We set challenging and stretching targets for customer satisfaction and our levels are improving.	A stretch target of 80% has been set for Housing Repairs and this has risen to 89%. A target for Voids has also been stretched to 27 days and this is now being achieved. The 99% satisfaction level for Alarm Calls also shows an improvement on previous years.	Compliance
1.3.5 We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.	All presentations revealed many improvements to customer journeys across all 4 Directorates. At events 'Wave and Pay' has been introduced which removes the need for concessionaries to queue. Dog scanning for strays has also enhanced return to their owners through the use of micro-chipping. The Pre-application process for Planning applications has also been improved to get more advance information and has helped to reduce unsuccessful applications. The number of 'Change of Circumstances documents has been reduced from 20 to 10 based on looking at the experiences of the Homeless.	Compliance plus

Criterion 2 The Culture of the Organisation

2.1 Leadership, Policy & Culture

Element	Assessor Report	Accreditation -CP / FC / PC or NC
2.1.1 There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.	Senior leaders confirmed that the expression 'using the customer service excellence principles' was now common place and was encouraged as the starting place for all service improvements. Values and behaviours remain customer focused and a new post has been created, Head of Customer Experience, to strengthen this focus.	Compliance plus
2.1.2 We use customer insight to inform policy and strategy and to prioritise service improvement activity.	Customer insight has influenced the Fair Management System, the Planning process (through Planning Surgeries). Public consultation continues to determine the Council's strategic priorities which are contained within the Corporate Plan and Local Community Plan.	Compliance plus
2.1.3 We have policies and procedures which support the right of all customers to expect excellent levels of service.	The Corporate Vision, Values and Behaviours help provide a good understanding of what customers can expect. These are supplemented by Actions to Make Behaviours real and where appropriate Service Standards. Partners including Police and Estate Agents have also influenced the Empty Homes Strategy.	Compliance
2.1.4 We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of customer experience.	There is an Equality Policy with Impact Assessments confirming this is being fairly implemented. In order to be fair Charwood operate a policy of education as opposed to zero tolerance with their enforcement practices. Typical of this is a three step approach to dealing with street begging as well as a 12 point system with regard to vehicle licensing.	Compliance
2.1.5 We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.	Charwood comply with current legislation relating to Data Protection and are subject to strict scrutiny and protocols. On-line protections have been recently improved through servers based at Leicestershire County Council.	Compliance
2.1.6 We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.	Through the presentations it was evident that staff continue to be empowered to a high degree. Many staff had originated projects, initiatives and service improvements. Examples include one person deciding to sit in a secluded room to clear a back-log of work. Colleagues took it on themselves to cover his normal duties and gave testimonies as to the person's 'can do' attitude.	Compliance plus

2.2 Staff Professionalism and Attitude

Element	Assessor Report	Accreditation -CP / FC / PC or NC
2.2.1 We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.	Due to the strength, variety and innovation of customer service related training provided by Organisational Development this Element remains as Compliant Plus. Developments for 2017 include a new customer focused learning programme.	Compliance plus
2.2.2 Our staff are polite and friendly to customers and have an understanding of customer needs.	Politeness and friendliness continue to be monitored via the STAR survey and numerous positive comments regarding these aspects are captured through ad hoc comments. Politeness and friendliness are also part of the Action Behaviours required by staff. Customers and partners all commented on the friendliness of Charwood staff.	Compliance
2.2.3 We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.	Looking at an individuals customer focus remains integral to the appraisal process with objectives set and monitored for this aspect. The expression 'using the CSE principles' is now embedded in the everyday language and re-affirmed through appraisal to see if these are being applied.	Compliance
2.2.4 We can demonstrate how customer facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.	Again it was evident from the numerous presentations that staff insight had been adopted in service improvements. Examples include inputs into the creation of the Fair Management System, Cross-working initiatives and Homeless Reduction. With the latter there was a full consultation to share staff views and ideas and suggestions were made regarding the use of bed and breakfast accommodation.	Compliance plus
2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.	One person attending a presentation confirmed they had received a 'Colleague of the Year Award' for their customer focused efforts. The 'One Charwood' award also continues for teams and leaders remains as excellent role models particularly through their encouragement and support to the CSE accreditation process as well as encouraging the use of the expression 'using the CSE principles'.	Compliance

