

### Appendix 3

#### Customer Service Excellence Standard Recertification 2020

#### Partial Compliance

Ref	Element	Assessor Comments	Recommended responses
1.3.4	We set challenging and stretching targets for customer satisfaction and our levels are improving	<p>You are in a period of major change in service delivery and the systems you use for reporting. Although you have some areas where you can evidence improved satisfaction this is not yet consistent. For example: -</p> <ul style="list-style-type: none"> <li>• Those customers being signposted to partners to seek solutions- e.g. Adult Social Care CSC- you have no measure of customer satisfaction with the service delivered. The Customer Relationship Management tool is good but this aspect of completing the circle to understand outcomes is not available.</li> <li>• The move to digital applications for school transport. You claim you have improved the customer experience, but you cannot evidence</li> </ul>	<p>Historically and currently, the CSC focuses on customer satisfaction relating to the quality of information and advice given by advisers and not specific outcomes, as the premise of the front door service is to enable people to take control of, and make well-informed choices about, their care and support. As part of the implementation of the Customer Experience Strategy and related Customer Promise, we will organisationally be looking at customer satisfaction and failure demand (where failure to do something right for the customer causes the customer to make another demand on the system) and review metrics and relevant analysis of outcomes within the CSC and wider.</p> <p>We can demonstrate that the time taken to complete digital applications has reduced dramatically. In 2018, we received 500</p>

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		<p>this. The customer feedback on site was that although the digital application was good there are ongoing issues with some aspects. These include refunds 'taking a long time 'and responses to requests being delayed.</p> <ul style="list-style-type: none"> <li>• There was little meaningful evidence on satisfaction and timeliness of the CAHMS referral process, yet customers and stakeholders interviewed felt it was an area of concern for them.</li> </ul>	<p>applications in a week. In 2019, we received the same amount on day one. The forms are easy to complete, and parents can submit them quickly and we are able to respond to them in a timely manner.</p> <p>During COVID19 more of the transactions for Education Services have been undertaken on-line and remotely.</p> <p>The Navigation Hub is the initial point of contact for professionals around referrals. Clinicians review every referral, gather relevant clinical information, and decide what further action is needed whether this is a routine, urgent or emergency referral.</p> <p>There were 4657 referrals into the Navigation Hub between February 2019 and January 2020. Of these referrals 52.5% (2447) required specialist CAMHS.</p> <p>The national guidance for Referral to Treatment Time (RTT) is that individuals need to be seen within 18 weeks of the initial referral. The Warwickshire target is 95%. Between February 2019 and January 2020 this target has been consistently attained for those referred into specialist CAMHS services.</p> <p>Over the last year, Rise has reported the average referral to treatment waiting time (RTT) for those waiting for routine appointments, as being an</p>

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			<p>average of between 6 and 8 weeks, well within the 18 targets.</p> <p>With follow- up appointments we have a local target of 12 weeks; however, this target has not been met. Nevertheless, there has been considerable and sustained progress in reducing the longest waiters and increasing the proportion of those seen within 12 weeks. The average wait to follow up appointment in November 2019 was 13 weeks.</p> <p>Across Warwickshire, the number of children and young people waiting over 36 weeks for a follow up appointment reduced each year; from 64 in August 2017 to 23 in November 2018 and has further reduced to 9 in October 2019.</p>
2.2.1	<p>We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff</p>	<p>There is evidence of you having customer focus at the heart of the business case for change. It is understandable at this stage in the Transformation agenda that the results of your staff survey do show some downward trends. Staff morale is still reflecting the findings of the staff survey. Members of staff, not just at the focus group, but at other times during the assessment saying they do not feel valued and having an anxiety around their future opportunities for development. Staff are committed to their service and to good customer experience for both internal and external customers.</p> <p>The key areas of anxiety are</p>	<p>The majority of service redesigns have been paused by Corporate Board pending the removal of the COVID-19 lockdown.</p> <p>The learning from COVID19 may have an impact on future redesigns of some services</p> <p>However, where service redesigns have been implemented final redesigns have taken onboard feedback following consultation with staff. For example, the Business Support revised proposals include the retention of a grade which was initially proposed for removal.</p> <p>Furthermore, we have undertaken a staff survey to gauge how the changes to working practices as a result of the lockdown are affecting staff. The weekly broadcasts from the Chief Executive and</p>

