



ORGANISATION/SERVICE ASSESSED

OADBY AND WIGSTON BOROUGH COUNCIL

PREPARED BY

NEIL POTENTIER, ASSESSOR

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1. INTRODUCTION AND BACKGROUND

Oadby & Wigston Borough Council (the Council) is one of the seven district councils that make up the two-tier system of local government in Leicestershire, together with Leicestershire County Council. The Council delivers the full range of services that all district councils provide. These are delivered through a combination of arrangements that are direct, contracted, shared or delegated. The five main services are Built Environment, Community & Wellbeing, Corporate Law & Democracy, Customer Service & Transformation and Financial services. These sub-divide into more finite services. The Council employ 168 staff.

The Council are to move to new offices in Spring 2023, and see this is an ideal time to refresh and relaunch their customer service strategy. To this end a new Customer Experience Strategy is in draft format awaiting approval - 'We want to strike a balance between new and traditional ways of working so that no one is disadvantaged'. In addition, a new corporate vision has been created, and the corporate values are in the process of being updated.

This Annual Review Year Two against the CSE (Customer Service Excellence) Standard provided the opportunity to see the progress the Council were making in readiness for the move and relaunch of their focus on putting customers at the heart of everything.

2. METHODOLOGY

The Council submitted evidence via Assessment Services Online Self-Assessment tool. This led to a desktop review on the 2nd December 2022, with this Annual Review Year 2 taking place onsite on the 6th December 2022.

The day commenced with a meeting with the CEO (Chief Executive Officer), who revealed plans for renewing and relaunching a customer service strategy which would demonstrate the Council's desire to put customers at the heart of service delivery. This was followed by a session to address questions arising from the desktop review with the Head of Customer Service & Transformation, the Customer Service's Improvement Manager and the Customer Services Improvement officer.

Telephone calls were then made to two key business partners, a Rough Sleeper Coordinator, and a Business Partnership for Building Control. Discussions focused on the benefits of partnership working, as well as how responsibilities were agreed with the Council. This was followed by telephone calls to two customers to discuss their satisfaction with services they had recently received.

There then followed a series of presentations from a cross-section of staff. These were a presentation on Culture and Vision (from the Strategic Director), Community Wellbeing (from a Health and Sports Assistant), Communication Improvements (from the Marketing Manager and Marketing Officer), Customer Satisfaction Measurement (from the Customer Service Improvement Manager and Officer), the Customer Experience Strategy (from the Head of Customer Service and Transformation), Cost of Living (from the Communication and Marketing Manager) and Brocks Hill Staff Engagement in readiness for the move (from the Communication and Marketing Manager).

The final session prior to feedback was with five staff drawn from different service areas. Discussions focused on levels of empowerment to deliver excellent services, as well as how staff insight was being used in service delivery.

The day concluded with a feedback session with the Head of Customer Service & Transformation, the Customer Service's Improvement Manager and the Customer Services Improvement Officer. to present areas of strength and improvement, as well as the overall position against the CSE Standard.

3. SUMMARY OF STRENGTHS

Sections: **1.2.1, 1.3.1, 2.1.1, 2.1.6, 2.2.3, 2.2.4, 4.2.3, 4.2.4**

All seven Compliance Plusses from 2021 were revisited, and due to further improvements six remain as follows:

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The Council have refreshed their vision to place a greater onus on putting customers at the heart of service delivery. The revised vision includes a purpose statement - 'Provide a sustainable council by listening, being engaged, and putting the customers first enabling us to focus on local needs and priorities'. (Reference Compliance Plus for Element 2.1.1).

The empowerment of staff to deliver excellent services has been further enhanced by greater encouragement from managers, with bin men now demonstrating above-and-beyond behaviours. In addition, a statement within the People Strategy 2022 - 2025, defines that 'people should have a desire to anticipate, meet and exceed the needs and expectations of customers'. (Reference Compliance Plus for Element 2.1.6).

A focus on delivering excellent services has been further embedded within the appraisal process. Appraisal forms have been re-designed to reposition customer excellence in line with targets, standards and values - 'They must always provide examples of where they have given excellent service'. (Reference Compliance Plus for Element 2.2.3).

The use of staff insight in delivering excellent services has been strengthened through greater consultation with staff on the vision, values and Customer Experience Strategy - 'What values do you want to work to?'. Customer Service Champions have also been created to bring ideas and suggestions from teams to management. (Reference Compliance Plus for Element 2.2.4).

The Council already conduct regular and comprehensive benchmarking. Examples of new approaches were identified and include a non-mandated Peer Review - 'We wanted to do this to get better'. In addition, the Council have signed up to the Local Government Information Services scheme, which has generated more data to benchmark against. Benchmarking is now built in to all service plans. (Reference Compliance Plus for Element 4.2.3).

