



TO COUNCILLOR:

Miss A R Bond
Mrs L M Broadley
M H Charlesworth (Chair)

M L Darr
B Dave
Mrs S Z Haq

K J Loydall JP
Mrs S B Morris

Dear Sir or Madam

I hereby **SUMMON** you to attend a meeting of the **CHANGE MANAGEMENT COMMITTEE** to be held at the **COUNCIL OFFICES, STATION ROAD, WIGSTON** on **TUESDAY, 5 MARCH 2019** at **6.30 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
25 February 2019

Mrs Anne E Court
Chief Executive

<u>ITEM NO.</u>	<u>AGENDA</u>	<u>PAGE NO'S</u>
1.	Apologies for Absence	
2.	Appointment of Substitutes	
	To appoint substitute Members in accordance with Rule 4 of Part 4 of the Constitution.	
3.	Declarations of Interest	
	Members are reminded that any declaration of interest should be made having regard to the Members' Code of Conduct. In particular, Members must make clear the nature of the interest and whether it is 'pecuniary' or 'non-pecuniary'.	
4.	Minutes of the Previous Meeting	1 - 5
	To read, confirm and sign the minutes of the previous meeting in accordance with Rule 17 of Part 4 of the Constitution.	
5.	Action List Arising from the Previous Meeting	6
	To read, confirm and note the Action List arising from the previous meeting.	
6.	Petitions and Deputations	
	To receive any Petitions and, or, Deputations in accordance with Rule 24 of Part 4 of the Constitution.	



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|---|----------------|
| 7. The Council's Corporate Plan (2019-2024) | 7 - 8 |
| Report of the Chief Executive / Head of Paid Service | |
| 8. Draft Member Induction Programme (2019/20) | 9 - 13 |
| Report of the Democratic & Electoral Services Manager | |
| 9. Draft Schedule of Council & Allied Meetings (2019/20) | 14 - 17 |
| Report of the Senior Democratic Services Officer / Legal Officer | |
| 10. Customer Service Excellence (CSE) Award | 18 - 38 |
| Report of the Head of People & Performance | |
| 11. Brexit Preparations Update (March 2019) (Verbal Update) | |
| Verbal update of the Chief Executive / Head of Paid Service | |

For more information, please contact:

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Agenda Item 4

**MINUTES OF THE MEETING OF THE CHANGE MANAGEMENT COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON TUESDAY, 15 JANUARY 2019
COMMENCING AT 6.30 PM**

PRESENT

Councillor M H Charlesworth (Chair)

COUNCILLORS

B Dave
J Kaufman
K J Loydall JP

OFFICERS IN ATTENDANCE

Mrs A E Court	(Chief Executive)
D M Gill	(Head of Law & Governance / Monitoring Officer)
K Pollard	(Head of People & Performance)
Miss J Sweeney	(Democratic & Electoral Services Officer)
S Tucker	(Democratic & Electoral Services Manager)

10. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors Miss A R Bond, Mrs L M Broadley, M L Darr, Mrs S Haq and Mrs S B Morris.

11. APPOINTMENT OF SUBSTITUTES

Councillor J Kaufman substituted for Councillor M L Darr.

12. DECLARATIONS OF INTEREST

None.

13. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the meeting of the previous Committee held on 24 July 2018 be taken as read, confirmed and signed.

14. ACTION LIST ARISING FROM THE MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The Action List arising from the meeting of the previous Committee held on 24 July 2018 be noted.

15. PETITIONS AND DEPUTATIONS

None.

16. REVIEW OF THE COUNCIL'S CONSTITUTION UPDATE (JANUARY 2019)

The Committee gave consideration to the report as set out on pages 6-9 of the agenda, which asked it to note the progress achieved to date in updating and revising the Council's Constitution, taking into account feedback received from individual Members and Members of the Constitutional Working Group (CWG) .

The Head of Law & Governance provided the Committee with a brief summary of the report, which gave an overview of the feedback received from Members following circulation of a revised draft Constitution after the previous meeting of Full Council in December 2018. The feedback received had been largely supportive of the revised Constitution as a whole, however there remained a divergence of opinion with regard to a small number of key procedural issues which still needed to be addressed.

In relation to quorum, Officers had recommended that this should be set at a minimum baseline of 3 Members for all meetings; however the CWG indicated that it wished to increase the fixed minimum number of Members present to one third of the overall Membership for all meetings.

With regard to the requirement for an item to be moved and seconded before it can be debated, the Head of Law & Governance stated that Officers recommended the retention of the provision in the existing Constitution i.e. that no speeches should be made until a motion was on the table. This was recommended on the grounds that the principles of good governance, best practice, case-law, statutory guidance and the Constitutions of other local authorities consistently advocated this approach as an example of good administration, avoiding the risk of decisions being challenged on procedural grounds. This approach also allows the Chair of a meeting to exercise efficient control, keeping track of any amendments moved during the course of debate.

Members however took a different view, and felt that although this provision had existed within the Council's Constitution for a number of years, it had seldom been applied in practice and to the best of their knowledge was not applied at other local authorities either. Members were instead of the view that Committees should be able to hold a free debate, from which it was anticipated that a substantive motion would arise. The Committee felt that this would resolve the issue of members of the public in attendance forming the impression that by moving a recommendation at the beginning of the debate, those Members moving and seconding the motion had already reached a pre-determined view.

The Head of Law & Governance acknowledged that there were acute difficulties involved in balancing the principles of good governance with the desire to satisfy public perception, but reiterated that the view of Officer's was that good governance should always take priority over public perception.

With regard to a formal scheme of substitutions, the recommendation of Officers was that there should be a fixed proportional number of named substitutes for each Committee, who should be trained as appropriate where the requirement for training in order to sit on the Committee existed. Officers also recommended that Democratic Services should be notified of any substitutions by 5pm the day prior to the meeting. However, it was the unanimous view of the CWG that the scheme should have greater flexibility, with no limit on the number of Members that can be substituted, no named substitutes and a cut-off for naming of substitutes of 12 noon on the day of the meeting. The Head of Law & Governance expressed a concern regarding the potential this proposal would have to create an imbalance on certain Committees, however the extension of the time limit to 12 noon was not deemed to be problematic.

