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Organisation / Service Assessed :	Melton Borough Council
Prepared by CSE Assessor:	Lorna Bainbridge
Report Type:	Annual Review Year 1



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**1.Key Information.**

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<b>Assessment Type</b>	<b>Annual Review Year 1</b>
<b>Project Number</b>	<b>PN102399</b>
<b>Client ID</b>	<b>C18347</b>
<b>Document Review Date</b>	<b>21st February 2017</b>
<b>Visit Date</b>	<b>23rd February 2017</b>

## 2.Introduction and Background

Melton Borough Council (referred to as MBC throughout the report) was initially assessed and successfully accredited with the Customer Service Excellence Standard in October 2015. The first-year review was due in October 2016, however, due to a number of changes this was delayed by four months.

The MBC continues to provide a holistic service to residents (customers) to meet the government agenda. As with all local authorities the budgets continue to be reduced and there is an expectation to do 'more with less', consequently, departments have experienced re-structures, which has resulted in some staff leaving the organisation through voluntary or mandated redundancy activities. Over the forthcoming five months the senior leadership team is to be re-structured due to the CEO retiring, along with a second voluntary redundancy and another leaving to go onto pastures new.

The organisation remains committed to the Customer Service Excellence Standard as a key strategy includes customer engagement and involvement with the aim of making the Borough a great place to live, and meet the differing needs of customers. A second major strategy is to support people to move towards independent living and as a result actively work in partnership with other organisations and agencies to provide a wrap-around service to customers.

### 3. Methodology

This was the first-year review against the Customer Service Excellence Standard, and the key purpose was to establish that the principles of the Standard continues to be upheld, establish the strengths and areas that had improved over the past year. In preparation for the first-year review, MBC updated the self-assessment submitted in preparation for the initial assessment in October 2015. This provided an update and supporting evidence against the elements of the Customer Service Excellence framework. that were found to be partially compliant at that time.

The Assessor selected a number of staff to be interviewed throughout the first year review, which included operational, managers and senior leaders. One day was spent on-site interviewing 20 staff, which included the CEO and Head of Communications, three managers, three team leaders, three apprentices and nine operational. In addition, two face-to-face interviews took place with partners and eight telephone interviews with customers in receipt of different services, for example, planning and building control, customer services, housing, rent, benefits and anti-social behaviour. All customers were asked to provide feedback on the general service of MBC as well as the specific reason for contacting them.

The evidence collected throughout the interviews was evaluated against the criterion / elements of the Stanadard, and verbal feedback provided to key representatives of the organisation, including the CEO. The feedback provided an overview of the findings, areas of strength and those to consider for further improvement. The following report provides a summary of the findings, areas of strength and areas to consider for further improvement.

#### 4. Summary of Strengths

The following provides an indication of the areas of strength identified throughout the first-year review. Reference is made to the element in brackets:

As previously stated, a key strategy is to identify those hard to reach and most disadvantaged groups and individuals, and subsequently support them to move towards sustained independence. Consequently, different initiatives have been designed to identify and work with these groups and individuals, for example, top 100 callers, consultation groups and customer forum activities, etc. (1.1.3)

The CEO and senior leadership team continue to 'walk-the-talk' and put the customer at the heart of the service delivery, they advocate for the customer and encourage others to do the same. Staff made reference to the CEO's commitment to providing excellent customer service, which is cascaded down the organisation by other senior leaders and the managers. (2.1.1)

Staff are tasked with resolving the customer's enquiry at the point of initial contact and as a result actively seek to work with the customer to resolve issues. Staff confirmed that they felt confident and empowered to make decisions to meet the needs of the customers, as long as this remained within the constraints of the legal requirements and local authority guidelines. Staff spoke of diffusing customer's complaints and actively dealing with the issue with the aim of reducing the customer's desire to formally complain. (2.1.6)

MBC continue to embrace partnership working with the aim of providing a one-stop shop to support customers deal with specific issues, from debt related issues, health problems, including mental health and unemployment. The co-location arrangements have enabled this approach to joint working, and this continues to be a primary focus with the aim of providing customers with a positive experience whilst transacting with MBC. Over the past year, in an effort to improve the response to repairs the contractor has co-located in the MBC premises and as a result of working closely with staff a decline in the length of time to respond to customer needs has started to be evident. There continues to be clear data sharing agreements gained through the signing of consent forms by customers, established lines of accountability for the quality of the service. (3.4.1, 3.4.2)