Criterion 3 Information and Access

3.1 Range of Information

Element	Assessor Report	Accreditation -CP / FC / PC or NC
3.1.1 We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.	As per 2016 access to a large amount of information continues through the comprehensive Council web site. Contact details are clearly given for all Departments through clear icons. Information on all charges such as Planning applications, licences, etc. is also given. There are links from the main pages to all charges.	Compliance
3.1.2 Where there is a charge for services, we tell our customers how much they will have to pay.	All charges for tenants continue to be included in Tenant Handbooks. Planning charges are also contained in the Planning Guidance Handbook as well as the web site. A resident within sheltered accommodation confirmed she was aware of all charges relating to her residency.	Compliance

3.2 Quality of Information

Element	Assessor Report	Accreditation -CP / FC / PC or NC
3.2.1 We provide our customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.	More information, e.g. planning application information, is now given out digitally to reflect the shift towards this channel. Through consultation a two-pronged leaflet has been designed to meet the needs of local businesses on two priority issues.	Compliance
3.2.2 We take reasonable steps to make sure our customers have received and understood the information we provide.	The 140 character maxim for students continues to ensure they receive and understand messages on Twitter. PRRS continue to use pictorial journey maps rather than lengthy guidance notes to ensure the planning application process can be more easily understood. All new leaflets and guides, e.g. for Planning, are also subject to Plain English scrutiny prior to release.	Compliance
3.2.3 We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of customers.	Social media tweets have been introduced to show Council Officers in action. A Signage Requirement sheet has been introduced to give clear guidance to Taxi drivers and a pictogram 'call-in' illustration has been introduced to aid planning applications.	Compliance
3.2.4 We can demonstrate that information we provide to our customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.	The guidance on Taxi Signage Requirements has been created in conjunction with Taxi drivers so that it provides sufficient information, Taxi drivers felt that there was insufficient information on front plate signage which they felt could cause engine overheating and this was looked into and addressed through further communication. Information on funding available to local businesses via LEPs has been communicated with sufficient content to help increase applications.	Compliance

3.3 Access

Element	Assessor Report	Accreditation -CP / FC / PC or NC
3.3.1 We make our services easily accessible to all customers through provision of a range of alternative channels.	On-line diagnostic tools continue to allow tenants to report repairs on-line. Paperless direct debits also allow for an alternative channel to pay for services and charges. Charnwood do not enforce channel shifts and make different access channels available such as telephone, email, face-to-face and the web site. More recently the Council are promoting 'broader access channels for businesses' and these include paper, email, Facebook, twitter and LinkedIn.	Compliance
3.3.2 We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements and offer better choices.	All 4 Directorates maintain footfall statistics on access channels with a view to identifying demand and the need for improvement. Examples show how these have been monitored for businesses in terms of paper, telephone, face-to-face, email and web contact, As a result a Management On-line Guide has been produced as well as the two-pronged leaflet on Health & Safety and LEPs.	Compliance
3.3.3 We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.	The Riverside Sheltered accommodation had been previously visited when refurbishment work was in progress. This Review allowed the opportunity to see the finished work which was very attractive, clean and accessible. Charnwood's main offices also remain clean and comfortable and afford many rooms and facilities for visitors. All sites are subject to daily cleaning and regular maintenance as and when appropriate.	Compliance