The Committee were advised that the feedback provided would be incorporated into a report to be produced for the April meeting of Full Council. The report would outline where there remain differences of opinion between Officers and Members of the CWG, and all Members will be asked to decide upon what final arrangements they wish to put in place. Subject to any final amendments, the recommendation contained within the report would be to approve and adopt the draft revised Constitution with effect from the new 2019/20 Municipal Year. It was confirmed that upon adoption, a hard copy of the new Constitution would be provided to all Members.

It was moved by the Chair, seconded by J Kaufman and

UNANIMOUSLY RESOLVED THAT:

- (i) The progress made to date by the Constitutional Working Group in updating and revising the Council's Constitution be noted by Members; and**
- (ii) The final recommendations of the Constitutional Working Group, following consideration of feedback from Members, be agreed as set out in the foregoing minutes.**

17. INTRODUCTION OF PAPERLESS COMMITTEE MEETINGS

The Committee gave consideration to the report as set out on pages 10-15 of the agenda, which asked it to approve the Committee's participation in a pilot of paperless meetings, commencing with a 'paper light' meeting on Tuesday 5 March 2019. Subject to the success of the pilot, it was proposed that the paperless approach be extended to all Council and Committee meetings on a phased basis.

Members welcomed the opportunity to undertake the pilot and recognised the potential benefits that this could deliver in terms of reducing the Council's carbon footprint, improving Member IT skills, delivering cost savings and freeing up Officer time for other areas of Member support.

To ensure that Members were adequately prepared to undertake the pilot, it was requested that in advance of the March meeting Officers should contact each Member of the Committee to confirm that they possess a device capable of running the Modern.gov app through which the agenda papers will be delivered. It was also requested that a user guide for the app be provided to all Members to provide instruction on how to make best use of the various annotation tools available.

It was agreed that an Officer from Democratic Services would be in attendance in the Committee Room from one hour before the start of the March meeting to offer any pre-meeting support required in setting up and using the Modern.gov app.

It was moved by the Chair, seconded by B Dave and

UNANIMOUSLY RESOLVED THAT:

- (i) The next meeting of Change Management Committee scheduled for Tuesday, 5 March 2019 be designated as a pilot 'paper light' meeting;**
- (ii) The first meeting of Change Management Committee in the 2019/20 Municipal Year be designated as a pilot 'paperless' meeting;**
- (iii) Subject to the success of the above pilots, a phased Council-wide transition to paperless meetings be implemented, with the timetable to be agreed in consultation with Committee Chairs; and**
- (iv) That the Council's intention to purchase the Modern.gov restricted app to**

facilitate the transition to paperless meetings be noted.

18. ABSENCE MANAGEMENT (Q3 2017/18 V Q3 2018/19)

The Committee gave consideration to the report as set out on pages 16-21 of the agenda, which asked it to note the comparison of absence levels across the Council during the third quarter of 2017/18 against the third quarter of 2018/19.

The Head of People and Performance provided the Committee with a brief summary of the report, and drew the attention of Members to the actions being taken to reduce sickness and increase wellbeing across the organisation, in particular to address some of the root causes of long-term absenteeism.

Members welcomed the report and were especially pleased to note the achievement of a reduction in short-term sickness levels from 4.2 days per full time employee (FTE) in 2017/18 to 3.25 days per FTE in 2018/19. The range of benefits available to employees and the popularity of the Health at Work days were also acknowledged to have contributed significantly to the Council's success in creating a supportive and productive working environment for staff.

It was requested by the Committee that Members be kept apprised of the Council's ongoing absence management performance, by way of periodic updates included in the Members Bulletin.

It was moved by the Chair, seconded by K J Loydall JP and

UNANIMOUSLY RESOLVED THAT:

The contents of the report be noted.

19. EXCLUSION OF THE PRESS AND PUBLIC

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The press and public be excluded from the remainder of the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972 (Exempt Information) during consideration of the item on the grounds that it involved the disclosure of exempt information, as defined in the respective paragraph(s) 1, 2 and 3 of Part 1 of Schedule 12A of the Act and, in all the circumstances, the public interest in maintaining the exempt item(s) outweighed the public interest in disclosing the information.

20. FACING THE FUTURE (VERBAL PRESENTATION)

The Committee received a verbal update from the Chief Executive, delivered and summarised in closed session.

By affirmation of the meeting it was

UNANIMOUSLY RESOLVED THAT:

The contents of the verbal update be noted.

THE MEETING CLOSED AT 8.45 PM



Chair

Tuesday, 05 March 2019

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Agenda Item 5

CHANGE MANAGEMENT COMMITTEE

ACTION LIST

Arising from the Meeting held on Monday, 15 January 2018

No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status
1.	17. - Introduction of Paperless Committee Meetings	An Officer from Democratic Services be in attendance in the Committee Room from one hour before the start of the March meeting to offer any pre-meeting support required in setting up and using the Modern.gov app. <i>Due by Mar-19</i>	SaBa	On Target to Complete
2.	18. - Absence Management (Q3 2017/18 v Q3 2018/19)	Members to be kept apprised of the Council's ongoing absence management performance, by way of periodic updates included in the Members Bulletin. <i>Due by Ongoing</i>	KaPo	Ongoing

* | All actions listed are those which are informally raised by Members during the course of debate upon a given item of business which do not form part of - but may be additional, incidental or ancillary to - any motion(s) carried. These actions are for the attention of the responsible Officer(s).

Agenda Item 7



Change Management Committee	Tuesday, 05 March 2019	Matter for Information
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Report Title: **The Council's Corporate Plan (2019-2024)**

Report Author(s): **Anne Court (Chief Executive / Head of Paid Service)**

Purpose of Report:	The purpose of the report is for Members of this Committee to have an opportunity to consider and comment upon the draft Corporate Plan for 2019-2024 prior to approval being sought from the Policy, Finance and Development Committee on Tuesday, 26 March 2019.
Report Summary:	This report presents a draft of the proposed Corporate Plan for 2019-2024, setting out the vision and key objectives to be delivered over the period of the Plan. The Plan has evolved from the input of an all-Member workshop on this with subsequent input from staff on how the vision and key objectives will be achieved.
Recommendation(s):	That Members consider and comment upon the draft Corporate Plan for 2019-2024 prior to final approval being sought from the Policy, Finance and Development Committee at its meeting scheduled for Tuesday, 26 March 2019.
Responsible Strategic Director, Head of Service and Officer Contact(s):	Anne Court (Chief Executive / Head of Paid Service) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk
Vision and Values:	"A Strong Borough Together" (Vision) Accountability (V1) Respect (V2) Teamwork (V3) Innovation (V4) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Decreasing Financial Resources (CR1) Key Supplier/Partnership Failure (CR2) Reputation Damage (CR4) Effective Utilisation of Assets/Buildings (CR5) Organisational/Transformational Change (CR8) Economy/Regeneration (CR9)
Equalities and Equalities Assessment (EA):	The implications are as may be set out in the Initial EA Screening. Initial EA Screening (See Appendices)
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.

