	Item Number: 603
Meeting Title: Governing Body (Public)	**NHS** Scarborough and Ryedale Clinical Commissioning Group
Meeting Date: 23rd January 2019	

Report's Sponsoring Governing Body Member:	**Report Author: Andy Hudson (Lay Member)**

1. Title of Paper: Results of the 2018 Customer Service Excellence Assessment

2. Strategic Objectives supported by this paper:

To create a viable & sustainable organisation, whilst facilitating the development of a different, more innovative culture.	☒
To commission high quality services which will improve the health & wellbeing of the people in Scarborough & Ryedale.	☒
To build strong effective relationships with all stakeholders and deliver through effectively engaging with our partners.	☒
To support people within the local community by enabling a system of choice & integrated care.	☒
To deliver against all national & local priorities including QIPP and work within our financial resources.	☒

Executive Summary:

The report informs the Governing Body of the outcome of the Customer Service Excellence assessment conducted on 21st November 2018. A chart showing the continuous improvement achieved since the first assessment in 2014 is provided at **Annex One**.

3. Risks relating to proposals in this paper:

None

4. Summary of any finance / resource implications:

None

5. Any statutory / regulatory / legal / NHS Constitution implications:

None

6. Equality Impact Assessment Completed? (Yes/No/Not Relevant): Not Relevant
7. Quality Impact Assessment Completed? (Yes/No/Not Relevant): Not Relevant
8. Any related work with stakeholders or communications plan: None
9. Recommendations / Action Required   To note the report and to publish the whole report on the new Website
10. Assurance   The CSE is an external accreditation

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Customer Service Excellence

The SRCCG underwent the annual Customer Service Excellence (CSE) inspection on 21st November 2108. This was the fifth annual inspection since the CCG was first awarded CSE in 2014. The results are summarised below. The CCG showed no deterioration in overall performance, maintaining 'Partial Compliances' in only 3 out of a total of 64 criteria. These 3 'Partial Compliances' were for criteria 2.1.4, 4.1.2, and 5.3.2 (see below). Essentially these were for failing to meet some National (NHS) targets.

What is worthy of particular note is that the CCG has shown continuous improvement for the fifth year running, by achieving a further two 'Compliance Plus' awards this year. These 2 were for criteria 2.2.4 and 4.1.1 (see below). Essentially these were for CCG Staff embedding their customer insight and experience into service planning, and in setting challenging targets in our commissioned services (for example the new HFT contract).

This brings the total number of criteria designated as 'Compliance Plus' to 15, and represents almost 25% of the total number of criteria, a remarkable achievement.

As well as gaining external accreditation through the CSE assessment, and in being the only CCG in the Country which has CSE for the whole organisation, the CCG continues to be recognised as a well performing, excellent organisation, by its comparators with the 360 degree NHS survey, and the recent Audit reports. The CCG's achievement has also been recognised by other CCG's, and staff have been invited to present their innovative work on communications and engagement and customer service, to a number of CCG's across the country.

NHS England also requested the CCG to present a report to the IAF Patient & Community Engagement Workshop in Leeds on 10th January, to showcase the work we have done to achieve an excellent rating for Domain B.

A summary of all the criteria which have a designation of 'Compliance Plus' , and brief overview is given below. The comments are extracts from the 67 page report from the CSE assessor. The whole report will be published on our new website.

Attached at **Annex One** is a chart which shows the continuous progression of the 'Compliance Plus' awards since 2014.

Overview

"….The CCG is in a period of change as three CCGs have been brought together in relation to some of its management functions, with one Accountable Officer...…The strengths of the CCG lie in its Consultation and Engagement Team, and engagement with customers and stakeholders is core to identifying service needs and how customers would like services to be delivered.

Consultation is fully embedded in the commissioning process. Its performance in relation to consultation easily outstripped many of its comparators in the national NHS 360 degree survey.