3.4 Co-operative working with other providers, partners and communities

Element	Assessor Report	Accreditation -CP / FC / PC or NC
3.4.1 We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.	Extensive, wide ranging partner arrangements exist with numerous partners. The main delivery partners; The Bridge, Serco, Fusion and the Police were all interviewed and this revealed many benefits such as reductions in anti-social behaviour, improved participation in sports and health initiatives as well as a full refuse service for residents (via Serco). New partner initiatives include No second Night Out (for Rough Sleepers) and addressing street begging. Both have had the effect of reducing complaints from local residents on these issues.	Compliance plus
3.4.2 We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.	All of the above are fully aware of their responsibilities for specific aspects of delivery including quality. The Bridge maintain responsibility for the quality of their many programmes and activities for people with disabilities. Under the Step approach to Rough Sleeping the Police are clear on their role with enforcement should previous steps fail. There are also SLAs with Serco and Fusion with KPIs around delivery aspects including quality (measured through satisfaction scores with Refuse and Leisure).	Compliance plus
3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.	The initiatives recounted above serve to prove Charnwood's massive interaction with wider communities. Other initiatives include the Sorrel Youth Café with many activities for not just young people such as Walking, work experience and a place to drop in for help with basically anything.	Compliance plus

Criterion 4 Delivery

4.1 Delivery Standards

Element	Assessor Report	Accreditation -CP / FC / PC or NC
4.1.1 We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.	Many KPIs continue to be based on national and statutory requirements such as planning applications and recycling. There are also targets for crime reduction and Finance (part of CS) have created an extensive bank of SMART KPIs to provide more focus and accountability.	Compliance
4.1.2 We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.	By their own admission the Council do not currently meet all their Key Performance Indicators and this is confirmed through reporting mechanisms such as Dashboards and Performance Reports. The Council prefer to maintain a challenging ethos and set stretching targets for a wide variety of areas which makes it extremely difficult to meet all. They feel it is more important to have a 'flagging' mechanism (via the Dashboards) to identify and address any areas of under-performance.	Partial Compliance
4.1.3 We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.	Through consultation with citizens Charnwood have arrived at an effective standard for the management of Loughborough's Annual Fair. Residents have also been consulted on the new standards for Sheltered Housing Schemes and Town Hall users were asked to identify the 'most important things to measure' as part of the process of setting standards for Town Hall interactions.	Compliance

4.2 Achieved Delivery and Outcomes

Element	Assessor Report	Accreditation -CP / FC / PC or NC
4.2.1 We agree with our customers at the outset what they can expect from the service we provide.	Directorates continue have tailored Charters based on the Corporate Actions Behaviours and these are relayed to customers to give more appropriate detail on what customers can expect. Guides such as Tenant handbooks and Planning Guidelines also help in this aspect. The new Fair Management System and Step approach to Rough Sleeping also lay down what people involved in these activities can expect.	Compliance
4.2.2 We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.	Satisfaction levels across main service areas and finite service areas within each Directorate continue to improve and regularly exceed targets, A resident at the Riverside was extremely satisfied with the refurbishments and partners were able to relay high satisfaction levels for the customers they served. For Planning the current satisfaction levels for face-to-face and telephone contact are both now at 91%	Compliance
4.2.3 We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.	Charnwood use benchmarking across all Directorates in many service areas and an example shows how their approach to Right To Buy has been improved through comparisons driving a score of 86% for same-day -resolution. Town Centre Benchmarking is also used and has driven a push to exceed the national average on vacant car parking spaces and the variety of trades within the Borough.	Compliance
4.2.4 We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate	A current example shows how for Homelessness Charnwood use the Gold Standard Peer Challenge and have achieved the 69% pass rate and are now pursuing the Gold Challenge with 10 local challenges which would lead to the Gold Award. All of their work, which includes 3 'Top Areas' of Partner Working, Ongoing Options and Web Site Provision, is shared with other organisations participating in Homelessness issues.	Compliance plus

