



ORGANISATION/SERVICE ASSESSED
CHARNWOOD BOROUGH COUNCIL

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1. INTRODUCTION AND BACKGROUND

Charnwood Borough Council (the Council) have four Directorates: -

Neighbourhood & Community Wellbeing – includes the 3 services; Cleansing & Open Spaces, Neighbourhood Services and Leisure Services.

Landlord Services & Strategic Housing – includes the 2 services; Landlord Services and Strategic & Private Sector Housing.

Planning & Regeneration and Regulatory Services – includes the 2 services; Planning & Regeneration and Regulatory Services

Corporate Services - includes the 3 service areas; Finance & Property Services, Revenues Benefits & Customer Service and Strategic Support.

The Council serve around 180,000 residents in the Borough of Charnwood and employ around 530 staff. They are a very prudent Council who balance the books in a way that to date has managed to preserve their services, some of which are delivered in conjunction with 'trusted partners' in community initiatives such as community hubs and drop-in centres, sheltered accommodation for the elderly and homeless and the management of open spaces.

The onset of Covid-19 forced the Council to mobilise services and re-deploy staff to meet the exceptional circumstances. An already impressive bank of partners has been widened further to meet this challenge. This review provided the opportunity to assess how well the Council had done in maintaining existing services and providing new ones.

2. METHODOLOGY

This was a shortened (0.5 days) review as a result of Covid-19. The review was conducted remotely.

The Council submitted an update via Assessment Services' online Self-assessment Tool. This led to a desktop review on the 2nd November 2020, with the remote review on the 3rd November 2020.

The day started with an interview with the CEO (Chief Executive Officer) to discuss how services had been maintained given the extremely mitigating circumstances presented by Covid-19.

This was followed by a series of short 1:1 meetings with five personnel selected at random by the assessor. Interviews focused on obtaining current examples against the CSE (Customer service Excellence) Standard.

An interview with the CSE Coordinator then followed to address any areas that remained from the above discussions.

The day concluded with feedback to the CSE Coordinator to present strengths, areas for continuous improvement and the overall position against the CSE Standard.

3. SUMMARY OF STRENGTHS

Sections: **1.1.3, 2.1.6, 2.2.3, 2.2.4, 3.4.1, 2.1.1, 4.3.1, 3.4.3**

All six existing Compliance Plusses from 2019 have been enhanced and maintained, namely: -

The Council continue to increase their efforts with regard to identifying hard-to-reach groups and providing services. This has been particularly evident during the initial Covid-19 lockdown. (Reference Compliance Plus for Element 1.1.3).

Empowerment of staff to allow them to provide excellent services has increased as a result of Covid-19. New teams have been created and staff have been deployed to new roles, with both allowed a large degree of autonomy. (Reference Compliance Plus for Element 2.1.6).

There was already a strong focus on customer focused behaviours within the PDR (Personal Development Review) process. This has been enhanced through the inclusion of new behavioural competencies. (Reference Compliance Plus for Element 2.2.3).

In parallel with the increased empowerment, staff have also been encouraged to make and implement suggestions regarding service improvements. (Reference Compliance Plus for Element 2.2.4).

The Council continue to extend the number and range of partners, particularly to deal with the Covid-19 lockdown. This has increased the benefits for customers with more personalised services being created to meet their needs. (Reference Compliance Plus for Element 3.4.1).

As a result of actions taken with regard to hard-to-reach groups and new partner arrangements, the Council have been able to engage far more with wider communities, particularly during the initial Covid-19 lockdown. (Reference Compliance Plus for Element 3.4.3).

Two new Compliance Plusses were identified during this Review, namely: -

A corporate commitment to putting Charnwood residents first is clearly evident. Corporate plans and policies have been changed to embed a greater focus on residents, and a new set of behavioural values have been adopted, again with an increased customer focus. All members of the Senior Management Team made themselves available for this review, despite the extenuating circumstances. (Reference Compliance Plus for Element 2.1.1).