The extent to which it has achieved this has been recognised in feedback from NHS England. Communications are good and the Team have been successful in developing innovative approaches to getting their health messages across to their customers. Performance, as for many of its peers, is mixed, but the CCG is very open about how it performs and actions it is taking through, and with its providers to improve…."

1.0   Customer Insight

"…The CCG continues to develop excellent insight into the needs of its customers. It achieves this not only through access to key demographic and health data, but importantly through consultation and engagement with its service users and customer groups to help it understand customers' needs and provide insight into what they want from their local health services. This is fundamental and core to how the CCG commissions the services its citizens need and in the way that best suits them. The NHS has categorised the CCG's Consultation Strategy and processes as 'Outstanding'
There are good levels of feedback through surveys and good attendance at local events and public meetings, which provide further evidence of the effectiveness of the work of the Communications and Engagement Team. Satisfaction levels are good and the CCG now includes the requirement for satisfaction feedback within all new commissioned contracts".

The CCG continues to be fully compliant in relation to Criterion One. It merits Compliance Plus in relation to the following Elements:

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**

1.1.2; **We have developed customer insight about our customer groups to better understand their needs and preferences.**

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.**

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**

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**

1.3.5. **We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.**

Element 2.1.4 remains Partially Compliant

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.

2.0   The Culture of the Organisation

"…The CCG Governing Body is wholly committed to delivering customer focused services. They actively attend consultation events and activities and, through their Values, and the existence of the Consultation and Engagement Sub-Committee, ensure that their ethos of engagement and consultation with customers is core to how staff within the CCG work. Staff across the CCG are able to demonstrate this and that customer insight is core to service improvements and the commissioning process. Overall, there is clearly a very customer focused culture across the organisation stemming from the CCG's Chair, Governing Body, Lay Member and Senior Managers."

The CCG continues to be fully compliant with this criterion and it merits Compliance Plus for the following elements

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.**

2.1.2; **We use customer insight to inform policy and strategy and to prioritise service**

improvement activity.

2.1.5 **We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.**

2.2.4 **We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning**

3.0   Information and Access

"…The CCG Communications and Engagement Team provides quality information to the CCG's customers and potential customers across the districts served by them. It uses a range of channels and they work to ensure that information is provided in ways which are accessible, this includes making the AGM an interactive experience. The accessibility of information leaflets through Easy Read and improvements to the web site are further example of their understanding of customers' needs for accessible information. Partnership working, particularly the introduction of the new Community Care and Support Service continues to be a strength of the CCG.''

The CCG continues to be fully compliant with this Criterion and to merit Compliance Plus in relation to the following Elements

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**

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.**

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.**

4.0   Delivery

"…The CCG continues to work within a framework determined nationally and within a very tight resource allocation. There is a very robust monitoring of performance and, whilst performance is good in some areas and improving in others, the CCG does not meet all of its delivery targets. As they do not deliver the services directly they have a clear focus on contract monitoring. The CCG is at the forefront of developing KPIs for their new Community Services contract and has become a national pioneer and leader in this with NHS England looking to develop these nationally. The CCG is very open about dips in performance and these and measures taken to remedy them are readily available through public discussion at Governing Body meeting, and through Media Releases. There are few complaints, which are now investigated externally in partnership with the CCG. Any lessons learnt are again publicly available.''

It merits Compliance Plus in relation to the following Elements

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.**

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.**

Element 4.1.2 remains Partially Compliant

4.1.2 **We monitor and meet our standards, key departmental and performance targets,**

5.0   Timeliness and Quality of Service

"…The CCG monitors its performance in relation to the timeliness of communications on a sample basis. The monitoring processes through the commissioning process remain robust. There are clear standards and targets. Whilst the CCG perform well in many, it does not achieve all of its targets"

Element 5.3.2 remains Partially Compliant

5.3.2 **We are meeting our current standards for timeliness.**

Andy Hudson
Governing Body Lay Member (Public & Patient Involvement)