The different strands of MBC interact with the wider communities, for example, businesses - to create engagement of business owners and managers to attract visitors to the town. In addition, sports and leisure communities, children and adult services with the aim of meeting the differing needs of customers. Staff believe that the MBC has a high profile across the borough and seeks to work with different communities to make it a better place to live. (3.4.3)

## 5. Areas for Continuous Improvement

The following provides an indication of the areas identified to consider for further improvement over the forthcoming year. Reference is made to the element in brackets:

There is a commitment to providing learning and development to ensure staff are equipped with the necessary knowledge and skills to deliver the service, which includes the implementation of policies and procedures relating to the customer experience / journey. The organisation has started providing key staff with support to quality assure the provision of information, advice and guidance as recommended in the initial assessment, and some staff made reference to dealing with difficult customers, however, this was not a consistent message. Whilst implementing a formal qualification relating to customer service is possibly prohibitive due to the cost, consideration could be made to more timely training relating to customer service following the induction programme and far more frequent activities to retain a focus on customer service and support staff, this should include regular training in relation to the complaints process. (2.2.1, 4.3.3)

The performance against customer satisfaction targets and standards, for example, response to telephone messages, emails, completing a benefit claim, etc. is closely monitored and evaluated and subsequently published to advise customers of MBC's achievements. The targets and standards set are challenging, and currently the data indicates that not all aspects of the service delivery are in line with the expectations. Consequently, this will be reviewed again throughout the second-year review in October 2017. (4.1.2, 5.3.2)

It was evident that MBC had responded positively to the feedback provided in 2015 as the evidence collected throughout the first-year review indicated that elements 1.2.2, 1.3.2, 3.1.2 and 3.2.3, which were Partially Compliant at this stage are now Compliant. Those elements that were Compliant Plus remain key strengths of the organisation, as well as 1.1.3 and 2.1.6.

Whilst improvements were noted across the organisation it will be paramount that the focus remains on customer service by the new CEO and staff continue to feel that this is driven from the top.

## 6. Assessor Findings

### Criterion 1 Customer Insight

#### 1.1 Customer Identification

Element	Assessor Report
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.	<p>MBC continue to have an in depth understanding of the characteristics of current and potential customers through the use of a segmentation tool, called Mosaic profiler and the census data. This data enables MBC to target hard to access groups and to ensure that throughout consultation activities a representative sample of residents are invited to participate, taking into consideration gender, age, ethnic minority, etc. .</p> <p>Staff interviewed indicated that the data available through Mosaic was regularly updated, reviewed and subsequently used. Specific reference was made to establishing the preferred method of contact to ensure communications and services are in line with their requirements / expectations.</p>
1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.	<p>The use of Mosaic profiling tool and the Census data provides detailed customer insights which is used to better understand customer needs. Every opportunity is made to further understand the needs and preferences of different groups, which is taken into consideration when consulting with customers if different arenas, for example, community group meetings.</p> <p>The digital strategy continues to be a key focus, to move people to self-service however, MBC recognise the resistance of some customers and consequently actively seek to identify ways of working with them to establish a win-win outcome.</p>
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.	<p>The data collected through the Mosaic Profiling and Census indicates disadvantaged groups or individuals and subsequently these groups are targeted to establish current and future needs.</p> <p>Over the last year MBC has introduced different approaches to identifying hard to reach and disadvantaged groups and individuals, for example, identifying the top 100 most frequent callers. This has identified additional issues, which MBC is starting to address. In addition, Me and My Learning in conjunction with partners continue to identify those hard to reach / disadvantaged, and identify solutions to work towards these customers being 'independent'.</p> <p>The different services areas, for example, leisure constantly seek to identify those requiring support to 'get moving' and undertake some form of exercise to reduce the reliance on medical services. Subsequently, as a result of consultation a range of activities have been planned and implemented.</p>

#### 1.2 Engagement and Consultation

Element	Assessor Report
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.	MBC continues to adopt a range of strategies for engaging their customers, and target specific groups for the different service areas or plans. The Local Plan continues to be consulted upon, along with the digital strategy. Staff spoke of the different approaches adopted when the bedroom tax was introduced to educate and engage them in the process.
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.	Consultation of customers is recognised as a vital requirement in order to establish the various and diverse needs that continually materialise and evolve. The interviews with staff and customers indicated that the views and opinions of all stakeholders was valued.
1.2.3 We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.	The overarching strategy for consulting and engaging customers is reviewed every three years. However, it is fair to say that a wide range of approaches to consultation and engagement area adopted with the aim of increasing the number of customers involved, and as a result other methods have been tried, for example, video facilities.