The Council have managed the Covid-19 situation extremely well with a resolve to maintain services and where necessary create new ones. The approach has been earmarked by determination and a proactive approach to seek out individuals and groups and to meet their needs. (Reference Compliance Plus for Element 4.3.1).

4. AREAS FOR CONTINUOUS IMPROVEMENT

Sections: **1.3.1, 1.3.2, 2.2.1, 2.2.5, 4.1.2, 5.3.2**

The Council are currently unable to show that all their standards and key performance targets, including ones for the timeliness and quality of service, are being met. Consideration may be given as to how to address this which could serve to create more impressive performance data. (Reference Partial Compliance for Elements 4.1.2 & 5.3.2).

Whilst informal feedback would suggest the Council have managed the Covid-19 situation extremely well, consideration may be given to how more formal feedback could be obtained from residents on how well they feel the Council handled things. This could help to provide opportunities to improve things during the current new lockdown phase. (Reference Elements 1.3.1 & 1.3.2).

A new set of behavioural competencies have been created which provide a greater customer focus. Consideration may be given as to how these can be embedded into all aspects of people policies and practices, such as recruitment, induction, training and recognition. This could help to further embed a customer focus throughout the Council through making people accountable for delivering the competencies. (Reference Elements 2.2.1 & 2.2.5).

5. ASSESSOR'S FINDINGS

- Not Compliance
- Partial Compliance
- Compliance
- Compliance Plus
- N/A

I - CUSTOMER INSIGHT

1.1 Customer Identification

- **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.**
As per 2019 with further details added to customer data as a result of identifying Covid related needs. For example, Shielded people.
- **1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.**
Examples of needs and preference identified are largely related to the Covid-19 situation. For Landlord Services, all tenants have been contacted to provide Covid updates and establish needs and preferences. These include support for the Shielded and how regularly tenants wished to be contacted - 'Support plans have been extended so as to be Covid specific'.
- **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.**
The onset of the Covid-19 lockdown drove a proactive approach to identifying anyone with specific needs. Landlord Services engaged with all tenants in order to identify the elderly and vulnerable and provide services accordingly. Proactive steps were also taken to identify all businesses who would be adversely affected by the lockdown. The Council were then able to provide financial support as per the Government directive. New contact points have been established at Town Halls and Parish Councils. One of the key aims was to identify people who did not have technological equipment or skills - 'We don't want to isolate people because of technology'. This Element is Compliant Plus.

1.2 Engagement & Consultation

- **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.**
As a result of Covid-19, engagement with residents has increased considerably, with examples already provided in 1.1.2 and 1.1.3 previously. In addition, over 18000 calls have been made to people over the age of 70.
- **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.**
As a result of engagement with tenants during the lockdown, a new remote diagnostic tool for repairs and maintenance has been introduced. This allows tenants to take and submit videos of any issues. This is followed up with a telephone call to provide guidance to allow the tenant to self-fix. An example reveals how one tenant was given guidance following a partial ceiling collapse. A district meeting also identified that the Council needed to do more for foodbanks, particularly for the elderly.

- **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.**
The review of consultation and engagement methods has become an ongoing process due to the Covid-19 situation. In essence it has become a case of 'what will work best for each situation?' An example shows how residents were still wanting to visit the Council's main office. As a result it was decided to set up a triage system on arrival to engage with customers and assess their needs. Other examples show how the Council have engaged through the Local Resilience Forum for Leicestershire on Covid related issues.

1.3 Customer Satisfaction

- **1.3.1 We use reliable and accurate methods to measure customer satisfaction on a regular basis.**
As per 2019 with a specific survey created to obtain feedback on the local museum.
- **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.**
The feedback from the dedicated survey on the local museum helped to inform how the museum could be re-opened after the initial lockdown. This resulted in 98 visitors in the first week of re-opening. Ongoing feedback from these visitors reveals high levels of satisfaction.
- **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.**
As per 2019 with a new range of questions included in the specific museum survey. This included questions based on people's concerns about visiting the museum post-lockdown.
- **1.3.4 We set challenging and stretching targets for customer satisfaction and our levels are improving.**
The paramount need to focus on Covid-19 has led to a number of surveys being put on hold. Levels of satisfaction will be closely scrutinised in the 2021 Full Review. However, there is an inference due to the lack of complaints that satisfaction with services remains high. The Museum survey confirms this.
- **1.3.5 We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.**
The remote diagnostic tool for repairs has improved tenant's journeys with regard to their ability to self-fix after submitting photos and videos via their mobile phones. The new triage system at the Council's main offices is allowing people to select the option which best suits them. For example, a face-to-face visit or signposting to another service. There is also a new phone line which is dedicated to people wishing to make appointments.

