CENTRE FOR ASSESSMENT LTD
CUSTOMER SERVICE EXCELLENCE - ASSESSMENT RECORD

Assessment Reference Number	Name of Organisation
13/0728	South Yorkshire Pensions Authority

	Name of Assessor
Initial / 3 Year Assessment	Andrew Mackey
Surveillance 1	
Surveillance 2	

This document will be the key record of your organisation's assessment and surveillances. It will cover the whole of your organisation's journey from the first desktop review to the final surveillance activity.

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Section 1 **Assessment Analysis -** this will show the evidence seen by the assessor at each stage of the assessment process, together with the scoring for each element after the desk top review and after the on site visit.

Surveillance 1 and 2

Section 2 **Surveillance documentation -** this will show the information that the client organisation will need to provide for the annual surveillance visits

Section 3 **Surveillance reports -** this will contain the assessor's report on each surveillance activity

First Desk-top Analysis Date	Date Sent to Client	Date sent to CfA
12.03.14	12.03.14	12.03.14
Second Desk-top Analysis Date	**Date Sent to Client**	**Date sent to CfA**
NA	NA	NA
Assessment Visit Analysis Date	**Date Assessment Analysis sent to CfA**	
26.03.14	27.03.14	
Date of first surveillance	**Date of second surveillance**	
26.03.15	26.03.16	

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	Key
CP	Compliance Plus
F	Full Compliance
P	Partial Compliance
NC	Non-compliance
VO	Evidence Verified On-Site
DTR	Desk-top Review
AV	Assessment Visit

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SECTION 1 - ASSESSMENT ANALYSIS

1. CUSTOMER INSIGHT

1.1 Customer Identification

Element	Desk-top Evidence	Key Questions / person asked?	Visit(s) Day Evidence	DTR Result	Final Result
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.	Member profiling Data cleansing and reconciliation to ensure accurate data			F	F
1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.	Use of DART data analysis tool Consultation processes Bespoke seminars for different age groups			F	F
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.	Different approaches for different groups (eg different newsletter covers for younger members, easy to read formats, information provided in different forms and via different channels)	How successful are you in engaging effectively with younger members, who are traditionally hard to engage with on pensions issues?	Revamp of newsletter to produce 4 versions to cover different age groups and genders – very innovative approach to engaging all ages	P	CP

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1.2 Engagement and consultation

Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
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.	Consultation and Communication Policy Pensions Advisory Panel	How do you make sure the methods you use to consult with members are appropriate to the needs of different groups?	Bespoke surveys for specific events, differentiated approach for different age groups and genders, offer different ways for people to give feedback	P	F
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 on all new initiatives Regular feedback from members Information on the impact of consultation given in newsletters	VO talking to customers	VO	P	F
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.	Major review of strategy for consulting in 2012 Developing use of social networking Exploring ways to improve attendance at AGMs			F	F

1.3 Customer satisfaction

Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
1.3.1	A selection of reports on recent customer	How do you make	Differentiated	P	F

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We use reliable and accurate methods to measure customer satisfaction on a regular basis.	surveys including: AGM 2013 Employers' Forum New Payslip Letter Annual Pension Forecast	sure the methods you use produce reliable and accurate results?	approach to different groups, stick to basic questions and issues, mix of questions and free text		
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.	Fund review newsletters provide results of surveys to members Changes to arrangements for Annual Employers' Forum following feedback Development of 4 Customer Charters to meet the needs of different member groups			F	F
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.	Development of specific questions for different surveys to focus on specific issues (eg at AGM) Recognition of the impact of giving incentives for members to respond to surveys Move away from global surveying as this has least impact			F	F
1.3.4 We set challenging and stretching targets for customer satisfaction and our levels are improving.	Target for 55% to be 'very satisfied' in 2012/13, increased to 60% for 2013/14	The target seems quite low – is there a reason why this is the case?	Target is for 'very satisfied' only…target for over 90% to be 'satisfied' or 'very satisfied'	P	F
1.3.5 We have made positive changes to services as a result of analysing customer	Bulk joint member mailing to increase efficiency Personal assistance with form filling for all LA retirees – has resulted in fewer queries			F	F

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experience, including improved customer journeys.	at later stages				

