

Appendix 4

Areas of Compliance Plus Reaccreditation 2020

Element - 1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.

The outstanding example of this, and other aspects of the Customer Excellence Standard, observed during the assessment, is the work of the 'Bridges Team'. The projects at Clopton Bridge and the Westgate repair were exemplar in the way they approached the needs and aspirations of all customers, stakeholders and partners. They used informal and formal consultation and had an end to end approach of the customer experience of these projects. They actively sought the opinions of all and adjusted their plans to best meet customer needs based on the insight gained. They incorporated the historical importance that emerged and delivered the projects on time.

These considerations included

- The re-routing of a diversion to better accommodate mobility scooter users.
- Amending timings to support commercial activity.
- Engaging with a local school to ensure they experienced the historical value of the project and burying time capsules.
- Developing a multiagency group to capture information from all. (Reinvigoration of the cross-county Vale of Evesham Freight Partnership).
- Prioritising communication -especially important as some aspects changed during the projects.
- Liaison with film crews working in Warwick to minimise inconvenience to all.

One interviewee said 'I work with many local authorities planning teams and have never encountered an approach as good as this experience. Both community and business needs are embraced as the norm. The team were commercially, and customer focused and went over and above to ensure their project was completed but all stakeholder views and requirements were taken into consideration.'

Element - 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.

There are many examples across the council where this is evidenced:

- Your engagement on the Council Plan including 9 roadshows held across the county and an online survey provided a broad geographic and demographic representation of views. Additionally, the views of the Youth Parliament were sought. You were also responsive to a key theme obtained from the engagement exercise by increasing the profile of Climate Change in your offer as a key council commitment.
- The FLT approach is outreach based and reaches the people furthest away from the services.
- Family Centres are a focus for service delivery aimed at specific needs. Your outreach works ensure the people most in need are referred into and have access to this wonderful service. The interagency work from WFRS to seek opportunities to develop services in the community.

- You have engaged many citizens in a variety of stakeholder groups, and these include a youth parliament and smaller young people's groups specific to services e.g. Flexible Learning and young carers.

Element - 1.3.5 We have made positive changes to services as a result of analysing customer experience, including improved customer journeys

You use customer journey mapping in service improvement, planning and delivery Some examples are: -

- The development of the Customer Experience Strategy.
- The cultural changes in the WFRS to proactively seek community opportunities to employ their services in a different way. The safe and well checks following hospital to home referrals further strengthens this service and early results are showing reduced readmissions, improved sign posting to other support and therefore efficiencies for both them and health.
- The person-centred strength-based triage which has replaced scripting at the Adult Social Care CSC
- The Road Safety Team have developed the Warwickshire Road Safety Club since analysing feedback from teachers via a satisfaction survey. You have developed a modern and effective approach which is appealing to the audience and has a strong message. The use of Makaton to reinforce the messages to reception age children is laudable
- Children and Family Centres, Early Help and Family Support use a range of mechanisms to evaluate the effectiveness of services and support. The voice of the child and parent are captured through a range of mechanisms such as parent/carer representatives on the Advisory Board, captured in action plans and online Parent Voice Group – established and consulted on all developments of the service
- The Early help application process was streamlined in line with customer feedback

Element - 2.1.3 We have policies and procedures which support the right of all customers to expect excellent levels of service.

You have a suite of policies and key performance information which set out what people can expect from your services. You have developed the new Council plan until 2025 and incorporated commitments based on feedback from your consultation. These are now underpinned by the Customer Experience strategy which evidences your culture of embedding a positive customer experience for all customers both internal and external.

Element - 2.2.4 We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.

There are many examples of how you meet this criterion. Some key examples are: -

- WFRS community diversification projects including the consideration being given to regain services lost to competition under previous regional policies to deliver efficient services to the Council and wider. Also, the exploration of new offers e.g. 'control' service for other organisation such as monitoring lone workers.
- Safe and Well visits
- The introduction of the strengths-based approach to 'triage' in social services
- The development of Volunteer support and signposting to third sector providers for some interventions.

- Your approach to the climate change emergency.
- The changes to the Family Information Service to better support the families and the Social Worker Team

Element - 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.