2 - THE CULTURE OF THE ORGANISATION

2.1 Leadership, Policy and Culture

- **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.**
The new CEO described how there was a new focus on joining up services so as to make the customer journey easier. In addition, the Corporate Plan has been amended to reflect this new focus. A new set of behavioural values has also been introduced to reiterate this renewed focus on the customer. Whilst there is a Transformation and Efficiency programme, the CEO confirmed that this would not be to the detriment of the customer - 'We want to keep traditional channels open'. Despite the Covid-19 situation, all members of the Senior Management Team made themselves available for this review with all attending the feedback session. This Element is Compliant Plus.

- 2.1.2 We use customer insight to inform policy and strategy and to prioritise service improvement activity.**

As stated in 2.1.1 previously, residents have indirectly influenced the re-wording of the Corporate Plan. In addition, a new initiative 'The Town Deal' has involved extensive consultation to prioritise issues - 'What would they like us to do?' The result was that four main issues emerged; traffic congestion, buses into town, the attractiveness of the town centre and the need for a 10-pin bowling alley. These issues are being addressed.
- 2.1.3 We have policies and procedures which support the right of all customers to expect excellent levels of service.**

As per 2019.
- 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.**

As per 2019 with initiatives introduced as a result of Covid-19 designed to enhance fairness. For example, proposed new pavement charges for market traders have been waived.
- 2.1.5 We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.**

As per 2019 with the Council fully compliant with current GDPR (General Data Protection Requirements) legislation.
- 2.1.6 We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.**

Steps taken as a result of Covid-19 have resulted in increased levels of empowerment amongst staff. New teams have been created and allowed a great deal of autonomy to, decide on the best approaches to deal with a variety of situations. In addition, some staff have been re-deployed from their usual positions and encouraged to try out new approaches. For example, people have been seconded to become High Street helpers. All staff have been encouraged to be proactive and do what is necessary to help, with examples showing how staff decide who to contact with regard to cancelled services, such as bulky waste. Staff are then encouraged to find solutions when a cancelled service is causing serious problems for residents. One quote from a senior manager reveals - 'The team stepped up and went above and beyond and this included deciding to work extra hours'. This Element is Compliant Plus.

2.2 Staff Professionalism and Attitude

- 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 Covid-19, training has mainly focused on re-deployed staff so as to give them new skills and knowledge to make the transition into new roles. Plans are in place to incorporate the new organisational values into recruitment, induction and training. (see Areas for Continuous Improvement).
- 2.2.2 Our staff are polite and friendly to customers and have an understanding of customer needs.**

As per 2019.
- 2.2.3 We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.**

Over the last 12 months there has been an increased focus on the organisational values within the appraisal process. Staff are required to self-assess themselves against the values. One of these is 'Customer First', with staff required to rate themselves as to how they 'deliver an effective service with high customer satisfaction'. They are also required to provide examples and obtain validation from their line manager. Recognition may also be given at appraisal for performance under each of the values, and this can result in a 'Charnie' award (see also 2.2.5). These approaches have further embedded a focus on customer excellence within the appraisal process. This warrants Compliance Plus for this Element.

2.2.4 We can demonstrate how customer facing staff insights, and experiences are incorporated into internal processes, policy development and service planning.

The increase in empowerment of staff (see 2.1.6) is allowing staff to implement their own suggestions with regard to how services can be delivered during the lockdown. Staff have suggested partners they need to engage with more, and this has resulted in increased partner working, thus increasing the engagement with more residents. Staff have also contributed to creating Covid business checklists, guidance for Covid Marshalls and coming up with ideas to make a Grants Panel more effective - 'The team thought outside of the box to come up with ideas'. This Element is Compliant Plus.