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		<p>1. The perceived enforcing of generic job descriptions.</p> <p>2. 'Downgrading' of some lower tier management posts.</p> <p>3. Late communication to individuals during their consultations.</p> <p>4. Too much change all at once.</p> <p>5. How these changes will impact on their customers.</p> <p>You may wish to consider fully who your customers are as this will include the traditional customers, stakeholders, volunteers and employees. It is important that external and internal customers have a good customer experience.</p> <p>It should be stated that this is a partial compliance because of where you are in the changes and therefore there is an inconsistency against this criterion. On the last day of the assessment you announced the reinvigorating of the Employee Forum which is a positive step.</p>	<p>the Strategic Directors are being valued by staff as evidenced by the FAQs on the intranet.</p>
3.3.2	<p>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</p>	<p>There are many individual examples of where this does happen. However, on looking at the key point of access being promoted – the website - an issue on feedback was identified. The most prominent feedback request point is the 'Was This Information Useful' button. This is intended to capture feedback about the web page, but this is not clear to customers. It transpired that some users send service request and feedback via this</p>	<p>Currently, comments are received via the 'Was this information useful?' option at the bottom of every page which are checked weekly. We propose increasing this to a daily task, with focus on identifying comments that constitute enquiries.</p>

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		<p>link which then may not be seen by the appropriate team for a week or more.</p> <p>Some customers interviewed reported having to chase requests and responses and be proactive in seeking answers -this may be related to this.</p> <p>Because of the importance of website interactions this is a partial compliance</p>	
5.1.1	We set appropriate and measurable standards for timeliness of response for all forms of customer contact including telephone calls, letters, email communications and personal callers	As some customer contacts into the website are potentially going to the wrong place and customers reported having to chase responses this is a partial compliance (see 3.3.2)	Response as above.
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	<p>There is some evidence of teams who do share, and it can result in reduced customer contacts and swifter interventions e.g. Warwickshire Fire and Rescue Service (WFRS) community prevention projects and MASH. These cross-team approaches are a good start but there are other areas where the 'silo' effect, or just the lack of awareness of what other teams are working on may be marring progress in sharing information and best practice. The understanding of the CSE standard is not consistent across teams and you may wish to consider developing champions in teams as this could assist with that understanding and help 'silos' engage perhaps by sharing departmental briefings, vlogs and blogs etc. Some previous internal connections may need reinvigorating too for example mobile libraries using the WFRS as an information link</p>	During the last consultation/engagement exercise WFRS worked with the library network to promote and communicate the consultation details. It is planned that WFRS will consider ways to utilise the mobile libraries as an information link for its prevention activities.

## Areas for improvement

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1.2.1	The Adoption Central England (ACE) is new and the relationship between the potential parents, adoption office and social workers is described as excellent. However, there is a willingness for all families met to be engaged with the team to develop information and guidance e.g. on the Letterbox system- especially in complex cases and foster to adopt, a new process. You may also wish to consider engaging with parents and staff to develop guidance.	We will take the suggestion to the Adopter Stakeholder Group. We will also invite potential adopters to be included in a group which will focus on service developments and guidance. Currently we are in the process of adopting a regional approach to the letterbox scheme and this will also be co-produced with this group.
1.2.1	The parents from the Flexible Learning Team (FLT) who attended the focus group are keen for more engagement and networking. You may wish to consider enabling this.	It is planned for meetings to be arranged on the following basis: <ul style="list-style-type: none"> <li>• Meetings will be held every 6 weeks</li> <li>• Attendees will include all parents and young people involved with Flexible Learning, School leaders and/or Special Educational Needs Coordinators</li> <li>• The meeting will be a round table discussion to provide advice and support</li> <li>• WCC will facilitate networking with this group via the Flexible Learning Hubs</li> <li>• The outcome for families will be the opportunity to meet other families in similar situations. Where necessary advice and support will be provided. Families will be able to take away lessons learnt about how WCC can support parents and young people more appropriately.</li> <li>• For WCC we will be able to assess how we can provide better care and a better service.</li> </ul>
2.1.6	The calls on the calls management screen in the CSC is not easily visible for all agents, you may wish to consider where it could be best located to support all agents and therefore customer demand.	Currently wall space is limited in both offices and screens are placed in the best practical spaces. If advisers are based in the office, they are not tied to their desks so have opportunity to see wider statistics throughout the day. All advisers, wherever their work location (office or home), can see calls on the icebar (CSC telephony software) via their computers, and therefore calls queuing for their service and customer demand. As part of the review looking at the best

