

Highlight Report

Project Name:	Customer Service Excellence	Produced By:	Rachael Fox
Period Covered:	24 September – 22 October 2010	Date Issued:	20 October 2010

Schedule Status:

- We continue as a group to make steady progress working through Stage Two of the project in addressing the gap analysis of the self-assessment.
- Work stream leaders are tasked with identifying further evidence that may have been missed or not developed fully, drawing up and working through their service work/action plans to fill the gaps before end November 2010.
- Work stream leaders are communicating well with each other and their service areas, sharing good working practices thus providing consistent guidance and advice to help support evidence for CSE standard criterion.
- Service Planning Away Days have now taken place in all corporate areas and the subject of CSE has been at the top of all agendas trying to get staff engaged in the project and achieve accreditation status.
- The Project Manager is taking forward a Corporate Work Plan of actions designed to meet criteria that were found to be non-compliant across substantial parts of the organisation. All initiatives will be discussed and endorsed by the group before implementation.
- Pre-assessment and final assessment are scheduled as per the original timescale – to be completed in 2011.

Budget Status:

- £22,600 has been allocated to the project from the combined 2009/10 and 2010/11 Service First Budget.
- £3000 has been spent to date.
- £19,600 remains in the total project budget.

Resource Status:

- Project Support Officer Emma George left the Council in September and Janet Pentney left in October 2010. There may be an opportunity in the near future for an individual to assist and provide support two days per week on CSE issues from November 2010-March 2011.

Products completed during this period:

- Project Manager undertaking background work on specific projects within the Corporate Action Plan. Once endorsed by group can action and take forward.
- Project Manager continues to meet with Work stream leaders to provide proactive support in preparing plans and tasks to close gaps identified

within the self-assessment.

- National Customer Service Week took place 4-8 October 2010. The Council saw senior managers out and about with front line staff from a variety of our services, in order for them to experience at first hand the quality and range of services provided and gain understanding of the challenges staff face in maintaining standards day in and day out. Article of the event to be published in South Cambs. Magazine Winter Edition 2010 and next edition of in-house Scene.
- Staff visited the contact centre on Tuesday 5 and Thursday 7 October 2010.
- Staff attended a lunchtime seminar on 7 October 2010 where Anita Goddard and Rachael Fox talked about achieving customer service excellence and the benefits to the customer and the organisation.
- Street displays, puzzles & quizzes, prizes, etc., took place on the customer service theme, celebrating our successes and offering staff simple tips to help further improve customer service.
- First sub-group meeting from CSE PAG members took place on 11 October 2010 where criterion one of the CSE standard was discussed and recognition initiatives were consulted upon. Customer Satisfaction Survey – Questionnaire - discussed and endorsed for implementation November 2010.
- Customer Insight Survey – Questionnaire - discussed and endorsed for implementation November 2010.
- Recognition initiatives, introduction of bright ideas scheme and staff nomination award scheme, discussed and endorsed. Consultation with HR to take place before implementation November 2010.
- Discussion taken place with Facilities Manager on the building's cleanliness, facilities and accommodation.

Products to be completed during the next period:

- On-going work taking place within service areas and at a corporate level: meeting, evidencing and reviewing criteria from analysis data provided by the assessor in preparation for self-assessment: documentary review day 6 December 2010 and pre-assessment 13-16 December 2010.
- Draft self-assessment timetable for endorsement at next meeting.
- Service areas with the help of Work stream leaders should be actioning their tasks to provide evidence for self-assessment by end November 2010.
- Project Manager with the help of the PAG to continue taking forward actions/initiatives within the corporate work plan.
- Communications strategy to be used to communicate project progress and specific initiatives.
- Next sub-group meeting scheduled for Tuesday 9 November 2010 in the Mezzanine at 10am-12pm to discuss criterion two – the culture of the organisation - to share good working practice between services, provide consistency, and obtain evidence to include in CSE standard.
- Focus groups for regenerating interest in CSE issues i.e. displays, activities and consultation to review customer service standards.
- Customer Service Training – defining culture at the moment and where do we, as an organisation, want to be in the future??
- Customer Journey Mapping exercise to show good and bad customer service experiences, improvement plan to be drafted showing suggested ways for continued customer improvements.
- Design Website page specifically for CSE.

- Customer Care/Service Training for staff in all corporate areas. Possibly four half-day sessions. Approximately x15 people per session. Dates to be confirmed.
- Planning for documentary review day and pre-assessment in December 2010. Liaising with the Assessor to find out what requirements will be.

Feedback from Assessor and Proposed Schedule for Pre and Full Assessment

- Deadline for completion of gap analysis information – updated self-assessment templates to RF on 30 November 2010. We agreed that the amendments to the self-assessments would be shown in blue font.
- Documentary review - the assessor will be on-site on 6 December 2010 to carry out a preview of the progress towards the standard.
- Pre-assessment - week commencing 13 December 2010 for approximately 4 days. This will involve talking to staff to evidence the relevant parts of the Standard. The assessor has indicated it would also be useful to speak with some members of the public so that she can ascertain how SCDC meets the Standard.
- Following pre-assessment, the assessor will prepare a full report in the format of a letter. This will highlight the areas that she will particularly want to review at the actual assessment and also indicate whom she would like to interview and places to visit.
- Dates for final assessment have not been confirmed. The Council will wait to view the Assessor report following pre-assessment in December 2010 before making a commitment. Suggested dates by the Assessor for final assessment have been 14th-25th February or 8th-11th March. Dates to be discussed and agreed by the PAG.
- The assessor is anticipating that the pre-assessment will provide the opportunity for her to have a clear view of a potential programme for the full assessment. If that is the case, she will not need to come back on site to do another pre-assessment check. The assessor will be able to confirm this after the pre-assessment in December 2010.
- Update report to Policy and Performance Portfolio Holder.