2. THE CULTURE OF THE ORGANISATION

2.1 Leadership, policy and culture					
Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
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.	Commitment to Excellence programme started in 2010. Eight values identified: • Customer Focus • Integrity • Teamwork • Respect • Innovation • Enthusiasm • Professionalism • Continuous improvement Communicated in induction and promoted around the offices	VO talking to staff	VO	P	F
2.1.2 We use customer insight to inform policy and strategy and to prioritise service improvement activity.	Use of Employers Forum and employers groups to continue to develop insight. Work with employers on EPIC (Employers Pensions Information Centre)			F	F
2.1.3 We have policies and procedures, which support the right of all customers to expect excellent levels of service.	Customer Charters for different groups SLA content Commitment to Excellence and key values			F	F

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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.	Customer satisfaction results Feedback from members (eg unsolicited thank you letters) Over 95% of members 'satisfied' and 66% 'very satisfied'	VO talking to customers	VO	P	F
2.1.5 We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.	Data Protection Policy Password services Sophisticated IT provision	VO talking to customers and staff and via observation	VO	P	F
2.1.6 We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation.	Mix of structured approaches and flexibility for staff to address specific issues for different members Focus on staff development and continuous improvement Commitment to Excellence	VO talking to staff	VO	P	F

2.2 Staff professionalism and attitude					
Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
2.2.1 We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.	Job adverts emphasise the need for customer service Personal Development programme for staff Performance management and appraisal process	VO talking to staff	VO	P	F

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2.2.2 Our staff are polite and friendly to customers and have an understanding of customer needs.	Customer Charters Informal monitoring by managers Unsolicited thank you letters and compliments	VO talking to customers and via observation	VO	P	F
2.2.3 We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.	Appraisal process (new process to be introduced in April following input from staff group) Refresher customer service training for all staff Effective use of efficient IT systems	VO talking to staff	VO	P	F
2.2.4 We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.	Longstanding staff – therefore in a better position to develop insight and ideas for improvements Use of specific groups (eg procedures group, strategy group, management group) Impact of staff on development of new appraisal processes	Any specific examples of changes made to services as a result of feedback from staff?	Changes to forms for customers – leads to smoother and more efficient responses from staff Use of SharePoint to encourage ideas and suggestions	P	F
2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.	Measured workloads Quarterly reporting of performance to elected members Regular congratulations to staff on high performance levels High level of support for IT systems	VO talking to staff	VO	P	F

3. INFORMATION AND ACCESS

3.1 You widely publicise access to your services and their availability

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Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
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.	Newsletters, forecasts, scheme booklets, website, leaflets			F	F
3.1.2 Where there is a charge for services, we tell our customers how much they will have to pay.	Most services are free but charges are made (eg for replacement P60) and these are explained in Retirement Benefits booklet			F	F

3.2 Your services meet the needs of customers					
Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
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.	Range of options advertised on web page – include face to face, phone, email, letter	VO talking to customers	VO	P	F

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3.2.2 We take reasonable steps to make sure our customers have received and understood the information we provide.	Use of standard letters Impact of Editorial Group Skilled staff who are capable of checking understanding Invitation on all written information to contact Authority if any questions	VO talking to staff and to customers	VO	P	F
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.	Regular updates to website EPIC user guide Regular review of standard letters Planned enhancements to self-service options			F	F
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.	Standard letters to explain delays (eg due to third party delay) Example of email to customer explaining process for dealing with complaints and the timescales involved	VO talking to staff	VO	P	F
3.3 Access					
Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
3.3.1 We make our services easily accessible to all customers through provision of a range of alternative channels.	Range of options including phone, letter, face to face, email. Alternative formats provided including Braille, audio, large print, alternative languages			F	F

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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.	Impact of feedback from members – eg move to provide more self service functions Data collected re phone calls, emails and personal visits. Identified that more members giving email address – therefore now email the newsletters Development of alternative electronic format for information that is compatible with wider range of devices			F	F
3.3.3 We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.	All locations have access to private interview rooms Recent relocation of local offices to more modern state of the art offices – very positive feedback from members	VO via observation	VO	P	F
3.4 Cooperative working with other providers, partners and communities					
3.4.1 We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.	Work with employers to gather, maintain and update data about members Training, support and guidance offered to employers to develop more a sense of partnership Provision of workshops for employers – helps them provide better information for their staff	VO talking to employers	VO	P	F

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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.	SLAs with employers			F	F
3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.	Support for local and national charities Work with local Tourist Information to promote local areas Donated computer equipment to charity working to get long term unemployed back into work			F	F

4 DELIVERY

4.1 Delivery standards					
Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
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.	Customer Charters Service standards			F	F

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4.1.2 We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.	Official monthly monitoring (although individuals and managers tend to monitor daily) Quarterly reports to elected members (public documents) Results published in Annual Reports and in Newsletters			F	F
4.1.3 We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.	Regular consultation with employers and with members on service standards			F	F