🟩	Compliant Plus
🟧	Compliant
🟥	Partial Compliant
⬜	Not Compliant

CUSTOMER SERVICE EXCELLENCE – Chart Showing progression of criteria since 2014

Criterion 1	Customer Insight		Initial compliance 2014				
1.1	**Customer Identification**		2014	Y1 2015	Y2 2016	Y3 2017	Y4 2018
Domain	**Element**	**Guidance**					
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.	• A profile of the organisation's main customer groups and their characteristics. • Details of how these groups were segmented and classified. • Details on the frequency and reliability of the research to identify customer groups.	C	X CP	CP	CP	X CP
1.1.2	We have developed customer insight about our customer groups to better understand their needs and preferences.	• Methods and approached used for developing understanding, such as focus groups, one-to-one interviews, surveys, observation, customer journey mapping and other ways of collecting information about customers. • Details of how you improved your services as a result of the understanding you gained into your customers' needs.	C	C	X CP	CP	CP

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 needs	• Methods used to consult and involve hard to reach groups and individuals, particularly people who have a number of different needs and customers whose views you rarely hear • Examples of how you identified needs that you were not meeting and the changes you made to avoid excluding or under-representing people	C	CP	CP	X CP	CP
1.2	**Engagement and Consultation**						
Domain	**Element**						
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.	• Policies, strategies and leadership for engaging, consulting and involving customer groups. • Evidence of how you use a wide range of tools, including feedback from customers and staff (letters, emails, comments, complaints, forums, focus groups and so on) as well as research.	C	X C	C	CP	X CP
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.	• Findings and analysis of engagement activity, consultation exercises and other methods for capturing feedback. • Details of actual improvements, with evidence of how these are directly linked to the ways you consulted and involved customers.	C	CP	X CP	CP	CP

		- Examples of how you involved customers in designing and providing services (for example through allowing them to take part). - Information on how you tell customers about the changes you make as result of their involvement. - Current service improvement and development plans showing that your policies, projects and activities are shapes by how you consult and involve customers.					
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	- Outcome of reviews on the effectiveness of engagement and involvement, showing levels of participation, assessment of how representative results are and quality of information collected - How mechanisms, processes and approaches are adapted to respond to emerging issues, service priorities, demographic changes etc. - Examples of innovation, learning from best practice or benchmarking, suggestions of staff etc.	C	C	C	C	C
1.3	**Customer Satisfaction**						
Domain	**Element**						
1.3.1	We use reliable and accurate methods to measure customer satisfaction on a regular basis.	Methods used would in most cases include survey work and other forms of feedback and qualitative information.	C	X C	C	C	X C

		• Information on survey methodology, for example eg: sample sizes, potential biases, margins of error and any advice taken on design. • Reasons for the decisions you made on how to measure customers' satisfaction. • Details on how often you collected information. •					
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.	• Assessment and analysis of satisfaction within all groups (identified). • If you provide a range of different services, you should assess how satisfied customers are with all of them. • Evidence of any differences in levels of satisfaction between groups, or any unexpected outcomes. • Published information about the action you plan to take or have taken as a result of measuring customers' satisfaction with your service. • Examples of other methods you used.	C	C	X C	C	C
1.3.3	We include in our measurement of satisfaction specific questions relating to key areas including those on	• Satisfaction surveys and other ways of gathering feedback that include these specific suggestions	PC	X C	C	X C	C

	delivery, timeliness, information, access and the quality of customer service, as well as specific questions which are informed by customer insight	• Evidence of investigation into customers priorities and local key drivers of satisfaction					
1.3.3.1	Delivery, timeliness, information, access, and the quality of customer service	•	C	C			
1.3.3.2	Specific questions which are informed by customer insight	•	C	C			
1.3.4	We set challenging and stretching targets for customer satisfaction and our levels are improving.	• Satisfaction levels of all customer groups for all the main areas of your service, and the targets you want to achieve. • Evidence of how levels of satisfaction have improved over time.	PC	X PC	C	C	X C
1.3.4.1	Targets for customer satisfaction	•	C				
1.3.4.2	Satisfaction levels improvement	•	C				
1.3.5	We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.	• Examples of how you analyse customers' experience. • Specific information on how you map customers' journeys and the steps you have taken to improve these (for example, through limited the amount of unnecessary contact they have with people in your organisation). • Any evidence of savings or	C	CP	X CP	CP	CP