### 1.3 Customer Satisfaction

Element	Assessor Report
1.3.1 We use reliable and accurate methods to measure customer satisfaction on a regular basis.	Govmetric is fully utilised to measure the effectiveness of the service provided by each department in different ways, for example, face-to-face, telephone and website experience. Subsequently the results are published for customers to view. In addition, the compliments, complaints and comments are a measure of success, which are closely scrutinised.
1.3.2 We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.	The use of Govmetrics provides data, which is subsequently used to improve the services. It was evident that issues were being encountered on the website and as a result positive action has started to take place with the aim of improving the customer satisfaction levels.
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.	The questions asked through the Govmetric process seeks to establish the timeliness, information gained and overall customer experience.
1.3.4 We set challenging and stretching targets for customer satisfaction and our levels are improving.	Staff spoke of a customer satisfaction target of 95% plus, which is measured by department. The data is subsequently discussed throughout team meetings to establish issues and areas for improvement.
1.3.5 We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.	Changes are constantly being made to the customer journey in order to improve the experience of the customer and support the transition to self-serve.

## Criterion 2 The Culture of the Organisation

### 2.1 Leadership, Policy & Culture

Element	Assessor Report
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.	MBC has a clear vision supported by a set of core values, which focusses upon putting the customer at the heart of the service delivery. This is supported by the Corporate Plan and Me2E (Melton to Excellence). The CEO openly communicates the commitment to customer service throughout the briefings to all staff, which endeavours to focus people. Subsequently, the behaviours of senior leaders and managers puts the customer first and as a result people believe that there is a strong advocacy for customers.
2.1.2 We use customer insight to inform policy and strategy and to prioritise service improvement activity.	Consultation with customers continues to influence the design of customer journeys, the website and other methods of communication to ensure these continue to meet their needs.
2.1.3 We have policies and procedures which support the right of all customers to expect excellent levels of service.	The policies and procedures to support equality and diversity, data protection and freedom of information provide the assurance that customers can expect a high standard of service. In addition, the Service Strategy and Customer Service Standards equally indicate that customers have the right to an excellent service.
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.	The interviews with the eight customers confirmed that they were treated fairly and were confident to raise concerns if they felt it appropriate.
2.1.5 We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.	The privacy of customers on a face-to-face basis continues to be upheld with access to small letting rooms in the MBC premises. Information relating to customers is stored securely, and access is only through a password which provides staff to a specific level of information. Data sharing agreements are in place to gain consent from customers to share information in order to support the signposting to other organisations / agencies.
2.1.6 We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.	Staff are empowered to make decisions in the best interest of the customer, in line with the legal and local authority guidelines. Staff spoke of dealing with issues with customers with the aim of reducing the possibility of a formal complaint.

### 2.2 Staff Professionalism and Attitude

Element	Assessor Report
2.2.1 We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.	There is a commitment to providing learning and development to ensure staff are equipped with the necessary knowledge and skills to deliver the service, which includes the implementation of policies and procedures relating to the customer experience / journey. However, consideration could be made to more timely training relating to customer service following the induction programme and far more frequent activities to retain a focus on customer service and support staff.
2.2.2 Our staff are polite and friendly to customers and have an understanding of customer needs.	The interviews with the eight customers confirmed that the staff they dealt with were polite and friendly, and demonstrated understanding (and empathy) to their individual needs.
2.2.3 We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.	The evaluation of individual and team commitment was far more evident throughout the first-year review, and as a result this approach should be continued to ensure it is embed across the organisation.
2.2.4 We can demonstrate how customer facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.	Staff are actively involved in reviewing customer service levels, and contributed to improving the quality of the service. It should be noted that there was some frustration and a feeling of a lack of consultation when implementing new self-serve processes, for example, My Account.
2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.	The CEO makes reference to customer service throughout the regular briefings, which is valued by staff. Similarly, a number of managers make positive reference to the achievements and successes throughout team meetings. People at all levels strongly believe that there is a focus on customer service and the behaviours of others contribute to putting the customer first.

### Criterion 3 Information and Access

#### 3.1 Range of Information

Element	Assessor Report
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.	Information regarding the services available across the Borough is communicated through a range of methods; website, email, text, adverts, social media, posters, notices and leaflets, as well as the newsletter. Opening and closing times of the premises are widely promoted as is 24/7 access to the website and the different services available through this media.
3.1.2 Where there is a charge for services, we tell our customers how much they will have to pay.	A review of the website indicated that where there is a cost for a service that is promoted through different media, or upon enquiry if it is relating to a specific service.