4.3 Deal effectively with problems

Element	Assessor Report	Accreditation -CP / FC / PC or NC
4.3.1 We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.	An example of a recent dip in performance shows how complaints regarding dog barking had risen (91 complaints to date for 2017). As a result there was an investment in noise monitoring equipment which allowed for playback to owners to show that acceptable levels had been exceeded. 'Barker-breaker' collars or the use of a dog trainer were then offered to offenders.	Compliance
4.3.2 We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.	The Council's Complaints Procedure continues to incorporate a staged time-scale for dealing with complaints right up to Ombudsman level. In addition there is a 'Making a Complaint about a Councillor' process which is available via the web site.	Compliance
4.3.3 We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.	Staff continue to be given guidance via a Corporate Complaints Guidance document and dealing with complainants is built into customer care training. Updates are relayed via team briefings and staff continued to confirm they are empowered to resolve complaints at the point of origin. Complaints is also a topic within the new learning programme for customer service.	Compliance
4.3.4 We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken.	Ongoing complaints regarding planning applications have led Charnwood to put special emphasis on resolving issues which are commonplace across most Councils due to skills shortages. Charnwood have looked at the pre-application process and made this more effective with more information which can minimise unsuccessful applications further down the line. Satisfaction with face-to-face and telephone contact has improved considerably and one area of concern remains (the use of the web site -see Areas for Continuous Improvement). All planning applicants have been made aware of the problems and the new process.	Compliance
4.3.5 We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.	A recent review of the complaints process confirmed that the customer portal, more proactive reporting and case management and new alerts and prompts for managers regarding complaints, were proving effective. In addition complaint response times have been improved with 'Stage Zero' complaints now dealt with in 3 days on 99.1% of occasions.	Compliance
4.3.6 We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.	Prompts and alerts continue to allow appropriate managers to follow up on all complaints. Part of this process also reviews the effectiveness of the complaints procedure.	Compliance

Criterion 5 Timeliness and Quality of Service

5.1 Standards for Timeliness and Quality

Element	Assessor Report	Accreditation -CP / FC / PC or NC
5.1.1 We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.	Finance continue to have a bank of KPIs with many around timeliness. For example 'all procedural reviews to be undertaken by quarter 3' and '97% of payments to suppliers within 30 days'. Other examples show how 'Keys for Voids' should be presented within 1 day and Tenancy Sign-ups should also be completed in 1 day. Within Customer Service there are the usual standards for responding to various forms of contact.	Compliance
5.1.2 We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.	The numerous KPIs that exist across all Directorates include many relating to the quality of service with satisfaction levels being a key indicator. Examples include satisfaction with face-to-face and telephone contact for planning customers as well as a need to adhere to the Standard for Sheltered Housing Schemes which reflects the quality of Charnwood's provision.	Compliance

5.2 Timely Outcomes

Element	Assessor Report	Accreditation -CP / FC / PC or NC
5.2.1 We advise our customers and potential customers about our promises on timeliness and quality of customer service.	The specific standards and the Customer Care Standards continue to be available via the web site and where appropriate teams communicate standards internally, e.g. Accountancy's revenue monitoring time-table and Planning's time-scales for Planning Applications.	Compliance
5.2.2 We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.	To ensure the most appropriate person deals with an enquiry there is a Calls Triage Protocol within Customer Services with a requirement to name a specific person. In addition, the Fair Management System lays down a process for establishing needs and Fair users are made aware of Bronze and Silver personnel to meet specific needs during the Fair.	Compliance
5.2.3 We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.	A Multi-agency Database continues to exist to facilitate partnership working with protocols in place to restrict access where appropriate and necessary. The Police commented on the effectiveness of the Database in terms of improving communications and minimising duplication when dealing with numerous issues such as anti-social behaviour and shop-lifting.	Compliance
5.2.4 Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.	The Lagan queuing process continues to be used to ensure the full customer journey is completed when service cannot be completed at point of contact. There are also process pictograms for planning and process charts with time-scales for Homelessness and Right To Buy.	Compliance
5.2.5 We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.	Where the service is not completed at the first point of contact Customer Services continue to operate a workflow system with a built in call-back mechanism. If there are delays in service emails are sent to customers with revised dates indicated.	Compliance