Across the council there are examples which meet this criterion and the following examples are of note: -

- The Warwickshire Fire & Rescue Service brand and unique strengths is being used to provide opportunities to make huge contributions in the community. You are providing services in people's homes, schools and businesses in the course of your statutory duties. The evaluation of the Hospital to Home service and Safe and Well checks evidence the huge benefits to the people of Warwickshire and the health providers you coordinate the work with. You have further coordinated with the charity Edible Links to enable those arriving home alone to have basic sustenance to get them settled back in after illness.
- The Veterans Contact Point Charity project is evidence of the council being part of a coordinated service. The commitment to the Armed Forces Covenant here means that they have not just 'adopted it' but they have enabled the charity to establish itself and supported it too to enable services to be offered for those in need. Other 'real' actions include fast tracking MOD personnel on issues such as mental health and employment and offering support in recruitment to employment with the council.
- Your coordinated delivery of reuse centers with Age UK at your household waste sites has demonstrable benefits. It generates income, meets the core climate change agenda and puts money back into services at the heart of your community.
- The Voluntary and Community Sector Strategy, which defines relationships and shows added value, underpins the strength agenda and pulls together the social inclusion and social value aspects. It is dependent on coordinated services.
- The County Record Office offer many facilities including access to Ancestry databases and working with other teams and organisation's including Shakespeare's birthplace, education and events (Commonwealth games 2022). There are many legacy projects which require coordinated delivery e.g. Warwickshire Bytes. The benefits are tangible in both the capture of accessible local history and the support for volunteers, many of whom, see their role to stop them being isolated. Visitors and volunteers on site described the office as 'the best in the country'

Element - 3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.

Your community interactions are well evidenced. For example

- Your work with Volunteers is extensive across many services
- The Veterans Contact Point project and provision of an appropriate community facility
- The home library service for those who are housebound or isolated
- The Children and family centres at the heart of your communities.
- Your liaison with HS2 and local areas to use monies to be spend on Road Safety in developing areas.
- Voluntary and Community Sector Strategy

- The staff engagement in national and local charitable initiatives e.g. Macmillan and support for local charities with the 4 annual fundraising days.

Element - 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

Adoption Central England (ACE) launched in February 2018 and as a new service are constantly reviewing their practices. You have developed the service and learned best practice by embracing the Dyadic Developmental Psychotherapy (DDP) approach. This has brought tangible changes to the service delivery. In particular, the new way the staff treat one another, as well as their approach to customers, has been commented upon by customers, partners and stakeholder as being a huge positive. The DDP training and approach enables staff to feel valued, supported and resilient in a traditionally stressful role. The service leads have been guest speakers at national conference on the methodology of DDP and the impacts it has had.

Areas of Good Practice

1. You have developed strong partnerships and networks across the county and region. These include
 - The WFRS work in partnership with NHS on the Hospital to Home and the follow up Safe and Well visits. This approach meets the demands of the Functional Operational Model (FOM) with good outcomes and tangible impacts on other services
 - The Brexit forum is a good example of your partnership working and leading on the Resilience Team across the region sharing best practice and assessing risk for your citizens •
2. The way you have developed the services in line with the 2025 Plan to enable the key objectives to be supported -for example Demand delivery with a strength-based approach, the Building Community Capacity agenda.
3. The development of the Fitter Futures-portal to improve referral pathways and capture appropriate data.
4. The work WFRS are doing to develop processes to gain meaningful feedback jointly working with the customer services team.
5. The new Customer Relationship Management tool in Adult Social Care – Mosaic appears to have good integration with FirmStep thus achieving a comprehensive contextual history of the customer supporting good customer communication.
6. The Family Information Service (FIS) change to delivery and outreach with restorative practice for Children and families is with earlier intervention and triage which is freeing up Social Worker hours for the more specialist areas at a time of severe pressure.
7. The council office reception at Kings House in Bedworth is now modern and welcoming to visitors following a facelift.
8. The new draft Complaints policy in its infancy and it is good that the drivers for this were a response to improve performance monitoring and learning following last year's assessment.
9. The development of a Customer Experience Strategy High Level Action Plan is good practice.
10. Your open and honest engagement with your staff following the staff survey via blogs and vlogs acknowledging the areas for improvement is good practice.

11. The Commercial Strategy is a fresh approach at challenging the traditional approach to local government finances and maximizing value.
12. Your approach to volunteering is proactive in many different services. The volunteers delivered Home Library Service for the isolated and housebound is being viewed as best practice by other local authorities.
13. The hub and spoke approach to the service FLT is enabling the demand on social worker hours to be eased a little in this time of pressure.
14. This year the students of the FLT have had their own ProMax and Craft Fayre which is innovative and good practice.
15. The library team has great insight into its customers for the residential homes and housebound. This is evidenced with the care taken in selecting bespoke reading lists and the provision of dementia boxes as required by individuals and nursing homes.
16. The engagement by Children's service to 'bespoke' the style of their web page is innovative and in step with their customer needs rather than the corporate style which may be modern but not necessarily customer friendly for those accessing information.
17. The achievement over the past 5 years resulting in 53% reduction of CO2 omissions exceeds your customer promise target.
18. The use of Peer group sessions by the Physical Disability and Sensory Services team is a totally customer and solution focused approach to meeting the excessive demand on their services due to an increase in those accessing their service on top of their traditional customers This increase appears to be due to a change in legislation and the grey areas between health and social responsibilities