The adoption and sharing of best practice has also been enhanced. An example shows how Value for Money best practice has been installed within the Finance department - 'This has taken us to another level'. Staff have attended workshops to be enlightened, and approaches have been shared with other Councils. (Reference Compliance Plus for Element 4.2.4).

Two new areas of Compliance Plus were identified during this review, namely: -

A comprehensive Communication Strategy has been introduced, with a heavy bias towards consultation and engagement. Driven by the CEO's directive - 'We want to reach out more', the strategy defines all the methods for consultation and engagement, has a detailed calendar of planned actions and incorporates 'Consultation Protocols'. (Reference Compliance for Element 1.2.1).

The Council took the ambitious decision to derive a satisfaction score for all finite services. This has been achieved through all staff in each service area being asked 'who do we need to get feedback from, when and how?'. This has resulted in bespoke approaches relevant to each service area, with questions worded to meet the needs of specific customers, as opposed to a 'blanket' approach. The Council were able to provide satisfaction scores for 18 of the 23 finite service areas, with the scores for the remaining five areas soon to be made available. (Reference Compliance Plus for Element 1.3.1).

4. AREAS FOR CONTINUOUS IMPROVEMENT

Sections: **1.3.1, 2.1.3, 4.1.1, 4.2.3, 4.2.4, 5.1.1, 5.1.2**

Although methods to measure customer satisfaction are comprehensive (see Areas of Strength), the Council are still considering the possible use of 'Smiley Faces' on email footers. Consideration may be given as to whether to pursue this line of action and where and how it could be used. This could potentially result in further increases to response rates. (Reference Element 1.3.1).

The Customer Experience Strategy is at the approval stage, with plans to go live in April 2023. This is a comprehensive internal document based on extensive consultation. Consideration may now be give as to whether this could be circulated to customers in its current format. If not, consideration may be given as to how it could be reworded in a customer friendly manner. This could serve to send out a strong message to residents of the intent to deliver services that meet the need of everyone. (Reference Element 2.1.3).

Work remains in progress in determining the new corporate values. The Council may wish to consider how the values can best reflect the commitment to delivering excellent services. Consideration may also be given as to the positioning of customer focused values within the order of value statements. This could further reinforce what customers can expect from staff and services. (Reference Element 2.1.3).

Currently the Council are meeting or exceeding over 40 corporate standards, which include both the timeliness and quality of service. Consideration may now be given as to how a further stretches could be applied where appropriate. This could help drive further continuous improvement. (Reference Elements 4.1.1,5.1.1 & 5.2.1).

Th creation of Customer Service Champions is to be commended, and whilst benchmarking and best practice are seen as two areas of strength. consideration may be given as to if Champions could be identified within adjacent Councils with whom the Council's own Champions could benchmark and share best practice. (Reference Elements 4.2.3 & 4.2.4).

There is a possibility that Live Live Chat may be introduced. Consideration may therefore be given as to how the standards for Live Chat could be set for both the timeliness and quality of responses. Many organisations have experienced problems with out-of-hours live chat, and the Council may also wish to consider how they can avoid these. This could help ensure a high quality Live Chat service. (Reference Elements 5.1.1 & 5.1.2).

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 2021, with the Economic Regeneration Team developing an Industrial Schedule that is used to understand and support business customer groups in the Borough. This is a live document that is regularly updated.
- **1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.**
The Community & Wellbeing team have obtained insight from a Health and Inequalities report, and have used this information to meet the needs of relevant residents within the Borough. Examples include an Active Ladies Programme, where participants specified their needs via a poll. As a result dance was the number one need, and classes have now been delivered.
- **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 most recent focus on hard-to-reach groups has resulted from the cost-of-living crisis. The Council have set out to identify anyone who has been affected by conducting an Impact Assessment. This resulted in a dedicated webpage covering 14 topics - 'A one-stop shop for everything associated with the crisis'. An example is Food & Fuel Vouchers.

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.**
This Element is Compliance Plus. (See Summary of Strengths).
- **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 Council have consulted on their future Customer Experience Strategy, and as a result a draft document has been created and is awaiting approval. Consultation revealed that many residents wanted face-to-face contact to remain. To this end Hubs are being identified across the Borough, including the new offices at Brocks Hill, where face-to-face contact will be made available. Members have been consulted on the Council's new vision.
- **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.**
As a result of reviewing the Communication Strategy, a Communication Action Plan was created. This includes a calendar for all planned consultation events. In addition, the review led to the creation of Consultation Protocols. These provide guidance on how to consult in order to make it effective.

