

Culture and Sport Committee

10.00am, Wednesday, 14 December 2016

Re-accreditation of Customer Service Excellence to Culture Service

Item number	9.2
Report number	
Executive/routine	Routine
Wards	All Wards

Executive Summary

The purpose of this report is to advise Committee that the Culture Service has successfully retained Customer Service Excellence (CSE) accreditation, following reassessment in September 2016.

The service reduced partial compliances from six to three and was awarded two further compliance plus ratings. This was in relation the work undertaken on the use of feedback kiosks to capture customer satisfaction at venues in a quick and easy manner, and the incorporation of staff insight into internal processes, policy development and service planning.

Links

Coalition Pledges	P24, P31
Council Priorities	CP6
Single Outcome Agreement	

Re-accreditation of Customer Service Excellence to Culture Service

1. Recommendations

- 1.1 It is recommended that committee;
 - 1.1.1 welcomes the re-accreditation of Customer Service Excellence (CSE) to the Culture Service; and
 - 1.1.2 notes that this accreditation will continue to be reviewed in a rolling programme over the next two years.

2. Background

- 2.1 Customer Service Excellence (CSE) is the UK Government's national standard which replaced Charter Mark in 2008. The scheme is run by the Cabinet Office which describes the approach as follows;
 - 2.1.1 *"The Government wants public services for all that are efficient, effective, excellent, equitable and empowering – with the citizen always and everywhere at the heart of public service provision. With this in mind Customer Service Excellence was developed to offer public services a practical tool for driving customer-focused change within their organisation."*
 - 2.1.2 *"The foundation of this tool is the Customer Service Excellence 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. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction."*¹
- 2.2 The CSE standard comprises five criteria: Customer Insight (which has 11 elements); Culture (11 elements); Information and Access (12 elements); Delivery (13 elements); and Timeliness and Quality (10 elements). Applicants are initially rated against each of the 57 elements and are expected to be compliant with 80% of these elements overall. Applicants may be found to be partially compliant with a maximum of 11 elements, and there are limits on the number of partial ratings allowed within each criterion.

- 2.3 Following initial accreditation, the assessor reviews evidence for each element once over a phased programme.
- 2.4 Best practice is recognised through the award of a “Compliance Plus” for individual elements, with case studies available on the [Customer Service Excellence website](#) as exemplars for others to emulate.
- 2.5 The format for the assessment for re-accreditation involves a one day visit by the assessor to carry out a practical review of evidence, to meet with the management team, staff, customers and partners, as well as observe customer interaction through, for example, visits to the applicant’s venues and its partner venues.

3. Main report

- 3.1 The Culture Service (at the time Culture and Sport, including Edinburgh Leisure) was first awarded Customer Service Excellence (CSE) following an assessment on 11 and 12 November 2014.
- 3.2 The assessor’s final report determined Culture and Sport to have achieved partial compliance with six elements, full compliance with 49 elements and compliance plus with two elements.
- 3.3 The Culture Service undertook reassessment for CSE accreditation on 29 September 2016, following the rolling programme of re-assessment. This involved specifically assessing 19 of the 57 elements, though it should be noted that all elements are under general assessment and subject to change in score should the assessor identify elements which have improved or which are no longer compliant.
- 3.4 The assessor first met with the Culture management team to discuss the changes the service has undergone since initial accreditation, crucially the changes under the Transformation Programme, which have re-shaped the way in which services are managed and delivered.
- 3.5 This was followed by an assessment of the written evidence, then site visits to the Museum of Edinburgh, the Museum of Childhood and the Writer’s Museum, followed by the Usher Hall.
- 3.6 At the Usher Hall, the assessor met with a range of partners including Police Scotland, the Royal Scottish National Orchestra, Festivals Edinburgh, Marketing Edinburgh, and Friends of City Art Centre, followed by a meeting with a group of staff from the various Culture Service venues and service areas.
- 3.7 The assessor’s final report awarded the Culture Service full compliance on 50 elements, partial compliance on 3 elements and compliance plus on 4 elements, an increase of two since the initial assessment.
- 3.8 In the final report the reason for awarding the compliance plus ratings for the additional two elements was as follows;

- 3.8.1 **We use reliable and accurate methods to measure customer satisfaction on a regular basis:** “The service demonstrated that it has robust customer satisfaction testing processes in place using a range of methods such as surveys, mystery shopping, customer experience scoring and in some areas the use of Net Promoter scoring system. The deployment of new customer feedback kiosks in venues is to be commended. These kiosks provide customers with the opportunity to give quick, easy and instant feedback to the service on their experience...It was noted that the feedback from customers via the new kiosks is overwhelmingly positive with a strong propensity toward ‘recommend to others’ and with Net Promoter scores showing in excess of 80%. These initiatives warrant the raising of the score in this element to compliance plus”.
- 3.8.2 **We can demonstrate how customer-facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning:** “The evidence review, supported by staff commentary to the assessor during the assessment warrants raising the score in this element to compliance plus. The evidence from the Communications and Marketing working groups is fully supported by commentary from staff, who related their experiences in the development of policies within the service. The documentary evidence from the working groups demonstrates a collaborative approach to the development of flexible opening hours, schedules etc. Given the financial pressures on the service, this approach in involving staff is to be commended”.
- 3.9 Following this successful re-accreditation, the external assessor will review evidence in a further two assessments, following the rolling programme.

4. Measures of success

- 4.1 Award of Customer Service Excellence is achieved and retained during the phased programme of review.
- 4.2 The number of partial compliance ratings is reduced.
- 4.3 The number of compliance plus ratings is increased.
- 4.4 Meeting the following objectives of the Culture Plan;
- 4.4.1 Encourage the highest standards of creativity and excellence in all aspects of cultural activity.
- 4.4.2 Support greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive all year round.
- 4.4.3 Invest in artist and practitioner development, and support and sustain the local artistic community.

5. Financial impact

- 5.1 The fee for the external assessment in 2016 was £803.00 and was contained in the Culture Service revenue budget 2016/17.

6. Risk, policy, compliance and governance impact

- 6.1 There are no risk or governance impacts arising from the recommendations in this report.

7. Equalities impact

- 7.1 The re-assessment process was as open and transparent as possible, to ensure that the views of all staff, partners and customers, could be gathered and considered by the external assessor.

8. Sustainability impact

- 8.1 The impacts of this report have been considered in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties, and have been assessed as having no direct impact on carbon, climate change or sustainability.

9. Consultation and engagement

- 9.1 Culture Service staff were involved in the preparation before the CSE re-assessment and in the re-assessment itself, along with a range of partners and customers.

10. Background reading/external references

- 10.1 [Award of Customer Service Excellence to Culture and Sport \(including Edinburgh Leisure\) – 10 March 2015](#)

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11. Links

Coalition Pledges	P24 – Maintain and embrace support for our world famous festivals and events P31 – Maintain our City’s reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure
Council Priorities	CP6 – A creative, cultural capital
Single Outcome Agreement	N/A
Appendices	N/A