2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.

The new CEO described how he wanted a 'reach out and thank you' approach when people go above and beyond. This would provide more regular contact points for recognising excellent service. A new 2020 pin badge has been introduced with staff nominating colleagues for badges. In addition, the Charnie Awards continue. Leaders will be expected to be role models for the organisational behaviours.

3 - INFORMATION AND ACCESS

3.1 Range of Information

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 2019 with improvements made (see 3.2.3).

3.1.2 Where there is a charge for services, we tell our customers how much they will have to pay.

As per 2019 with new pavement charges waived for market traders, which were proposed under new Government legislation.

3.2 Quality of Information

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.

As per 2019.

3.2.2 We take reasonable steps to make sure our customers have received and understood the information we provide.

As per 2019.

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.

In terms of improving information, the Council have focused on Covid related issues. For example, guides have been produced for specific groups such as the hospitality sector. In addition, customer messaging has increased and a new contact telephone number has been created.

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.

As per 2019.

3.3 Access

- 3.3.1 We make our services easily accessible to all customers through provision of a range of alternative channels.**
As per 2019 with new access channels to services created, such as the remote diagnostic tool to report repairs and obtain advice on how to self-fix.
- 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.**
The Council have evaluated over 240 processes to see if they were fully available and effective during the lockdown - 'We wanted to be able to say we can do it'. A new triage system has also been introduced for visitors to the Council's offices. This has enabled more effective signposting to services. The remote diagnostic tool has also made it easier to report repairs, with guidance also being available to help residents to self-fix their own repairs.
- 3.3.3 We ensure that where customers can visit our premises in person, facilities are as clean and comfortable as possible.**
As per 2019 with a new triage system at the main offices, and the creation of Covid safe zones for visitors. These are subject to regular and thorough cleaning, including sanitisation.

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

- 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.**
As a result of the Covid situation, the Council saw the need to extend the number of partners in order to address the pandemic. New partners were identified via the Leicestershire Resilience Forum. An example shows how work with the Fire Service led to the creation of Covid check lists with all potential hot-spots being identified. Charnwood Community Action Hub was set up in response to many VCS (Voluntary and Community Sector) groups having to close their doors due to the Pandemic and the vulnerability of their staff and volunteers, in particular those running food banks. In addition this allowed the needs of those who were shielding to be met, including shopping, befriending and wellbeing support. This Element is Compliant 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 services.**
Relationships with all partners since the onset of lockdown are based on a sensible, pragmatic approach of 'what do we need to do now?' There are no formal Service Level Agreements with new partners, just a common accord to do what is best for the residents of Charnwood - 'Everyone takes responsibility for the quality of the service provided'.
- 3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.**
As a result of actions mentioned previously in this report. the Council are now engaging more intensely with wider communities. This is largely as a consequence of the Covid-19 situation, with more partners coming on board to facilitate engagement. Landlord Services have contacted all tenants to establish their needs, and there has been greater contact with foodbanks to assess their needs. As a result, the needs of elderly foodbank users have been taken into account. High Street helpers have been created by re-deploying staff. This has increased engagement with market traders who come from further afield. The Council have also distributed over 11,000 doughnuts donated by Greggs to various communities. This Element is Compliant Plus.

4 - DELIVERY

4.1 Delivery Standards

- 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.**
As per 2019.

4.1.2 We monitor and meet our standards, meet departmental and performance targets, and we tell our customers about our performance.

The Council are not currently able to show they are meeting all their main standards and performance targets. As a result this Element is a Partial Compliance.

4.1.3 We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.

As per 2019.

4.2 Staff Professionalism and Attitude

4.2.1 We agree with our customers at the outset what they can expect from the service we provide.

As per 2019.

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.

Due to Covid-19 it was difficult to interview any customers or establish any meaningful customer satisfaction data. The Council feel that in the absence of any complaints that residents remain satisfied with services. This Element will come under further scrutiny in 2021.