Key Project Risks:

- As detailed in the project risk log.

Key Project Issues:

- As set out in Schedule Status (above), Issue and Risk Logs

Budget and Schedule Impact of any changes:

Highlight Report

Stage 2 Work Plan

Stage	Activity	Responsibility	Target Completion Date	Progress	Comments
2	MEETING, EVIDENCING & REVIEWING CRITERIA				
2.1	Work Stream – Community & Customer Services	RM	30 Nov 10	☺	
2.2	Work Stream – Affordable Housing	AG	30 Nov 10	☺	
2.3	Work Stream – Planning & New Communities	JG/AB	30 Nov 10	-	
2.4	Work Stream – Revenues & Benefits	LH	30 Nov 10	☺	
2.6	Work Stream – Health & Environmental Services	IG	30 Nov 10	☺	
2.7	Work Stream – ICT	PG	30 Nov 10	-	
2.8	Work Stream – HR	SG-C	30 Nov 10	-	
2.9	Work Stream – Accountancy	GT	30 Nov 10	-	
2.10	Work Stream - Legal, Land Charges & Democratic Services	DS/FM/HA	30 Nov 10	-	
2.11	Work Stream – Corporate Area	RF	30 Nov 10	☺	

Project Budget & Expenditure

Qty	Product	Unit Cost	Budget Provision	Actual To Date	Budget Remaining
1	Getting Started Workshop	£600	£600	£300.00	£300
9	CSE Awareness Sessions	£200	£1800	£1500.00	£300
1	Getting Ready Workshop (*)	£600	£600	£0.00	£600
2	Documentary Review	£600	£1200	£0.00	£1200
1	Pre-Assessment	£3300	£3300	£0.00	£3300
1	Initial Assessment Meeting	£300	£300	£0.00	£300
1	Formal Assessment	£2700	£2700	£0.00	£2700
1	Final Feedback Meeting	£300	£300	£0.00	£300
1	Professional Report	£600	£600	£0.00	£600
1	Meeting Criteria (*)	£11200 + £600	£11200 + £600	£1200	£10000
		Total	£22,600	£3000	£19,600

(*) PFH agreed on 20 July that the monies not spent on 'Getting Ready Workshop' should be transferred to 'Meeting Criteria' to make sure that the Council has every chance available to meet all criteria and gain accreditation

Issues Log

Issue No	Type	Description	Date Identified	Author	Resolution	Last Updated	Status (Open/Closed)
01	I	The pre-assessment in December 2010 and final assessment in March 2011 are currently scheduled as per the original timescale; however, there remains some concern that progress by work stream leaders in addressing the gap analysis has been slower than required due to resource issues and lack of engagement in some services. This represents a risk to the successful completion of the project and has been reflected in the updated issue and risk logs.	Sept 2010	RF/RM	Project Assurance Group continues to receive updates from work stream leaders to provide reassurance that progress is being made. Senior management intervention will be requested if required to ensure this key corporate project is given an appropriate level of priority amongst services.	Oct 2010	Open
02							
03							
04							
05							

Type: I = Issue or Question, R = Request for Change

Risk Log

Risk No	Risk Description	Probability H/M/L	Impact H/M/L	Owner	Countermeasures	Action Date	Status (Open/Closed)
01	Organisational capacity, buy-in and engagement by work stream leaders	H	H	RF	Work together effectively as a project group. Provide support from Policy and Performance Team, senior management intervention and review of project methodology as required.	Ongoing	Open
02	Other council priorities	H	H	RF	The Council prioritise the Customer Service Excellence standard, & free capacity from other projects.	Ongoing	Open
03	Service First budget inadequate	L	H	RF	Ensure the budget is managed closely. Budgeting will be reported through the agreed mechanisms.	Ongoing	Open
04	Limited Member or officer buy-in	M	H	RF	Regular engagement through communications as detailed in communication strategy.	Ongoing	Open
05	Poor performance in the pre-assessment check leading to demoralisation.	L	M	RF	Present feedback in a constructive manner. Plan positive actions.	Oct 10	Open
06	Assessment failure leading to demoralisation.	L	M	RF	Present feedback in a constructive manner. Plan positive actions.	Feb 11	Open
07	Organisational restructure including deletion of posts.	H	M	RF	Ensure all communication is carefully considered.	Ongoing	Open
08	Limited project management and support resources	H	H	RF	SMT resource allocation.	Ongoing	Open
09	Lack of cover in the event of key staff being absent	M	H	RF	Need to prioritise as required. Would be negative implications for key officers' other workloads.	Ongoing	Open