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		<p>use of office space in the CSC, we will consider whether the screens can be better placed or if additional screens can be practically added.</p> <p>As part of managing services during COVID19 staff are now working remotely from home. As part of the recovery work post COVID19 discussions are taking place re how services will be delivered in the future</p>
2.1.6	<p>You do share good news stories and pride in awards and successes. The internal impact of your sharing is limited and patchy. You may wish to review how you raise employee awareness of the good stories and celebrate together</p>	<p>We are reviewing content of our internal publications to increase sharing good news among staff. This will include an imminent staff campaign focused on celebrating how staff have responded to the coronavirus pandemic. We will be taking forward things that have worked well.</p> <p>During COVID19 all Strategic Directors weekly live broadcasts have a section called 'shout outs' to celebrate good work/say thank you to individuals/teams.</p>
2.1.6	<p>The CSE Hallmark is used in some places and the certificate is displayed however you may wish to consider how you could make more of this achievement as something for the whole organisation to be proud of as 'one team'.</p>	<p>We are currently reviewing our approach to branding including the inclusion of the Customer Service Excellence Standard hallmark to ensure consistency of approach across the council.</p>
3.2.2	<p>The recent shift to Microsoft 365 is a positive move. However, you may wish to consider ongoing training and shared learning as teams were reporting some reporting issues and 'loss' of data.</p>	<p>The move to Microsoft was part of our wider transformation programme and thus was widely communicated to all members of staff. This was done through emails from a specific Microsoft Updates inbox, messages from Corporate Board and regular articles on the Intranet and in W4W</p> <p>The Learning Portal was created which members of staff are still regularly signposted to. This provides user guides, FAQs and instructions on how to use tools within MS 365. There are also several videos. <a href="https://warwickshiregovuk.sharepoint.com/sites/WCCOffice365Training">https://warwickshiregovuk.sharepoint.com/sites/WCCOffice365Training</a></p> <p>The same process was followed with the roll out of the Surface Pro devices. As part of our wider How We Will Work programme there were four campaigns designed to support change and adoption of both MS 365 and the Surface Pros. This has changed since Covid-19 has forced everyone to work from home and support is now very much about how staff continue working with the tools they have from home.</p>

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		<p>There are regular updates to the Learning Portal and regular communications are delivered via the intranet, through W4W and through Corporate Board. At the moment the focus is on regular collaboration with colleagues and making the use of some of the tools staff may not be aware of such as the Whiteboard. There is also a huge focus on the use of Teams.</p> <p>During COVID19 the staff wellbeing check in survey respondents (2101 staff responded) were generally positive about the news ways of working, 89%are working from home, 79% keeping connected via virtual team meetings – staff confidence in using technology has increased significantly as has the use of the technology:</p> <ul style="list-style-type: none"> <li>• 87.7% agreed or strongly agreed that we are adapting well to the new ways of working.</li> <li>• 83.1% agreed or strongly agreed that they were able to access the systems and technology needed to work at home effectively.</li> <li>• 75.3% agreed or strongly agreed that they had what they needed to work from home effectively.</li> </ul> <p>There is daily support available to help staff who are not confident in the use of technology.</p>
3.2.2	<p>Although there are no metrics to evidence these aspects, there is a lot of ‘noise’ around the organisation’s performance on Education, Health and Care plans- which can unlock other eligibilities- and CAHMs (a national issue too). Customers noted that there was some inconsistency in understanding the information on eligibility criteria around EHCP's and they did not find your website information to be clear.</p>	<p>We have worked with partners, including parent and carers, to improve the timeliness of our EHC assessment and plan processes. The latest data shows that 88% of EHC plans were issued within 20 weeks (the statutory timescale), a significant improvement on previous years and above the averages of national and statistical neighbours.</p> <p>Each year we run a local survey with parents regarding their experience of the EHC plan process. We share the findings of the survey with the Parent Carer Forum at one of our half termly meetings and agree actions (e.g. targeting training in certain teams). 61% of parents reported that they felt their views were included in the process (up from 38% the year before).</p> <p>We regularly update the content of our SEND webpages in response to feedback. We recently commissioned a review of these webpages to see if we need more substantial changes are required. A project proposal is being prepared as a result of this.</p>
3.4.2	<p>The first responder’s initiative brought positives to your communities. You may wish to look to reinvigorating the partnership with</p>	<p>The current Covid 19 crisis has seen excellent examples of collaborative working with partners. The first responders’ initiative has been paused and we are currently looking at opportunities to re-engage with West Midlands Ambulance Service (WMAS). WFRS operational</p>