Statutory Officers' Comments:-	
Head of Paid Service:	As the author, the report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	All elected-Members and Officers of the Council.
Background Papers:	Report entitled 'Facing the Future' to Full Council, 31 July 2018
Appendices:	<ol style="list-style-type: none"> 1. Draft Corporate Plan (2019-2024) (To Follow) 2. Initial Equality Assessment Screening (To Follow)

1. Draft Corporate Plan for Oadby & Wigston Borough Council (2019-2024)

- 1.1 The Corporate Plan is the Council's overarching document which sets out the long-term vision/ambitions of the Council and its key areas of progressive priorities (themes) to deliver that vision.
- 1.2 The current Corporate Plan expires at the end of March 2019. The draft Corporate Plan is attached at **Appendix 1** and sets out the vision of a 'Stronger Borough Together' with the emphasis on the following three themes:-
 - "Building, Protecting and Empowering Communities"
 - "Growing the Borough Economically"
 - "Providing Excellent Services"
- 1.3 Under each of these themes is set out a number of key actions to deliver outcomes and under the key actions will be Key Performance Indicators (KPI's) to measure success in delivery. The KPIs' will be reported on a quarterly-basis to the Service Delivery Committee.
- 1.4 The draft Corporate Plan also sets out a brief overview of how the Borough is made up, in terms of demographics and other points of interest, The Council's Values, chosen by the staff themselves, are also set out in the document. The existing Values have recently been reviewed by staff in a series of workshops and there was an overall majority desire to maintain the five Values of 'Accountability', 'Respect', 'Teamwork', 'Innovation' and 'Customer Focus', subject to the strengthening of the definition of some of these.
- 1.5 The Corporate Plan will be a "live" document with an annual review by Members of what has been achieved each year against the Plan, and whether there needs to be amendments to the Plan taking into account circumstances that may evolve.

Agenda Item 8



Change Management Committee	Tuesday, 05 March 2019	Matter for Information and Decision
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Report Title: **Draft Member Induction Programme (2019/20)**

Report Author(s): **Steven Tucker (Democratic & Electoral Services Manager)**

Purpose of Report:	To notify the Committee of the draft timetable for Member Induction after the 2019 Borough Council elections.
Report Summary:	Access to a comprehensive induction programme is vital to ensuring that returning and newly-elected Members are fully conversant with all aspects of the various roles they will be expected to undertake. The draft Induction Programme has been designed to support strong governance and sound decision-making, whilst militating against reputational risks to the Council.
Recommendation(s):	That the draft Member Induction Programme for 2019/20 (as set out at Appendix 1) be approved.
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Anne Court (Chief Executive) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk</p> <p>David Gill (Head of Law & Governance / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p> <p>Steven Tucker (Democratic & Electoral Services Manager) (0116) 257 2605 steven.tucker@oadby-wigston.gov.uk</p> <p>Samuel Ball (Senior Democratic Services Officer / Legal Officer) (0116) 257 2643 samuel.ball@oadby-wigston.gov.uk</p>
Corporate Priorities:	Not applicable.
Vision and Values:	Accountability (V1) Teamwork (V3)
Report Implications:-	
Legal:	Basic training on the law and procedure relating to the functions of quasi-judicial committees and sub-committees is mandatory.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	No corporate risk(s) identified.
Equalities and Equalities Assessment (EA):	There are no implications arising from the report. EA not applicable.

Human Rights:	There are no implications arising from the report.
Health and Safety:	There are no implications arising from the report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	Members of the Change Management Committee.
Background Papers:	Report entitled 'Proposed Members' Induction Programme (May 2019)' to Change Management Committee, 24 July 2018 Report entitled 'Draft Schedule of Council & Allied Meetings (2019/20)' to Change Management Committee, 5 March 2019 Constitution of the Borough Council of Oadby and Wigston
Appendices:	1. Draft Member Induction Programme (2019/20)

1. Background

- 1.1 At the meeting of Change Management Committee held on Tuesday, 24 July 2018, Members were provided with a summary of the work undertaken towards preparing a programme of Member induction after the Borough Council elections scheduled for Thursday, 2 May 2019.
- 1.2 The Committee were invited to comment on potential topics for inclusion in the programme, and expressed support for a range of development options including face-to-face training and e-learning modules.

2. Draft Induction Programme (2019/20)

- 2.1 Details of the draft Induction Programme are attached at **Appendix 1**. This remains a working document, therefore any comments and/or suggested changes by the Committee are welcomed. Equally, certain dates and/or subject-matter content may be subject to possible revision, depending on the availability of Members and Officers.
- 2.2 The draft Induction Programme has been designed around three key stages, which are summarised below:

2.2.1 Pre-Election Period

Information and support for prospective candidates has been provided across a series of promotional events, including a joint Leicestershire event hosted by Blaby District Council in October 2018 and a presentation by Democratic Services to each of the Borough's Resident Forums during October to November 2018. Information about standing for election has also been provided via the Council's website, social media platforms and the Winter edition of Letterbox magazine. A briefing for candidates and agents was also held at the Council Offices in February 2019.

2.2.2 Core Induction

Following the Borough Council election on Thursday 2 May 2019, the programme will move onto the second phase, which will involve the provision of key information,

support, resources and training for both newly elected and returning Members. In order to ensure that information is made available to Members at a steady pace, each Member will receive a ring-binder at the Induction Programme launch day on Wednesday 8 May 2019. The contents of the ring-binder will be added to as Members progress through the induction arrangements.