					5	4	3	4
		reinvestment (or both) as a result of making your systems and processes more efficient.						
	Elements sampled				5	4	3	4
Criterion 2	**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.	• Corporate vision and values statement • Examples of how your organisation's leaders have shown that they recognise the importance of customer focus and actively promote activities that allow your organisation to gain an understanding of its customers.		C	X CP	CP	CP	X CP
2.1.2	We use customer insight to inform policy and strategy and to prioritise service improvement activity.	• Customers' and staff's views on how your knowledge of customer groups informs your policies. • Examples of how customer insight drives your policies, and how this influences the say in which you design your services.		C	C	X CP	CP	CP
2.1.3	We have policies and procedures in place to support the right of all customers to expect excellent levels of service	• Customer care, equal opportunities, disability and other policies and procedures relating to fair treatment • Information you provide to customers on what they are entitled to		C	C	C	X C	C

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.	• Evidence from mystery shoppers (where this is relevant and appropriate). • Customers' and staff's testimony and other feedback.	PC	X PC	PC	PC	X PC
2.1.4.1	Treat customers fairly staff and equality impact assessments	•	PC				PC
2.1.4.2	Feedback and the measurement of customer experience	•	PC				PC
2.1.5	We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.	• Procedures for making sure you protect customers' privacy, including having secure computer systems and making checks on customers' identity. • Policies on data protection and staff guidance on this.	C	X C	CP	CP	CP
2.1.6	We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation	• Examples of customer and staff testimony about their involvement and empowerment • Staff policies and procedures manuals • Examples of your approaches to promote customer focus throughout the organisation	C	C	X C	X C	C
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.	• Job specifications and recruitment procedures. • Details of the training you have provided to all your employees, and the opportunities for them to develop further.	C	X CP	C	C	X C
2.2.2	Our staff are polite and friendly to customers and have an understanding of customer needs	• Customer service policies and staff guidance. • Evidence from mystery shoppers (where relevant) and internal monitoring. • Customers' views and other feedback, including comments on the service provided by individual members of staff.	PC	X C	X C	C	C
2.2.2.1	Staff are polite and friendly to customers	•	C	C	C	C	C
2.2.2.2	Staff have an understanding of customer needs	•	C	C	C	C	C
2.2.3	We prioritise customer focus at all levels of the organisation and evaluate individual and team commitment through the performance management system	• Examples of how customer feedback is linked to your assessment of staff • Include staff recognition and reward schemes if relevant and appropriate	C	C	C	X	C
2.2.4	We can demonstrate how customer facing staffs' insight and experience is are	• Ways in which staff give their views and details on how you use their feedback.	C	X C	C	C	X CP

	incorporated into internal processes, policy development and service planning.	• Details of improvements that you have made as a result of staff feedback. • Examples of how you have improved the processes for passing on customers' information throughout your organisation.					
2.2.5	We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.	• Examples of how your organisation values the role of customer service staff, by recognising and rewarding the contribution of individual members of staff and teams. • Evidence that providing customer-focused services is a priority at all levels of the organisation, from the front line (members of staff who deal with the public) to senior managers and all levels in between.	C	C	X C	C	C
	Elements sampled			5	4	3	4
Criterion 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.	• Examples of contact and service information, for the range of communication methods used.	C	X C	C	C	X C