4.2 Achieved delivery and outcomes

Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
4.2.1 We agree with our customers at the outset what they can expect from the service we provide.	Welcome pack, Customer Charters and Benefits Booklet			F	F
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.	Performance reports Satisfaction survey results Unsolicited compliments and thanks			F	F

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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.	Benchmarking against over 60 LGPS shows favourable comparisons	Have you been able to use benchmarking data to improve your service?	Keeping on top of costing issues Currently reviewing turnaround times	P	F
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.	Encourage visits from other providers to share good practice Shared specific good practice – eg factsheet developed to explain the impacts of reduction in tax free pension savings	Any examples of good practice you have picked up from other providers?	Use of 'Find my lost pension', Payslip letter (from Greater Manchester Pensions), ideas shared from Communications Group	P	F

4.3 Deal effectively with problems

Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
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.	Close monitoring of performance to show up any potential problems Flexible approach to work allocation to deal with peaks and troughs Specific initiatives – eg to help deal with large number of redundancies over a short period of time Clear business continuity plan in place			F	F

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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.	Clear process detailed in leaflet, standard letters and on website – clear information about how to process formal complaints			F	F
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.	Refresher training for staff and managers Written guidance on handling complaints	VO talking to staff	VO	P	F
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.	Specific changes and developments made to address issues raised in complaints – eg AVC leaflet produced			F	F
4.3.5 We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.	Review currently underway with customers who have used the complaints process over the last 2 years	What is the current status of the review?	15 members consulted but only 1 returned – deadline is the end of April and they will chase up	P	F

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| 4.3.6
We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them. | People who have used the complaints process are surveyed every 2 years to assess satisfaction with the process and outcomes | | | F | F |

5. TIMELINESS AND QUALITY OF SERVICE

5.1 Standards for Timeliness and Quality					
Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result
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.	Customer Charters and service standards cover issues of timeliness and quality			F	F
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.	Covered in Customer Charters and in service standards information			F	F
5.2 Timely Outcomes					
Element	Desk-top Evidence	Key Questions / person asked?	Visit Day(s) Evidence	DTR Result	A Visit Result

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5.2.1 We advise our customers and potential customers about our promises on timeliness and quality of customer service.	Customer Charters Web site Welcome pack Scheme leaflets			F	F
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.	Training and development for staff, including counselling and bereavement training if appropriate Staff not allowed to deal with members until fully trained	VO talking to customers and via observation	VO	P	F
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.	Dashboard system allows staff to view all documents, emails, telephone logs, case notes, advisory appointments, on-going queries relating to each member.	VO talking to staff and customers and via observation	VO	P	F
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.	IT system includes task reminder to make sure issues are dealt with in a timely fashion Regular reminders issued if delay caused by third party	VO talking to customers and via observation	VO	P	F

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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.	Clear performance standards set and generally met Enquiries handled in date order – any that are in danger of going over time are highlighted by the system so action can be taken	VO talking to customers and via observation	VO	P	F
5.3 Achieved Timely Delivery					
5.3.1 We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.	Monitored as part of performance monitoring and review Use of external measures (mystery shoppers, benchmarking) to ensure performance is at an acceptable level			F	F
5.3.2 We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.	Performance confirmed by monitoring processes, mystery shopping and through feedback from members Results publicised in Annual Reports and newsletters and in reports to elected members			F	F
5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.	Benchmarking group report shows high performance at lower than average cost Clear evidence from meetings and discussions with colleagues in other providers that SY are ahead of the game in many areas			F	F

Compliance plus Justification:

1.1.3 – Traditionally very difficult to engage with young people on pensions. Have developed differentiated newsletters with 4 different versions to appeal to different age groups and gender

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SECTION 2 – FIRST SURVEILLANCE DOCUMENTATION

Assessment Reference Number:		
Name of Assessor:	Date of First Surveillances Visit:	Number of Days required:
Andrew Mackey	26.03.15	1.25

Surveillance category after initial assessment (High or Low):	Surveillance category after first surveillance (High or Low):
LOW	LOW

Note for the client:

In order to maintain your accreditation under Customer Service Excellence your assessor needs to make surveillance visit one year after you are first accredited. Your surveillance visit will take place in March 2015 . The main focus for the surveillance will be to look at what progress has been made against any development points raised in the initial report and any changes that have occurred since your first assessment. If your surveillance category is High after your first surveillance visit an on- site visit will be required for your second surveillance, this will be discussed with you by your assessor at the end of your first Surveillance.