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	the ambulance service to support the first responder's initiative again.	personnel are all trained to meet the highest first responder standards and are all equipped to perform this role.
3.4.2	You have many strong partnerships with Health and Education. The comparatively new structure of the CCG's and some parts of Education appear to bring some challenges. You may wish to consider if you can further build these relationships to support the needs and demands of your customers.	<p>Adult Social Care is working closely with the three CCGs covering the Warwickshire population to streamline processes and to ensure consistency across the footprint. One process is the Continuing Health Care (CHC) to ensure there is consideration of joint funding care arrangements where someone is assessed as not meeting full Continuing healthcare criteria.</p> <p>A working group is in place, and progress has been made to agree processes for joint funding arrangements. It will mean that joint funding is considered as part of the CHC process and not separately or for the customer to go through another assessment.</p> <p>Alongside this guidance for practitioners and managers is being developed which is in draft form currently and being updated following initial comments by all parties.</p> <p>This also includes work with education colleagues for our young people eligible for education, health and social care. There is already a panel in place to look at education and social care funding. The joint funding processes and guidance aims to ensure that education, health and social care funding streams are considered at the right time, providing a more seamless outcome for customers.</p>
4.1.2	There is also 'noise' around school admissions and the number of students not yet placed in school, but the data available did not seem to reflect the concerns raised. You may wish to consider reviewing the information you provide to ensure that it is meaningful to your customers.	<p>The children in question are being picked up in a cell called Children not on a school roll (NOASR).</p> <p>A team of professionals are reviewing the situation every week and providing support and guidance to mitigate the risks.</p>
4.2.2	You may wish to consider if you can evidence that services are customer focused and right first time in most instances and if the methods of reporting are still meaningful to the public,	The Customer Experience Strategy sets out our commitment to enhancing the services we provide for our customers. We have a vision to achieve a step change in the customer experience the county council delivers to its customers. We will embed across the council, a more consistent customer experience based on a clear, simple customer promise.

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	<p>considering the amount of change that has been and is being implemented.</p>	<p>In delivering our Customer Experience Strategy, we will raise the profile of the “customer” throughout the organisation and ensure that our plans, decisions, actions and overall culture, are customer centric and by working together, we can ensure that we make Warwickshire the best it can be.</p> <p>Within the Strategy there are several actions during the next 5 years to ensure implementation. Initially work has to be undertaken to ‘Understand baseline performance in order to be able to later evaluate impact of activity across organisation.’ By understanding the initial position and developing a performance framework WCC will be able to evidence the changes that have been undertaken and the outcome from these changes.</p>
4.2.2	<p>You are committed to building Community Capacity and may wish to consider metrics to show that increase and the Social value impact.</p>	<p><b>Community Capacity</b></p> <p>The delivery plan for our new Warwickshire County Council Voluntary and Community Sector Strategy (Connecting Communities) will include impact measures around how we can demonstrate increased community capacity under the 6 priority areas of:</p> <ul style="list-style-type: none"> <li>• strength-based working</li> <li>• promoting social action and volunteering</li> <li>• community engagement</li> <li>• effective partnerships</li> <li>• self-help, early intervention and prevention</li> <li>• investment in local communities</li> </ul> <p>A first draft of this delivery plan was produced for initial comment at the end of February 2020. A revised version will be developed once the current crisis has been resolved. We anticipate that some of the current actions within this plan will be revised, or additional actions added as a result of this. We will be exploring how the significant community response to the current situation can be supported and developed to increase resilience and help manage future demands.</p> <p><b>Social Value</b></p> <p>A key theme of the Warwickshire County Council Voluntary and Community Sector Strategy is the desire to embed social value into the operation and delivery of all county council services</p>

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		(internally, externally and commissioned). As a result, a number of the actions within the draft delivery plan outline how we will seek to achieve this.
4.3.4	There is some evidence of reporting and capturing evidence of improvements from informal complaints. You may wish to consider how to make this consistent across the organisation.	<p>The new customer feedback case management system, now rescheduled for implementation in Q2 of 2020-21, will enable us to better capture themes and trends. It will allow us to be more detailed in understanding people's complaints (i.e. will allow more than one complaint type to be input) and similarly, will allow more detailed outcomes to be recorded. Reports from the system will be easier to access and will allow for both clearer overviews of complaints but also give the ability for deeper dives on themes, trends and specific areas.</p> <p>Also, the new Complaints Policy, which has recently been agreed by Cabinet will provide a clearer framework to underpin the way we approach complaints/feedback and will therefore improve consistency.</p> <p>There is also a complaints investigation e-learning currently being developed (the content is written, and it is being translated into the right format), which will reinforce staff's approach and the importance of learning from each piece of feedback.</p>
5.2.2	The 'conversation' and strength-based approach in the CSC is becoming embedded. However, you may wish to consider a supporting 'checklist' to ensure the 'conversations' do not inadvertently miss any crucial steps which a scripted call may have captured.	<p>The strength-based approach has been in place within the Supporting People team since September 2019. Using a checklist would revert to a scripted process which goes against this new style of approach whereby advisers have an open and fluid conversation supporting customers to source own support and focus on strengths.</p> <p>Specific actions are already in place to ensure that crucial steps are not being missed. This is under regular review in collaboration with Adult Social Care and is currently working well.</p> <ul style="list-style-type: none"> <li>• frequent quality audits with team leaders</li> <li>• a feedback mechanism with Adult Social Care on quality of referrals and highlighting of any issues that need addressing</li> <li>• defined pathways for each process to support advisers and</li> <li>• a structured and comprehensive training programme</li> </ul>