#### 3.2 Quality of Information

Element	Assessor Report
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.	MBC continue to use a range of methods to provide customers with the information required, and endeavour to adopt the preferred method advised by individual customers.
3.2.2 We take reasonable steps to make sure our customers have received and understood the information we provide.	Staff explained that they make every effort to ensure the customer understands the information provided from repeating the information whilst on the telephone through to sending an email or text following the conversation.
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.	All communications are reviewed and updated to reflect changes in legal and regulatory requirements, as well as the guidelines provided by Government. Every effort is made to ensure simple English is used to ensure understanding by the recipient, however, contact numbers are provided to support customers access the information required in an appropriate format.
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.	Strategies have been put in place to ensure the information provided to customers is accurate and complete, for example, a second person reviews all printed materials, and a Digital Champion (for each department) is tasked with ensuring the departments' website is updated on a regular basis.

#### 3.3 Access

Element	Assessor Report
3.3.1 We make our services easily accessible to all customers through provision of a range of alternative channels.	The range of channels used ensure that customers have easy access to the services. It was noted that whilst the strategy for self-service is a priority MBC continue to be mindful of those that experience barriers to this approach.
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.	MBC evaluate how customers interact with the organisation through the access channels and use the information to make improvements, for example, self-serve provides one platform for customers to manage their payments, and the development of My Account will simplify the process.
3.3.3 We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.	The premises were found to be accessible at 8.45am, clean and tidy upon entering at the start of the day and mid-point. A seating area is available for customers, which appeared to be spacious.

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

Element	Assessor Report
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.	A key strength of MBC is its approach to partner working; they work in partnership with a range of organisations and agencies to provide a seamless service to customers. The co-location provides many benefits from being able to signpost customers instantly through to working together to improve the customer experience, for example, a representative of Wates has moved into the premises to work alongside the team taking calls in relation to repairs. Improvements in the service have already started to emerge in timeliness of response rate.
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.	The arrangements ensure that there are clear lines of communication, roles and responsibilities to ensure accountability of all stakeholders. There is a genuine commitment to work together to benefit the customers, but there is a clear divide between the different services, which is explained to customers.
3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.	MBC as a whole and the different departments interact with the wider communities to promote its service, identify gaps in service delivery, encourage visitors and make the Borough a great place to live.

## Criterion 4 Delivery

### 4.1 Delivery Standards

Element	Assessor Report
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.	MBC strive for excellence and as a result set challenging standards for the services being provided. Consideration is made to delivering national and statutory 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.	The performance of the organisation and departments is monitored against the standards, key departmental and performance targets, and customers are advised of the achievements through the website and printed materials. Currently, the organisation fails to meet all the standards, department and key performance targets.
4.1.3 We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.	As previously stated, there is a genuine desire to consult and involve customers, citizens, partners and staff, and this includes setting, reviewing and raising local standards. These are incorporated in key documents; the Local Plan and Corporate Plan.

### 4.2 Achieved Delivery and Outcomes

Element	Assessor Report
4.2.1 We agree with our customers at the outset what they can expect from the service we provide.	The Customer Service Standards outline what customers can expect from the services provided, including response times to telephone, email and other written communications. Staff seek to establish the purpose of the contact with MBC and gain an understanding of the customer's requirements at the initial point of contact, and subsequently they decide whether they can deal with the customer's needs or whether to direct to others. However, they explained that the customer is kept informed at every stage of the process.
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.	The measures in place establish whether the service has met the customer's expectation. In addition, staff check their understanding and whether their need has been met, and establish if they can help with any further requirements / needs.
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.	Govmetric provides the facility to benchmark internally and nationally with other Councils at City, County and Borough level. It also actively benchmarks itself against Leicester City Council in terms of specific services, tax, benefits and housing, etc.
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	Every opportunity is taken to learn from best practice with the aim of improving the services further. These are communicated through the website and different printed materials.

### 4.3 Deal effectively with problems

Element	Assessor Report
4.3.1 We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.	The monitoring and evaluating performance identifies any dips in performance, which are subsequently communicated to customers.
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.	The compliments, complaints and comments process is made available to customers through different approaches, for example, website, email, telephone, etc. MBC have set robust performance targets to respond to and resolve complaints within a set period of time, which is closely monitored.
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 previously stated, there is a commitment to providing learning and development to ensure staff are equipped with the necessary knowledge and skills to deliver the service. The formal compliments, complaints and comments procedure is accessible to all staff however, consideration could be made to regular training in relation to the complaints process.
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 monitoring of complaints identifies key trends, and consequently these are addressed promptly.
4.3.5 We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.	The compliments, complaints and comments process is reviewed every three-years in consultation with key stakeholders; staff councillors and customers.
4.3.6 We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.	MBC strive to ensure the customer receives a satisfactory outcome following the submission of a complaint. All complaints are followed up to ensure this is the case.