Centre for Assessment will contact you in January 2015 and request the following documents:

Item	Assessor to Confirm Receipt
▪ Latest performance data for your core business - this needs to show how well you have performed against the standards you have set	√
▪ Details of any review of your service delivery or service standards since your first assessment	√
▪ Latest customer satisfaction results	√
▪ Latest complaints report	√
▪ Latest Annual Report	√
▪ Details of any changes made since your last assessment	√

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You will also be asked to provide responses to the following development points raised after your first assessment:

Development Points:
• it will be important to ensure a clear evaluation of the impact of the attempts to engage more effectively with young people (eg through changes to the newsletter) to ensure that these changes do produce positive results. • as the organisation heads into challenging times it is important that the focus on performance is maintained and that any dips in service are addressed and customers kept informed. • feedback from customers on the complaints procedure should be chased to make sure that any necessary changes are identified and can be implemented. • the concept of the internal customer (ie colleagues as customers) has been developed successfully in some parts of the organisation but this could be made more explicit and more fully embedded across the organisation. • consider how the organisation might achieve more 'compliance plus' at the surveillance visit next year

On-site visit: Clients undergoing their first surveillance against Customer Service Excellence and all high risk surveillance category clients will have an on-site visit from their Assessor. This visit must take place 12 months after your initial assessment.
The following activities have been identified for this on-site visit:

Activities		
Generic		**Use of certification mark**
		Check key service and customer care information is available for customers
		Observe the service in action
		Talk to customers, staff and partners to obtain views on the service
Onsite plan		
Date/Time	**Key people to be seen**	**Key issues to be explored**
26.03.15		
11.45	Joanne Webster	Welcome
		Opening meeting
12.00	Ian Baker	Overview of current situation New Pension Scheme New IT system

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12.30		Review of documents submitted
13.00	Customer focus group (x6)	Overview of the service received Perception of changes to service Improvements needed
14.00		Review of documents submitted
14.30	Staff focus group (x ***)	Changes since last assessment Dealing with the current issues Support provided to help with challenges over last year Empowerment to deal with queries and issues What could be better
15.30		Assessor review time
16.00	Joanne Webster	Feedback and closing meeting

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SECTION 3 – FIRST SURVEILLANCE REPORTS

FIRST SURVEILLANCE

Since the initial assessment there have been a number of significant changes that have had an impact on the service delivered to members. The new Local Government Pension Scheme was introduced in April and the Authority also moved to new IT software from a different provider. This was in conjunction with 7 other authorities and all have experienced a degree of problems with the new system. The processes are not all working effectively and this has slowed response times in many cases. This has been especially frustrating for staff who have been used to delivering over and above the industry standards. However, a number of things have been put in place to help ensure that members continue to get a good service. 5 priority groups all get focussed attention. Saturday overtime has been offered each week to help reduce the backlogs that have built up and work is being done with the software provider to help resolve the issues and make the systems smoother and more efficient. Work has also been done both with employers and members to help manage their expectations during this difficult period. However, because the service standards set by SYPA were so high, the reduced level of service they are now offering is still in line with that offered across the sector.

What has changed since the first assessment in relation to each of the 5 criteria?

Criterion 1   Customer Insight
- Further customer insight gained from complaints survey
- Further customer insight from survey re combined payslip and P60

Criterion 2   Culture of the Organisation
- Staff have taken it very personally that the organisation hasn't been able to meet its deadlines and they have pulled together to bring performance back in line
- Very positive feel from the staff about how they are doing now – once commented *'if you had asked us that 6 months ago it would have been a very diffrerent picture'*
- Great support offered from managers and from the senior levels of the organisation

Criterion 3   Information and access
- Development of checklist for individuals to cover everything when someone dies – followed a request from a member
- Information provided for members and employers about the changes being made and the potential impacts on service

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- Expectations have been managed well
- Changes to newsletter following survey of opinions from members
- Survey of views on gender- and age-specific newsletters

Criterion 4   Delivery
- Focus on priority groups to make sure deadlines are met wherever possible
- Report submitted re complaints survey

Criterion 5   Timeliness and quality of service
- Dips have occurred due to the change in Pension scheme and in the software being used
- Overtime offered for weekends to clear the backlog