4.2.3 We can demonstrate that we benchmark our performance against that of similar or complimentary organisations and have used that information to improve our service.

Informal benchmarking via the Leicestershire Resilience Forum shows that the Council have been one of the most proactive Councils to a) hand out Covid business grants and b) create guidance for Covid marshalls. As a result of benchmarking with other Councils on the re-opening of markets, it was decided to implement a mapping out policy to ensure minimum social distances could be adhered to.

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.

Examples of current best practice include the creation of new Covid marshall guides and High Street helpers. In addition, a Safe Street initiative has been undertaken with locks upgraded free to reduce burglaries. The Council are sharing information on these initiatives via the Resilience Forum.

4.3 Deal effectively with problems

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.

The response to the Covid situation has been proactive and determined, with a resolve 'to reach out to everyone who needs help'. Staff have been quickly mobilised and re-deployed so as to minimise a major disruption in services. Some services have been cancelled, such as bulky waste, with all customers being contacted and alternative solutions offered. Engagement has been widened through the use of niche partners. New contact points have been established at Town Halls and Parish Councils. These have created more information and support for local residents. This Element is Compliant Plus.

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 reasonable time limit.

As per 2019 with changes made to the complaints procedure following a review (see 4.3.5).

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.

As per 2019.

- 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.**

Despite Covid-19, there have been no significant trends with a minimal number of complaints. The proactive approach adopted by staff has pre-empted many issues, e.g. the cancellation of bulky waste.
- 4.3.5 We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.**

The complaints procedure continues to be seen as fit for purpose.
- 4.3.6 We ensure that the outcome of the complaint process for customers, whose complaint is upheld, is satisfactory for them.**

There has been no escalation of complaints to the higher levels of the Council's complaints procedure.

5 - TIMELINESS AND QUALITY OF SERVICE

5.1 Standards for Timeliness and Quality

- 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.**

As per 2019.
- 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.**

As per 2019.

5.2 Timely Outcomes

- 5.2.1 We advise our customers and potential customers about our promises on timeliness and quality of customer service.**

As per 2019.
- 5.2.2 We identify individual customers 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.**

As per 2019 with a new triage system to assess the needs of visitors to the Council's main offices.
- 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.**

The main improvement in how information is shared to help customers, is the coming together of various partners during Covid-19. Examples of this are the Leicestershire Resilience Forum and the Charnwood Community Action Hub. The new triage system is also sharing information so as residents are signposted to the most appropriate services.
- 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.**

As per 2019.
- 5.2.5 We respond to initial enquiries promptly, and if there is a delay we advise the customer and take action to rectify the problem.**

As per 2019.

5.3 Achieved Timely Delivery

- 5.3.1 We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.**
As per 2019.
- 5.3.2 We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.**
The Council are not currently able to show that they are meeting all of their targets for the timeliness and quality of service. As a result this Element is a Partial Compliance.
- 5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.**
The Council compare favourably with other authorities in terms of a) the speed by which they gave Covid grants to businesses and b) the quality of guidance given, such as guidance for marshalls.

6. 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 maintain certification as meeting the Customer Service Excellence Standard. Certification is valid for three years from the Certification Committee's decision date and subject to ongoing Reviews as follows: -

3-Year Review - September 2021

Annual Review Year 1 - September 2022

Annual Review Year 2 - September 2023

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

Neil Potentier

CSE Assessor

10th November 2020

7. COMPLIANCE AGAINST THE CUSTOMER SERVICE EXCELLENCE STANDARD

1 - Customer Insight

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

2 - The Culture of the Organisation

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

3 - Information and Access

	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

	Element	Accreditation
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
	3.4.3	● Compliance Plus

4 - Delivery

	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
4.3	4.3.1	● Compliance Plus
	4.3.2	● Compliance
	4.3.3	● Compliance
	4.3.4	● Compliance
	4.3.5	● Compliance
	4.3.6	● Compliance

5 - Timeliness and Quality of Service

	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