3.1.2	Where there is a change for services, we tell our customers how much they will have to pay.	• Published information about any charges for services. • Details of how and when customers can make payments. •	C	C	X C	C	C
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.	• Guidance to staff about clear communication, including testing information with customers. • Customers' views on the communication methods you use.	C	X C	C	C	X C
3.2.2	We take reasonable steps to make sure our customers have received and understand the information we provide.	• Details of how you check that individual customers have received and understand the information. • Examples of the changes you make to your communications methods to meet customers' needs.	C	C	X C	C	C
3.2.3	We have improved the range, content and quality of verbal, published and web-based information we provide to ensure that it is relevant and meets the needs of customers	• Examples of changes to the way you provide information after receiving feedback • Schedule for when you review the information you provide	C	C	C	X	C
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	• Customer views and feedback on the accuracy of the information • Details of the service standards for responding to customers enquiries	C	C	C	X	C

	customers when they will receive the information they requested	• Complaints and comments from customers • Examples of when you provided the wrong information and how this was rectified					
3.3	**Access**						
3.3.1	We make our services easily accessible to all customers through provision of a range of alternative channels.	• Details of the range of options available for contacting the organisation, • Different ways of communicating and specific arrangements and sample materials. • Details of how you have reviewed services to make life easier for people. • Outcomes or reviews and the improvements you made and planned as a result.	C	X C	C	C	X C
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 choice.	• Data and analysis relating to channels usage and action taken to improve services as a result. • Details of how you use information to improve the choice of services.	C	C	X C	C	C
3.3.3	We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible	• Information on how you have reviewed the physical environment of your premises, arrangements for maintaining quality and details of any recent improvements you have	C	C	C	X	C

		made					
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 customer.	• Formal and informal partnerships and plans for improving access and services. • Information on the success of joint working arrangement, including improvements you have made to service as a result. • Customer feedback on the services provide through partnerships, including the quality and range of services and how these are tailored to the individual customers' needs.	C	X CP	CP	CP	X CP
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.	• Information on how you monitor and assess services you provide in partnership with other organisations. • Evidence of any service level agreements, particularly handover arrangements and other measures that make sure that the customer received a "seamless" service. • Details of how customers can complain about the services you provide in partnership with other organisations. • Details of how you publicise joint working arrangements, including clear information for customers on	C	C	X CP	CP	CP

		• who is responsible. • Examples of how you help customers to access services, where appropriate.					
3.4.3	We interact within wider communities and we can demonstrate the ways in which we support those communities	• Information on how your organisation works with and contributes to the wider community, beyond the direct service that it provides to customers	C	C	C	X C	C
	Elements sampled			4	4	4	4
Criterion 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.	• Details of all standards, performance indicators and targets set for main services. • Include national, statutory and local standards and targets.	C	X C	C	C	X CP
4.1.2	We monitor and meet our standards,	• Details of how often you monitor your performance and the methods you use. • Current performance against all standards, key departmental standards, statutory inspections and audits and internal performance targets for the last full year.	PC	X PC	X PC	PC	X PC

4.1.2.1	Key departmental and performance targets, and we	•	PC	PC			
4.1.2.2	Telling our customers about our performance	•	PC	PC			
4.1.3	We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards	• Methods you use to consult and involve customers and others about local standards and targets • Outcomes of your consultation in standards and targets • Information showing past and present standards and targets that you can use to compare your performance with previous years	C	C	C	X C	C
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.	• Show that you use the promises and aims to make appropriate commitments to each customer.	C	X C	C	C	X C
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.	• Customers' views and feedback on their experience of the service. • Include responses to specific survey questions and information and figures for positive outcomes.	C	C	X C	C	C
4.2.3	We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that	• Information from benchmarking exercises (where this information is available) • Exercises can include comparing functions as well as whole services	C	C	C	X C	C

	information to improve our service	• Evidence of peer reviews, discussion groups, taking part in forums or other methods for comparing your performance with other organisations					
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	• Show how you share and apply best practice within your organisation and how you apply best practice examples from outside your organisation • Examples of best practice that you have published recently	C	C	C	X CP	CP
4.3	**Deal effectively with problems**						
4.3.1	We identify and 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.	• Outcomes of monitoring processes. • Details of any actions you have taken. • Examples of how you explain dips in performance to customers. • Examples of effective procedures you have put in place to keep customers informed during exceptional circumstances such as emergencies.	C	X C	C	C	X C
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.	• Customer complaints procedure as provided for use by customers.	C	C	X C	C	C