What progress has the client made against the development points raised in the first report?
- it will be important to ensure a clear evaluation of the impact of the attempts to engage more effectively with young people (eg through changes to the newsletter) to ensure that these changes do produce positive results.
  Surveys done on the impacts of the gender- and age-specific newsletters
- as the organisation heads into challenging times it is important that the focus on performance is maintained and that any dips in service are addressed and customers kept informed.
  Clear focus on performance maintained – overtime being offered to help reduce the backlogs that have built up
- feedback from customers on the complaints procedure should be chased to make sure that any necessary changes are identified and can be implemented.
  Survey responses provided
- the concept of the internal customer (ie colleagues as customers) has been developed successfully in some parts of the organisation but this could be made more explicit and more fully embedded across the organisation.
  Not specifically addressed
- consider how the organisation might achieve more 'compliance plus' at the surveillance visit next year
  Not specifically addressed – probably not appropriate at present due to the current problems being faced

Has the scoring against any elements changed since the first assessment?
No changes noted

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Scoring

- To achieve the Standard an organisation may not have any non-compliances
- To achieve the Standard organisations must demonstrate compliance with each of the criteria. To do so the organisation must achieve full compliance or Compliance plus in at least 80% of the elements contained in each of the criteria
- The maximum number of partial compliances allowed within each criterion is shown in the table below

Criterion	Number of Elements	Maximum number of partial compliances	Actual number of Partial compliances	Actual number of compliance plus elements
1	11	2	0	1
2	11	2	0	0
3	12	2	0	0
4	13	3	0	0
5	10	2	0	0

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SECTION 2 – SECOND SURVEILLANCE DOCUMENTATION

Assessment Reference Number		
Name of Assessor	**Date of Second Surveillances Visit**	**Number of Days required**
Andrew Mackey	26.03.16	0.5

Surveillance category after first surveillance (High or Low):	Surveillance category after second surveillance (High or Low):
LOW	

Note for the client:
In order to maintain your accreditation under Customer Service Excellence your assessor needs to complete a surveillance activity one year after you are previous surveillance activity. Your surveillance activity will take place in March 2016. The main focus for the surveillance will be to look at what progress has been made against any development points raised in the previous surveillance activity and any changes that have occurred since your last surveillance. If your surveillance category is High after your first surveillance visit an on- site visit will be required for your second surveillance, this will be discussed with you by your assessor at the end of your first Surveillance visit.

Centre for Assessment will contact you in January 2016 and request the following documents:

Item	Assessor to Confirm Receipt
▪ Latest performance data for your core business - this needs to show how well you have performed against the standards you have set	
▪ Details of any review of your service delivery or service standards since your first assessment	
▪ Latest customer satisfaction results	
▪ Latest complaints report	
▪ Latest Annual Report	
▪ Details of any changes made since your last assessment	

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You will also be asked to provide responses to the following development points raised after your Surveillance:

Development Points:
• the concept of the internal customer (ie colleagues as customers) has been developed successfully in some parts of the organisation but this could be made more explicit and more fully embedded across the organisation. • consider how the organisation might achieve more 'compliance plus' at the surveillance visit next year

Off-site assessment:
Clients undergoing their second surveillance against the Customer Service Excellence that fall into the LOW risk category.

On-site assessment:
Clients undergoing their second surveillance against the Customer Service Excellence that fall into the HIGH risk category.

The following activities have been identified for the off-site assessment

Off site plan		
Date/Time	**Key people to be seen**	**Key issues to be explored**
26.03.16		Review documentary evidence submitted
		Phone call to client if necessary
		Update assessment record

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SECTION 3 – SECOND SURVEILLANCE REPORT (to be completed by the assessor after each surveillance)

SECOND SURVEILLANCE

What has changed since the first assessment in relation to each of the 5 criteria? (Assessor to insert details under each criterion)

Criterion 1   Customer Insight

Criterion 2   Culture of the Organisation

Criterion 3   Information and access

Criterion 4   Delivery

Criterion 5   Timeliness and quality of service

What progress has the client made against the development points raised at last surveillance?
(Assessor to list development points and updates)

Has the scoring against any elements changed since the first assessment? (Assessor to list changes)

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Scoring

- To achieve Customer Service Excellence an organisation may not have any non-compliances
- To achieve Customer Service Excellence organisations must demonstrate compliance with each of the criteria. To do so the organisation must achieve full compliance or Compliance plus in at least 80% of the elements contained in each of the criteria
- The maximum number of partial compliances allowed within each criterion is shown in the table below

Criterion	Number of Elements	Maximum number of partial compliances	Actual number of Partial compliances	Actual number of major non-compliances
1	11	2	0	0
2	11	2	0	0
3	12	2	0	0
4	13	3	0	0
5	10	2	0	0

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