## Criterion 5 Timeliness and Quality of Service

### 5.1 Standards for Timeliness and Quality

Element	Assessor Report
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.	Staff spoke of the standards in place to respond to telephone calls, emails, letters, etc. as well as targets to complete first time benefit claims, planning applications, etc.
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.	The Customer Service Standards provide customers with an indication of the full range of services available and the standard they can expect, including the timescale in which they can expect a response, for example, collection of a missed bin, flying tipping response, response to anti-social behaviour alert, etc.

### 5.2 Timely Outcomes

Element	Assessor Report
5.2.1 We advise our customers and potential customers about our promises on timeliness and quality of customer service.	The Customer Service Standards provide potential and current customers with a clear indication regarding the promises in relation to timeliness and quality of service. The customers interviewed throughout the first-year review confirmed that they were aware of the timescale by which they could expect a response to the situation. The evidence indicated that a high proportion of the time the enquiry was dealt with in a timely manner, with the rare exception of the planning department.
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.	As previously stated, staff actively seek to establish the customer needs at the first point of contact, and subsequently if they are unable to deal with the customer they signpost to the appropriate person to deal with the situation. Once again, those customers interviewed confirmed that if their enquiry wasn't dealt with by the first contact they were forwarded a another person how could help.
5.2.3 We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.	The data sharing agreement is actively followed with customers having to sign a consent form prior to their information being forward to others. However, every effort is made to do this quickly and signpost to the relevant organisation or agency.
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.	If staff are unable to complete the service at the initial contact they take positive steps to provide them with an outcome and an indication of the timescale to anticipate.
5.2.5 We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.	Staff made reference to making every effort to responding to customers promptly, if for any reason this fails to take place an explanation is provided and if required they advise the customer of the planned action.

### 5.3 Achieved Timely Delivery

Element	Assessor Report
5.3.1 We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.	The monitoring and evaluation of performance against standards for timeliness and quality of service highlights areas of concern, and prompts action to be taken to resolve the issue.
5.3.2 We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.	Currently the organisation is failing to meet all the standards for timeliness and quality of service. The performance of the organisation and departments is publicised on the website and periodically within printed publications.
5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.	MBC continue to perform well in comparison to other organisations providing a similar service.

Totals	Compliant Plus
	6
	Compliant
	48
	Partial Compliant
	3
Non Compliant	
0	

## 7. 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 remain certificated as meeting the Customer Service Excellence Standard. Certification is valid for a total of three years from the Certification Committee's decision date and subject to ongoing annual reviews as follows:

Initial Review - October 2015  
Annual Review Year 1 - February 2017  
Annual Review Year 2 - October 2017  
3 Year Full Review - October 2018

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

Name Lorna Bainbridge  
Registered CSE Assessor for Assessment Services Ltd  
Date 24th February 2017

## 8. Compliance against the Customer Service Excellence Standard Year 2

### Criteria 1

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

### Criteria 2

	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	Partial Compliance
2.2	2.2.1	Partial Compliance
	2.2.2	Compliance
	2.2.3	Compliance
	2.2.4	Compliance
	2.2.5	Compliance

### Criteria 3

	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
3.3	3.3.1	Compliance
	3.3.2	Compliance
	3.3.3	Compliance
3.4	3.4.1	Compliance plus
	3.4.2	Compliance plus
	3.4.3	Compliance plus

### Criteria 4

	Element	Accreditation
4.1	4.1.1	Compliance
	4.1.2	Partial Compliance
	4.1.3	Compliance
4.2	4.2.1	Compliance
	4.2.2	Compliance
	4.2.3	Compliance
	4.2.4	Compliance
4.3	4.3.1	Compliance
	4.3.2	Compliance
	4.3.3	Compliance
	4.3.4	Compliance
	4.3.5	Compliance
	4.3.6	Compliance

### Criteria 5

	Element	Accreditation
5.1	5.1.1	Compliance
	5.1.2	Compliance
5.2	5.2.1	Compliance
	5.2.2	Compliance
	5.2.3	Compliance
	5.2.4	Compliance
	5.2.5	Compliance
5.3	5.3.1	Compliance
	5.3.2	Partial Compliance
	5.3.3	Compliance