5.3 Achieved Timely Delivery

Element	Assessor Report	Accreditation -CP / FC / PC or NC
5.3.1 We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.	All Directorates work to a Performance Framework based on quarterly reporting of all KPIs, targets and standards which include ones for timeliness and quality. Dashboards are produced and any under-performance is investigated and addressed.	Compliance
5.3.2 We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.	By their own admission the Council do not currently meet all their Key Performance Indicators for timeliness and quality and this is confirmed through reporting mechanisms such as Dashboards and Performance Reports. The Council prefer to maintain a challenging ethos and set stretching targets for a wide variety of areas which makes it extremely difficult to meet all. They feel it is more important to have a 'flagging' mechanism (via the Dashboards) to identify and address any areas of under-performance.	Partial Compliance
5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.	Through various benchmarking channels many favourable comparisons have been identified, These include exceeding national average for vacant Town Centre car parking and the number of different trades within Loughborough. In addition Charnwood exceed many other Local Authorities with their timeliness on Right To Buy.	Compliance

Totals	Compliant Plus
	11
	Compliant
	44
	Partial Compliant
	2
Non Compliant	
0	

7. Conclusion and Recommendations

There are no actions that require immediate attention and I am pleased to pass on to Assessment Services Ltd.'s Certification Committee my recommendation that you remain certificated as meeting the Customer Service Excellence Standard. Certification is valid for three years from the Certification Committee's decision date and subject to ongoing annual reviews as follows:

Full Review - September 2018
Annual Review Year 1 - September 2019
Annual Review Year 2 - September 2020

I would like to take this opportunity to thank you for your kind hospitality and cooperation during this assessment.

Neil Potentier
Registered CSE Assessor for Assessment Services
25th September 2017

8. Compliance against the Customer Service Excellence Standard Year 2

Criteria 1

	Element	Accreditation
1.1	1.1.1	Compliance
	1.1.2	Compliance
	1.1.3	Compliance
1.2	1.2.1	Compliance
	1.2.2	Compliance
	1.2.3	Compliance plus
1.3	1.3.1	Compliance
	1.3.2	Compliance
	1.3.3	Compliance
	1.3.4	Compliance
	1.3.5	Compliance plus

Criteria 2

	Element	Accreditation
2.1	2.1.1	Compliance plus
	2.1.2	Compliance plus
	2.1.3	Compliance
	2.1.4	Compliance
	2.1.5	Compliance
	2.1.6	Compliance plus
2.2	2.2.1	Compliance plus
	2.2.2	Compliance
	2.2.3	Compliance
	2.2.4	Compliance plus
	2.2.5	Compliance

Criteria 3

	Element	Accreditation
3.1	3.1.1	Compliance
	3.1.2	Compliance
3.2	3.2.1	Compliance
	3.2.2	Compliance
	3.2.3	Compliance
	3.2.4	Compliance
3.3	3.3.1	Compliance
	3.3.2	Compliance
	3.3.3	Compliance
3.4	3.4.1	Compliance plus
	3.4.2	Compliance plus
	3.4.3	Compliance plus

Criteria 4

	Element	Accreditation
4.1	4.1.1	Compliance
	4.1.2	Partial Compliance
	4.1.3	Compliance
4.2	4.2.1	Compliance
	4.2.2	Compliance
	4.2.3	Compliance
	4.2.4	Compliance plus
4.3	4.3.1	Compliance
	4.3.2	Compliance
	4.3.3	Compliance
	4.3.4	Compliance
	4.3.5	Compliance
	4.3.6	Compliance

Criteria 5

	Element	Accreditation
5.1	5.1.1	Compliance
	5.1.2	Compliance
5.2	5.2.1	Compliance
	5.2.2	Compliance
	5.2.3	Compliance
	5.2.4	Compliance
	5.2.5	Compliance
5.3	5.3.1	Compliance
	5.3.2	Partial Compliance
	5.3.3	Compliance