1.3 Customer Satisfaction

- **1.3.1 We use reliable and accurate methods to measure customer satisfaction on a regular basis.**
This Element is Compliance Plus. (See Summary of Strengths).

- 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.**

As a result of the ambitious decision to create customer satisfaction scores for all finite service areas, results are now available for 18 of the 23 areas. With the exception of planning recent scores have been exceptional. Scores for Planning were averaging 65% up until recently, when steps were taken to improve processes, acknowledge applications and communicate decisions much quicker. As a result, the most recent satisfaction score is 97%.
- 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.**

Insight from complaints and comments revealed two areas of dissatisfaction with Planning. Applicants were frustrated with the time taken to acknowledge an application, and the time taken to communicate a decision. As a result, there are now two questions in the survey used by planning based on this insight.
- 1.3.4 We set challenging and stretching targets for customer satisfaction and our levels are improving.**

All results for customer satisfaction for 18 finite service areas have increased over the last year. This includes Planning moving from 65% to 97%. This is in line with the stretch philosophy to achieve year-on-year increases.
- 1.3.5 We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.**

Based on customer feedback, the Council have reopened phonelines during the lunchtime period. Face-to-face contact points are also being introduced across the Borough. A Local Government Peer review took place in January 2022 and highlighted the need for a new and improved Members enquiry system. As a result, a Member's Hub was created as a central area for all Member communications.

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.**

This Element is Compliance Plus. (See Summary of Strengths).
- 2.1.2 We use customer insight to inform policy and strategy and to prioritise service improvement activity.**

Customers have influenced the proposed new Customer Experience Strategy. Part of this has already led to the re-introduction of face-to-face contact at Hubs throughout the Borough. Through consultation, customers have also influenced Housing and Waste Collection policies.
- 2.1.3 We have policies and procedures which support the right of all customers to expect excellent levels of service.**

As per 2021.
- 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.**

A Customer Service survey included the question 'how satisfied were you that you were treated fairly?' Of all responses, all were ten out of ten with one score of nine.
- 2.1.5 We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.**

As per 2021.

- **2.1.6 We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.**

This Element is Compliance Plus (See Summary of Strengths).

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.**
As per 2021, with a new People Strategy in development which will incorporate aspects of customer service.
- **2.2.2 Our staff are polite and friendly to customers and have an understanding of customer needs.**
As per 2021, with new 'Connecting with our Customer' interactive e-learning training for all staff to complete, which builds upon their knowledge and encourages them to empathise with the customer.
- **2.2.3 We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.**
This Element is Compliance Plus. (See Summary of Strengths).
- **2.2.4 We can demonstrate how customer facing staff insights, and experiences are incorporated into internal processes, policy development and service planning.**
This Element is Compliance Plus. (See Summary of Strengths).
- **2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.**
As per 2021, with examples provided of where 'Thanks' badges had been awarded and staff praised within the newsletter.

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 2021, with improvements made (See Element 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 2021.

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 2021, with the introduction of a Member's Hub. In addition, the website continues to meet Government accessibility standards, with a current score of 94. This constitutes excellent.
- **3.2.2 We take reasonable steps to make sure our customers have received and understood the information we provide.**
As per 2021.

- **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.**
A dedicated webpage has been created to provide information on the cost-of-living crisis. In addition, in response from customers who are not digitally inclusive, the Council have introduced two paper communications per year which will be posted to all properties in the Borough. More information is now also being provided on properties available for rent. A dedicated business microsite has also 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 2021.

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 2021, but with a new Customer Experience Strategy to be introduced. One aim is to ensure that customers who are not digitally inclusive can access services through alternative channels such as face-to-face.
- **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.**
Digital platforms continue to grow and the Council evaluate how customers interact with them in a variety of ways. Social media platforms are proving more and more popular. As a result, the Council tailor future posts and increase website traffic.
- **3.3.3 We ensure that where customers can visit our premises in person, facilities are as clean and comfortable as possible.**
As per 2021.

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.**
Two partners, A Rough Sleeper Coordinator and the Business Partnership with Blaby Council, confirmed working arrangements with the Council which benefited customers. Through mutual cooperation, The Rough Sleeper Coordinator works with the Council to find bespoke solutions for homeless people in the Borough. Working with the Business Partnership helps share resources for a number of initiatives. For example, delivery times have been improved for the Lightbulb Project and disabled adaptations, e.g. ramps, are being implemented much quicker.
- **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.**
Both partners confirmed mutual, collaborative and excellent working relationships. For Rough Sleeping, a Chief Housing Officer Group make all the key decisions relating to the delivery of the service. However, each individual case is discussed with both parties to assign responsibilities. The arrangement with the Business Partnership operates under a delegated agreement in terms of the handover of work and allocation of grants.
- **3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.**
The Council interact with wider communities in a wide variety of ways, as mentioned previously in this report. This is principally through the work of Community & Wellbeing. Examples include Rough Sleeping, helping with the cost-of-living crisis, Active Together and Locality Groups.