2.2.3 Ongoing Development

The programme will then move onto a phase covering introductions to particular departments/services, and training aimed at particular committees, such as licensing and planning.

3. Delivery of the Programme

- 3.1 In most cases, induction sessions will be provided in-house and led by senior Officers. In addition, it is proposed that there will be visits and tours to facilities such as the Customer Service Centre and Depot. A number of training sessions aimed at developing knowledge and "soft-skills" are also to be made available via the Council's e-learning platform.
- 3.2 Although elements of the Induction Programme will be aimed primarily at new Members, it is intended that all training will remain useful and relevant for returning Members. It is expected that experienced Members will be able to add value by attending as much of the programme as possible, through the opportunity to make contributions and offering support and interaction with newly-elected Members.

DRAFT MEMBER INDUCTION PROGRAMME (2019/20)

Date/Time	Subject-Matter(s)	Trainer(s)	Audience
Wed, 8 May 2019, 2.00 pm -or- Wed, 8 May 2019, 6.00 pm	<ul style="list-style-type: none"> ➤ Welcome & Introductions ➤ Overview of Council Structure & Management ➤ Borough Council Services ➤ Corporate Plan, Vision and Values ➤ Completion of Essential Documents & Data Capture 	SMT Heads of Service Democratic Services	All Members to attend one session (Compulsory)
Thu, 9 May 2019, 7.00 pm	<ul style="list-style-type: none"> ➤ Members' Code of Conduct ➤ Your Role as a Councillor ➤ Our Role as an Officer ➤ The Council's Constitution ➤ Decision-Making Processes ➤ Meeting Etiquette & Protocol 	David Gill Steven Tucker Samuel Ball	All Members (Compulsory)
Tue, 14 May, 2019, 7.00 pm	Full Council, Annual General Meeting (AGM)		
Thur, 16 May, 2019, 7.00 pm	<ul style="list-style-type: none"> ➤ Information & Access Arrangements ➤ Member Information Systems ➤ Member Enquiry System (MES) ➤ Public Access (Planning) ➤ Members' ICT Offer / Office 365 ➤ Council's Website / Intranet ➤ Using the Mod.Gov Desktop / Mobile App 	Democratic Services Steria / ICT Systems Support	All Members (Compulsory)
Tue, 21 May, 2019, 7.00 pm -or- Wed, 12 June, 2019, 7.00 pm	<ul style="list-style-type: none"> ➤ Safeguarding ➤ Equality & Diversity 	Mark Smith Veronika Quintyne	All Members to attend one session (Compulsory)
Wed, 22 May, 2019, 7.00 pm	<ul style="list-style-type: none"> ➤ Planning Control (Basic Law & Procedure) ➤ Planning Policy (Local Plan, Core Strategies, SPD's) 	David Gill Adrian Thorpe Richard Redford Jamie Carr	All Members of the Development Control Committee (Compulsory) Other Members (Optional)
Thu, 23 May, 2019, 7.00 pm	Development Control Committee		

DRAFT MEMBER INDUCTION PROGRAMME (2019/20)

Mon, 3 June, 2019, 7.00 pm	<ul style="list-style-type: none"> ➤ Communications & Public Relations ➤ Dealing with the Media ➤ Responsible Use of Social Media 	Joe Harkin	All Members (Compulsory)
Tue, 4 June, 2019 7.00 pm	Service Delivery Committee		
Wed, 5 June, 2019, 6.30 pm	<ul style="list-style-type: none"> ➤ General Licensing (Basic Law & Procedure) ➤ Licensing Sub-Committee Hearings 	David Gill Tony Cawthorne	All Members of the Licensing and Regulatory Committee (Compulsory) Other Members (Optional)
Thu, 6 June, 2019, 6.30 pm	Licensing and Regulatory Committee		
Mon, 10 June, 2019, 7.00 pm	<ul style="list-style-type: none"> ➤ Local Government Finance ➤ Budgeting & Treasury Management 	Stephen Hinds Chris Raymakers	All Members (Compulsory)
Tue, 11 June, 2019, 7.00 pm	Policy, Finance and Development Committee		
Thu, 13 June, 2019, 6.30 pm	Change Management Committee		
End of June 2019 (TBC)	<ul style="list-style-type: none"> ➤ Tour of the Borough, Customer Services and Depot 	SMT Head of Service	All Members (Optional)

e-Learning Training (if required):

- Charing Meetings
- Public Speaking
- Community Leadership
- Personal Resilience
- Keeping Safe Online
- Data Protection / GDPR
- Health & Safety
- Emergency Planning

Agenda Item 9



Change Management Committee	Tuesday, 05 March 2019	Matter for Information and Decision
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Report Title: **Draft Schedule of Council & Allied Meetings (2019/20)**

Report Author(s): **Samuel Ball (Senior Democratic Services
Officer / Legal Officer)**

Purpose of Report:	This report seeks Members' recommendation of the draft Schedule of Council and Allied Meetings ("the draft Schedule") for the municipal year 2019/20 to Full Council for approval and adoption at its Annual General Meeting (AGM) on Tuesday, 14 May 2019.
Report Summary:	It is expedient in terms of forward-planning that a draft Schedule be drawn-up and recommended at the earliest opportunity ahead its approval and adoption at the AGM, particularly considering the intense workload required ahead of Borough Council elections in May 2019 and that the pattern of the draft Schedule has somewhat departed from the programme of preceding municipal years.
Recommendation(s):	<p>A. That the draft Schedule of Council and Allied Meetings for 2019/20 (as set out at Appendix 1 and 2) be recommended to Full Council for approval and adoption at its Annual General Meeting on Tuesday, 14 May 2019;</p> <p>B. That the draft Schedule of Council and Allied Meetings for 2019/20 (as may be recommended) be circulated to all Members ahead of the Annual General Meeting; and</p> <p>C. That the proposed dates, times and venues of meetings for the municipal year 2019/20 be provisionally entered onto the Council's meeting management application.</p>
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Anne Court (Chief Executive) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk</p> <p>David Gill (Head of Law & Governance / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p> <p>Steven Tucker (Democratic & Electoral Services Manager) (0116) 257 2605 steven.tucker@oadby-wigston.gov.uk</p> <p>Samuel Ball (Senior Democratic Services Officer / Legal Officer) (0116) 257 2643 samuel.ball@oadby-wigston.gov.uk</p>
Corporate Priorities:	Not applicable.
Vision and Values:	Not applicable.
Report Implications:-	

Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	No corporate risk(s) identified.
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. Click to insert EA screening.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	Officers have been consulted in preparing the draft Schedule.
Background Papers:	None.
Appendices:	<ol style="list-style-type: none"> 1. Draft Schedule (2019/20) (Calendar) (To Follow) 2. Draft Schedule (2019/20) (Table) (To Follow)

1. Background

- 1.1 Most local authorities fix their schedule of meetings for a period of one-year in advance (at or about the time of the annual general meeting) compiled, as a rule, by an updating of the programme of the preceding year. By doing so, it sets the pattern for the organisation and transaction of Council business at both a policy and operational level and, moreover, allows Members and Officers to enter dates in their diaries before other commitments arise.
- 1.2 As required by the Council's Constitution, a function reserved to Council is the approval and adoption of the Schedule of Council and Allied Meetings for the ensuing municipal year at its Annual General Meeting (AGM). However, it is highly expedient in terms of forward-planning that a draft Schedule be drawn-up and recommended at the earliest available opportunity.
- 1.3 Whilst ordinarily the draft Schedule would be reported to the last meeting of the Full Council in the current municipal year, due to the increasing workload required of Democratic Services in the run-up to the Borough Council elections in May 2019, it is both necessary and prudent that the draft Schedule be considered sooner rather than later.
- 1.4 Furthermore, considering the draft Schedule somewhat departs from the programme of preceding municipal years due to the stricter requirements of quarterly performance reporting (see paragraph 3.1) it is considered that this Committee, given its remit to "provide oversight and scrutiny of any major change management projects being carried out within the organisation", is the most appropriate to consider the draft Schedule.

2. Draft Schedule of Council & Allied Meetings (2019/20)

- 2.1 The attached draft Schedule sets out the proposed dates, times and venues of meetings for the municipal year 2019/20. The draft Schedule also includes other meetings, induction

sessions, events and useful dates (including school and bank holidays) allied to the Council.

2.2 The Appendices to this report provides the proposed dates, times and venues in both a calendar (**Appendix 1**) and table (**Appendix 2**) format. The table at Appendix 2 further groups and organises the meetings/events by type and chronology.

2.3 All proposed meeting venues currently marked 'TBC' will be confirmed at the AGM itself.

3. Information

3.1 Quarterly Performance Reporting

3.1.1. Whilst it has become custom for certain committees to receive quarterly reports (i.e. containing information on the performance and/or activity for the relevant service or policy areas under its remit), the administrative practicalities associated therewith have often been overlooked in the past thereby resulting in draft Schedules being approved and adopted that do not synchronise conveniently with quarter-ends.

3.1.2 Currently, the following committees are subject to quarterly reporting requirements:

- Policy, Finance and Development Committee;
- Service Delivery Committee; and
- Licensing and Regulatory Committee

3.1.3. In order to allow adequate time for the required data to be collated from the quarter-end and for fully-inclusive reports to be prepared, the draft Schedule has been re-programmed to strictly meet the timeframes as set out in the table below, with other meetings/events evenly spaced around the core bloc as far as possible.

Quarter	Covers	Data Collection	Finish Reports	Meeting Dates
4 (2018/19)	Jan-Feb-Mar	April 2019	May 2019	First two weeks of June 2019
1 (2019/20)	Apr-May-June	July 2019	August 2019	First two of September 2019
2 (2019/20)	July-Aug-Sep	October 2019	November 2019	*Last week in November / first week in December 2019
3 (2019/20)	Oct-Nov-Dec	January 2020	February 2020	First two weeks of March 2020

* Timetabling constraints due to the closures over the Christmas period.

3.2 Other Considerations

The following guidelines have also been applied in the preparation of the draft Schedule:

- As far as possible, the order of meetings within the committee cycle is related to the character of business. Council meetings at which recommendations may need to be

referred to, or committees which regularly or periodically have to consider the outcomes or recommendations of other committees, therefore meet at the end of the cycle, but in sufficient time before the relevant meeting to enable reports to be prepared and incorporated within the relevant agenda.

- As far as possible, clashes of meetings and events have been avoided. However, inevitably, given the constraints of avoiding school/public/religious holidays and the number of meetings to be accommodated on specific days of the week, there are occasions where there are overlaps of meetings and events.
- As far as possible, school/religious holidays and party conference weeks have been avoided. Although it has not been possible to keep those weeks completely clear, particularly if certain scheduled meetings are required to take place within statutory or other prescribed timeframes (e.g. Council Tax and Budget Setting).
- As far as possible, meetings have not been scheduled to take place during the pre-election period (known as "purdah") commencing 7 April 2020 ahead of the Police and Crime Commissioner Election scheduled to take place on 7 May 2020.
- As far as possible, meetings have not been scheduled on Mondays or Fridays.
- What may appear at the moment to be "free" days may be filled by sub-committee meetings and hearings, chairs' pre-agenda meetings, political group meetings etc.

4. Going Forward

- 4.1 If the draft Schedule is recommended by Members, the final Schedule shall be put before the Full Council for approval and adoption at its Annual General Meeting (AGM) on Tuesday, 14 May 2019. As such, it is important to note that the draft Schedule is to be considered as provisional and therefore subject to further, albeit minor, amendments until such time. It is also recommended that the draft Schedule, as may be recommended, be circulated to all Members ahead of the AGM to give them some indication as to their expected availability.
- 4.2 As recommended, Members are also asked to resolve that the proposed dates, times and venues of meetings of the draft Schedule be provisionally entered onto the Council's meeting management application (Modern.Gov) so as to pre-empt any administrative burden upon Democratic Services on or after 14 May 2019. By doing so, the information entered will be publically-viewable via the 'Meeting Dates, Agendas and Minutes' section of the Council's website: however, these will be clearly marked as 'Provisional' until confirmed.