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	• Complaints policy • Guidance and training that you give to staff in how to respond to and deal with complaints • Assessment of how effective your complaints handling training is • Examples of where staff have the authority to resolve complaints	C	C	C	X C	C
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 the services and publicise action taken	• Record of formal and informal complaints and comments relating to problems. • Information you regularly publish showing trends in complaints, both formal and informal, and the action you have taken as a result.	C	X C	C	C	X C
4.3.5	We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.	• Customer and staff feedback on the effectiveness of the complaints procedure. • Process for reviewing your complaints procedure and the improvements you have made.	C	C	X C	C	C
4.3.6	We ensure that the outcome of the complaints process for customers (whose outcome is upheld) is satisfactory for them	• Feedback from customers on the outcome of the complaints processes • Details of procedures for staff and feedback processes	C	C	C	X C	C
	Elements sampled			6	4	5	5

Criterion 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 responses for all forms of customer contact including phone call, letters, e-communications and personal callers.	• Details of standards and targets set for timeliness of response to customer contact for all access channels.	C	X C	C	C	X C
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.	• Full customer service standards – including the quality of your response to phone calls, letters, communications and personal callers – for all stages of customer journey.	C	X C	C	C	X C
5.2	**Timely Outcomes**						
5.2.1	We advise our customers and potential customers about our promise on timeliness and quality of customer service,	• Published information and all methods for advising customers and potential customers of standards for timeliness and quality of customer service. •	C	C	X C	C	C
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	• Examples of the processes you use when you first have contact with a customer – for example interview techniques, mapping customer journeys, reviewing information that you already hold about a customer	C	C	C	X C	C

	the customer	• Show an understanding of how customers are using the different methods to contact you, and the problems you face in providing a successful service					
5.2.3	We promptly share customer information with colleagues and partners within our organisation wherever appropriate and can demonstrate how this has reduced unnecessary contact for customers	• Processes you have in place to make sure complete information is transferred promptly and to all relevant people within and outside the organisation • Examples of how you have shared information promptly and in a useful and appropriate way, whilst keeping to the regulations on data protection and confidentiality • Examples of where you have shared information about customer groups (for example with service manager, front-line staff and partners) to provide more efficient services	PC	X C	C	X C	C
5.2.3.1	Sharing customer info with colleagues and partners	•	C	C	C	C	C
5.2.3.2	We can demonstrate how this has reduced unnecessary contact for customers	•	C	C	C	C	C
5.2.4	Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate likely overall time to achieve outcomes	• Customers views which show how the service has been tailored to consider their individual circumstances • Details of how you have communicated the likely timescales	C	C	C	X C	C

		to customers					
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.	• Information on wait times for initial responses to telephone, email, text, and personal callers. • Information on our procedure to tell customers about any problems.	C		X	C	C
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.	• Methods used for monitoring performance in relation to standards for timeliness and quality of customer service. • Steps taken to address timeliness of delivery where this does not meet customer expectations.	C	X C	C	C	X C
5.3.2	We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards	• Current actual performance against all standards and targets for timeliness and quality of service and evidence of publication. • Customer feedback on achievement of service delivery within agreed timescales. • Examples of "mystery shopper" evidence where relevant. •	PC	X PC	X PC	PC	X PC
5.3.2.1	Meet current standards for timeliness	•	PC	PC			
5.3.2.2	Meet current standards for customer service	•	PC	PC			
5.3.2.3	Meet current standards and	•	PC	PC			

	quality for customer services						
5.3.3	Our performance in relation to timeliness and quality of service compares well to that of other organisations	• Comparative performance data relating to timeliness and quality of customer service obtained from benchmarking exercises	C	C	C	X C	C
	Elements samples			5	3	4	4
	Total elements sampled			25	19	19	22