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 2021, but with three new corporate standards introduced for communication, customer service improvement and IT (Information Technology).
- **4.1.2 We monitor and meet our standards, meet departmental and performance targets, and we tell our customers about our performance.**
The Council is currently meeting or exceeding all of their corporate objectives, targets and standards, as revealed by the most recent Corporate Performance Update for Quarter Two.
- **4.1.3 We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.**
As per 2021, with customers now involved in setting the standards for the proposed Customer Experience Strategy.

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 2021.
- **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.**
To supplement the excellent quantitative customer satisfaction scores for finite service areas, two customers confirmed their satisfaction with services they had recently received. One resident had experienced problems with the state of their property and the attitude of the landlord. Thanks to speedy and empathetic intervention from the Housing Team, this was addressed with the resident now enjoying a new home - 'He (member of the Housing team) was like an angel'. A local shop owner also received speedy service after a car had crashed into the shop window - 'They were speedy and flexible. They made it easy'.
- **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.**
This Element is Compliance Plus. (See Summary of Strengths).
- **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.**
This Element is Compliance Plus. (See Summary of Strengths).

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.**
As mentioned previously, Planning experienced a dip in performance relating to not acknowledging planning applications and communicating decisions quickly enough. As a result, a Planning Improvements Recommendation Report was implemented. This addressed the back log and put a track and trace process in place. All applicants were informed of these actions. Satisfaction with Planning has now increased from 65% to it's current 97%.
- **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 2021, with a review undertaken. (See Element 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 2021, with additional training undertaken including refresher training for all managers - 'We wanted to improve response times and reduce stage two complaints'.
- 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.**
The major trend with complaints over the last 12 months has been around Planning issues, with appropriate actions taken. (See Element 4.3.1).
- 4.3.5 We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.**
As a result of reviewing the complaints procedure, a bi-annual report is now sent to Members. In addition, it was decided to benchmark the complaints procedure against other local Councils.
- 4.3.6 We ensure that the outcome of the complaint process for customers, whose complaint is upheld, is satisfactory for them.**
The Council continue to survey complainants. Recent survey results show that 70% of complainants are satisfied with the outcome of their complaint.

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 2021, with a stretch applied to targets.
- 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 2021, with the addition of training for staff on 'Connecting with our Customers' - 'To enhance staff understanding of how better to communicate with customers'.

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 2021.
- 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 2021.
- 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.**
Steps have been taken to improve information sharing in a number of areas. Immediate updates are now put on social media if a refuse truck cannot access a street. Applications for Discretionary Housing Payments are now shared with Revenues & Benefits to speed up the process. A Tell Us Once system allows for the sharing of information with all relevant parties for such things as a bereavement.
- 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 2021.

● **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 2021, with Revenues & Benefits producing a video to advise customers of delays in processing Test and Trace payments, and what they could do to ensure their application was filled in correctly to avoid further delay.

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 2021.

● **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 Quarter Two Corporate Performance Update shows that all targets for the timeliness and quality of service are currently being met or exceeded.

● **5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.**

The Council have benchmarked various aspects of customer service with five local Borough and District Councils. They compare very favourable with regard to opening times for customer service (a reflection of the quality of service). The Council are also now achieving standards for the timeliness of service within Panning which exceed many of the other Councils.

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 continue to be certificated as meeting the Customer Service Excellence Standard subject to ongoing annual reviews as follows: -

3-Year Review - December 2023

Annual Review Year 1 – December 2024

Annual Review Year 2 - December 2025

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

Neil Potentier

CSE Assessor for Assessment Services Ltd

9th December 2022

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
1.2	1.2.1	● Compliance Plus
	1.2.2	● Compliance
	1.2.3	● Compliance
1.3	1.3.1	● Compliance Plus
	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 Plus
	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
	3.4.2	● Compliance
	3.4.3	● Compliance

4 - Delivery

	Element	Accreditation
4.1	4.1.1	● Compliance
	4.1.2	● Compliance
	4.1.3	● Compliance
4.2	4.2.1	● Compliance
	4.2.2	● Compliance
	4.2.3	● Compliance Plus
	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

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	● Compliance
	5.3.3	● Compliance