Agenda Item 10



Change Management Committee	Tuesday, 05 March 2019	Matter for Information and Decision
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Report Title: **Customer Service Excellence (CSE) Award**

Report Author(s): **Karen Pollard (Head of People and Performance)**

Purpose of Report:	This report seeks Members' endorsement of the Council's ambition to achieve the nationally-recognised Customer Service Excellence (CSE) Award. This is a quality-mark award about the services that the Council delivers to residents. This report also seeks a view from Members about whether the Council should be assessed against the CSE Award to accredit it as an excellent service provider.
Report Summary:	The CSE Award quality-mark aims to make a difference to service users by encouraging organisations to focus on their individuals' needs and preferences. It offers a high-level customer service concept, putting customers at the heart of what organisations do. In order to be recognised as achieving CSE, performance is measured against a set of five criteria to give an end assessment.
Recommendation(s):	A. That the contents of the report and appendices be noted; and B. That the Committee endorses the Council's ambition to achieve the Customer Service Excellence Award.
Responsible Strategic Director, Head of Service and Officer Contact(s):	Anne Court (Chief Executive / Head of Paid Service) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk Karen Pollard (Head of People & Performance) (0116) 257 2727 karen.pollard@oadby-wigston.gov.uk
Corporate Priorities:	An Inclusive and Engaged Borough (CP1) Effective Service Provision (CP2) Wellbeing for All (CP5)
Vision and Values:	"A Strong Borough Together" (Vision) Accountability (V1) Respect (V2) Innovation (V4) Customer Focus (V5) Teamwork (V3)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	The assessment costs (estimated to be approximately £7,000) can be met within existing budgetary provision.
Corporate Risk Management:	Reputation Damage (CR4)

	Organisational/Transformational Change (CR8) Other corporate risk(s).
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	All Heads of Service have been consulted on quality-mark awards and have recommended that the Council work towards the CSE.
Background Papers:	Customer Service Excellence (Website)
Appendices:	<ol style="list-style-type: none"> 1. Customer Service Excellence Standard 2. Customer Service Excellence Model Diagram

1. Customer Service Excellence (CSE) Award

- 1.1 The award is a quality standard that brings focus and insight to the way the Council delivers services to its customers. It sets a standard of excellence when all the criteria is achieved and gives momentum to further challenges that may arise around customer service.
- 1.2 This award is used as a driver of continuous improvement. It uses a self-assessment tool, by allowing organisations to self-assess their capability, in relation to customer-focused service delivery, identifying areas and methods for improvement.
- 1.3 It can be used as a skills development tool. By allowing individuals and teams within the organisation to explore and acquire new skills in the area of customer focus and customer engagement, to build their capacity for delivering improved services.
- 1.4 After the self-assessment phase, an independent validation of achievement is required. This is achieved by allowing organisations to seek formal accreditation to the Customer Service Excellence standard, demonstrate their competence, identify key areas for improvement and celebrate their success.
- 1.5 The foundation of this tool is the CSE standard which tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. The standard is attached at **Appendix 1** together with a model diagram at **Appendix 2**.
- 1.6 There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction. The award allows organisations to get to know their customers, delivers quality outcomes and helps to change the customer focus culture.

- 1.7 After completing an online self-assessment tool, feedback is received from the assessors. There is an action plan drawn up to enable the Council to meet the standard. The onsite assessment includes one-to-one meetings, focus groups both with residents and partners, observation of staff and observation of meetings. A report is produced as with other quality-mark awards. A validation process is required as mentioned at paragraph 1.4 above. The award is achieved and it is subject to an annual review which lasts for 3-years.
- 1.8 Whilst the costs of self/on-site assessment are variable between organisations depending on their individual circumstances, it is estimated that the Council's costs will not exceed £7,000.

2. Benefits

- 2.1 The Council's new Corporate Plan focuses on customer services so it would be appropriate to achieve a CSE Award. It would also be an endorsement from the Borough's residents. The Council has invested in our Customer Services Centre and has raised the standards for services to residents. As such, it would be a key measurement of how residents view Council services. It would also be a new award for the Council and that would test it in different ways and would raise performance standards in the area of customer services.



CSE







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The Customer Service Excellence Standard

The starting point

Organisations providing services need to be efficient, effective, excellent, equitable, with the customer at the heart of everything they do. A customer focus principle plays just as important a role for small front-line units as it would for large corporate organisations. Customer Service Excellence was developed to offer all organisations a practical tool for driving customer-focused change.

The foundation of this tool is the Customer Service Excellence standard, which is a mix of research, management and operational models and, most importantly, practical experience of providing services. The standard has particular focus on delivery, timeliness, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction.

How does it work?

Customer Service Excellence is designed to operate on three distinct levels:

- **As a skills development tool**
By allowing individuals and teams within the organisation to explore and acquire new skills in the area of customer focus and customer engagement, thus building their capacity for delivering improved services.
- **As an independent validation of achievement**
By allowing organisations to seek formal accreditation to the Customer Service Excellence standard, demonstrate their competence, identify key areas for improvement and celebrate their success.

Who can apply?

Customer Service Excellence aims to provide organisations with a practical tool for driving customer focused change. The standard has been specifically designed to offer real benefits to all organisations, no matter how big they are or what sector they work in. The standard includes guidance to help you identify evidence against each element. However, it is not meant to be a full list of all the different types of evidence.

How to apply?

For more information on achieving Customer Service Excellence please see the contact details on page 17 or visit www.customerserviceexcellence.uk.com



Criterion I Customer Insight

This criterion focuses on the importance of developing an in-depth understanding of your customers. This includes consulting customers and using the information you receive to design and provide services. It also covers the importance of monitoring the outcomes of your services and whether customers are satisfied with them.

Understanding customers in this way is essential for service providers, enabling them to raise their standards and levels of service and continue to build on this success. Effectively identifying your customers, consulting them in a meaningful way and efficiently measuring the outcomes of your service are a vital part of this approach. It is not just about being able to collect information. It is about having the ability to use that information, and developing a culture within your organisation that values this kind of understanding and constantly looks to improve.

Criterion I Customer Insight		
I.1 Customer Identification		
	Element	Guidance
I.1.1	We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.	<ul style="list-style-type: none"> • 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.
I.1.2	We have developed customer insight about our customer groups to better understand their needs and preferences.	<ul style="list-style-type: none"> • Methods and approaches 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.
I.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.	<ul style="list-style-type: none"> • Methods used to consult and involve hard-to-reach and disadvantaged 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 certain people.

I.2 Engagement and Consultation

	Element	Guidance
I.2.1	We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.	<ul style="list-style-type: none"> • 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, e-mails, comments, complaints, forums, focus groups and so on) as well as research.
I.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.	<ul style="list-style-type: none"> • 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. • 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 a result of their involvement. • Current service improvement and development plans showing that your policies, projects and activities are shaped by how you consult and involve customers.
I.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.	<ul style="list-style-type: none"> • Outcome of reviews on the effectiveness of engagement and involvement, showing levels of participation, assessment of how representative the 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.



I.3 Customer Satisfaction

	Element	Guidance
I.3.1	We use reliable and accurate methods to measure customer satisfaction on a regular basis.	<ul style="list-style-type: none"> • Methods used would in most cases include survey work and other forms of feedback and qualitative information. • Information on survey methodology, for example 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
I.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.	<ul style="list-style-type: none"> • 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.
I.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.	<ul style="list-style-type: none"> • Satisfaction surveys and other ways of gathering feedback that include these specific questions. • Evidence of investigation into customers' priorities and local key drivers of satisfaction.
I.3.4	We set challenging and stretching targets for customer satisfaction and our levels are improving.	<ul style="list-style-type: none"> • 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.
I.3.5	We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.	<ul style="list-style-type: none"> • 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 limiting the amount of unnecessary contact they have with people in your organisation). • Any evidence of savings or reinvestment (or both) as a result of making your systems and processes more efficient.

Criterion 2 The Culture of the Organisation

A customer focused culture can be challenging but at its core is a business model based on a detailed understanding of customers. In building a customer focused culture, organisations look at how those that work within the organisation demonstrate the necessary values and understanding as well as how the operations and procedures meet customer needs and expectations.

This criterion is therefore concerned with the support for customer focused approaches throughout the organisation so that excellent service is delivered to all customers. Also included here are two of the key drivers relating to staff behaviour – professionalism and attitude. These have been brought together and reinforced by a requirement that this approach is fully supported by the leadership team.

Taken together these elements should help to build and develop a customer focused culture that supports improved service delivery.

Criterion 2 The Culture of the Organisation		
2.1 Leadership, Policy and Culture		
	Element	Guidance
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.	<ul style="list-style-type: none"> Corporate vision and values statements. 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.
2.1.2	We use customer insight to inform policy and strategy and to prioritise service improvement activity.	<ul style="list-style-type: none"> 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 way in which you design your services.
2.1.3	We have policies and procedures that support the right of all customers to expect excellent levels of service.	<ul style="list-style-type: none"> 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.
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.	<ul style="list-style-type: none"> Evidence from mystery shoppers (where this is relevant and appropriate). Customers' and staff's testimony and other feedback.
2.1.5	We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.	<ul style="list-style-type: none"> 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.
2.1.6	We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation.	<ul style="list-style-type: none"> 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.

2.2 Staff Professionalism and Attitude

	Element	Guidance
2.2.1	We can demonstrate our commitment to developing and delivering customer - focused services through our recruitment, training and development policies for staff.	<ul style="list-style-type: none"> • Job specifications and recruitment procedures. • Details of the training you have provided to all your employees, and the opportunities for them to develop further.
2.2.2	Our staff are polite and friendly to customers and have an understanding of customer needs.	<ul style="list-style-type: none"> • 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.
2.2.3	We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.	<ul style="list-style-type: none"> • Examples of how customer feedback is linked to your assessment of staff. • Include staff recognition and reward schemes, if relevant and appropriate.
2.2.4	We can demonstrate how customer-facing staffs' insights and experiences are incorporated into internal processes, policy development and service planning.	<ul style="list-style-type: none"> • Ways in which staff give their views and details on how you use their feedback. • 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.	<ul style="list-style-type: none"> • Examples of how your organisation values the role of customer service staff, by recognising and rewarding the contributions 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.



Criterion 3 Information and Access

We know that information is vital to customers. They particularly value accurate and detailed information, and this criterion aims to make sure that we have this in mind in everything we do. As a result, we need to focus on making sure that we consider this as part of an effective communication plan for consulting and involving customers, rather than seeing communications as a one-off exercise. Customers also tell us that one of the most frustrating parts is not being kept informed about what is happening. Because of this, we ask you to particularly look at this part of your communication policy.

Putting customers first can be an important first step towards providing effective communication.

Criterion 3 Information and Access

3.1 Range of Information

	Element	Guidance
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.	<ul style="list-style-type: none"> Examples of contact and service information, for the range of communication methods used.
3.1.2	Where there is a charge for services, we tell our customers how much they will have to pay.	<ul style="list-style-type: none"> Published information about any charges for services. Details of how and when customers can make payments.

3.2 Quality of Information

	Element	Guidance
3.2.1	We provide our customers with the information they need in ways that meet their needs and preferences, using a variety of appropriate channels.	<ul style="list-style-type: none"> Guidance to staff about clear communication, including testing information with customers. Customers' views on the communication methods you use.
3.2.2	We take reasonable steps to make sure our customers have received and understood the information we provide.	<ul style="list-style-type: none"> Details of how you check that individual customers have received and understood the information. Examples of the changes you make to your communication methods to meet customers' needs.
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.	<ul style="list-style-type: none"> Examples of changes to the way you provide information after receiving feedback. Schedule for when you review the information you provide.
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.	<ul style="list-style-type: none"> Customers' views and feedback on the accuracy of the information. Details of the service standards for responding to customers' enquiries. Complaints and comments from customers. Examples of when you provided the wrong information and how this was rectified.

3.3 Access		
	Element	Guidance
3.3.1	We make our services easily accessible to all customers through provision of a range of alternative channels.	<ul style="list-style-type: none"> • 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 of reviews and the improvements you planned and made as a result.
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.	<ul style="list-style-type: none"> • Data and analysis relating to channel usage and action taken to improve services as a result. • Details of how you use information to improve the choice of services.
3.3.3	We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.	<ul style="list-style-type: none"> • Information on how you have reviewed the physical environment of your premises, arrangements for maintaining quality and details of any recent improvements you have made.

3.4 Co-operative working with other providers, partners and communities		
	Element	Guidance
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.	<ul style="list-style-type: none"> • Formal and informal partnerships and plans for improving access and services. • Information on the success of joint working arrangements, including improvements you have made to services as a result. • Customer feedback on the services provided through partnerships, including the quality and range of services and how these are tailored to the individual customer's needs.
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.	<ul style="list-style-type: none"> • 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 receives 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 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.	<ul style="list-style-type: none"> • Information on how your organisation works with and contributes to the wider community, beyond the direct service it provides to customers.

Criterion 4 Delivery

A vital part of any organisation is how successfully it achieves its main business aims. This is, of course, also very important to the customers of those organisations. As a result this criterion relates to how you carry out your main business, the outcomes for the customer, and how you manage any problems that arise.

Research shows that many customers are satisfied with the outcome of their contact but fewer are satisfied with the way the service kept promises and handled any problems. Handling problems in particular often receives one of the lowest ratings out of all the different areas measured. Other research has shown that learning from mistakes is an important way to gain trust from their customers. Listening to, and asking for, comments, feedback and complaints about your service can be a great way to make small adjustments to the way your organisation runs, and both formal and informal feedback can be equally important.

This criterion focuses on the outcome of your organisation's main business and whether you keep to the promises you have made to individual customers. It also relies on customers' views about the outcomes of your services, rather than just focusing on the main indicators your organisation uses to measure its performance. You should use the complaints you receive about the way you provide services and any dips in your performance to make sure customers receive the service you have promised them.

Criterion 4 Delivery		
4.1 Delivery standards		
	Element	Guidance
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.	<ul style="list-style-type: none"> • Details of all standards, performance indicators and targets set for main services. • Include national, statutory and local standards and targets.
4.1.2	We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.	<ul style="list-style-type: none"> • 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.
4.1.3	We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.	<ul style="list-style-type: none"> • Methods you use to consult and involve customers and others about local standards and targets. • Outcomes of your consultation on standards and targets. • Information showing past and present standards and targets that you can use to compare your performance with previous years.

4.2 Achieved Delivery and Outcomes		
	Element	Guidance
4.2.1	We agree with our customers at the outset what they can expect from the service we provide.	<ul style="list-style-type: none"> • Show that you use the promises and aims to make appropriate commitments to each customer.
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.	<ul style="list-style-type: none"> • Customers' views and feedback on their experience of the service. • Include responses to specific survey questions and information and figures for positive outcomes.
4.2.3	We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.	<ul style="list-style-type: none"> • Information from benchmarking exercises (where this information is available). • Exercises can include comparing functions as well as whole services. • 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.	<ul style="list-style-type: none"> • Show how you share and apply best practice within your organisation and how you apply best-practice examples from outside the organisation. • Examples of best practice you have published recently.

4.3 Deal effectively with problems		
	Element	Guidance
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.	<ul style="list-style-type: none"> • Outcomes of monitoring processes. • Details of any action 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.
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.	<ul style="list-style-type: none"> • Customer complaints procedure as provided for use by customers.
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.	<ul style="list-style-type: none"> • Complaints policy. • Guidance and training you give staff in how to respond to and deal with complaints. • Assessment of how effective your complaints-handling training is. • Examples of where staff have been given the authority to resolve complaints.

4.3 Deal effectively with problems (continued)

	Element	Guidance
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.	<ul style="list-style-type: none">• Records 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.
4.3.5	We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.	<ul style="list-style-type: none">• Customer and staff feedback on the effectiveness of the complaints procedure.• Process for reviewing your complaints procedure and the improvements you have made.
4.3.6	We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.	<ul style="list-style-type: none">• Feedback from customers on the outcome of complaints processes.• Details of procedures for staff and feedback processes.



Criterion 5 Timeliness and Quality of Service

This criterion looks in more detail at the standards you have relating to how you carry out your main business. It draws heavily on what users have identified as the most important factors of excellent customer service. Separating customer service standards from the main business standards makes the requirements for setting and monitoring standards in these areas much more strict. This plays a major part in developing the customer-focused culture discussed in Criterion 2.

What is covered here is not meant to be a full list of every factor that affects how you run your service. Clearly, local factors will also be important but we know from research that the speed of your initial contact with the customer and your ability to keep to agreed timescales are vital. However, because organisations can sometimes focus on providing a speedy service while forgetting to also consider quality, we have combined both these factors here.

Criterion 5 Timeliness and Quality of Service

5.1 Standards for Timeliness and Quality

	Element	Guidance
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.	<ul style="list-style-type: none"> Details of standards and targets set for timeliness of response to customer contact for all access channels.
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.	<ul style="list-style-type: none"> Full customer service standards – including the quality of your response to phone calls, letters, e-communications and personal callers – for all stages of the customer journey.

5.2 Timely Outcomes

	Element	Guidance
5.2.1	We advise our customers and potential customers about our promises on timeliness and quality of customer service.	<ul style="list-style-type: none"> Published information and all methods for advising customers and potential customers of standards for timeliness and quality of customer service.
5.2.2	We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.	<ul style="list-style-type: none"> Examples of the processes you use when you first have contact with the customer – for example, interview techniques, mapping customer journeys, reviewing information you already hold about 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 Timely Outcomes (continued)

	Element	Guidance
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.	<ul style="list-style-type: none"> Processes you have in place to make sure that 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, while keeping to the regulations on data protection and confidentiality. Examples of where you have shared information about customer groups (for example, with service managers, front-line staff and partners) to provide more efficient 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.	<ul style="list-style-type: none"> Customers' views that show how the service has been tailored to consider their individual circumstances. Details of how you have communicated the likely timescales with 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.	<ul style="list-style-type: none"> Information on wait times for initial responses to telephone, e-mail, text and personal callers. Information on your procedures to tell customers about any problems.

5.3 Achieved Timely Delivery

	Element	Guidance
5.3.1	We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.	<ul style="list-style-type: none"> 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.
5.3.2	We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.	<ul style="list-style-type: none"> 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.
5.3.3	Our performance in relation to timeliness and quality of service compares well with that of similar organisations.	<ul style="list-style-type: none"> Comparative performance data relating to timeliness and quality of customer service obtained from benchmarking exercises.

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More information on how we can help your organisation achieve the Customer Service Excellence standard is available on our website:

<http://www.customerserviceexcellence.co.uk/>

Appendix 2



Customer Service Excellence Model Diagram