

# Assessment Report

## CUSTOMER SERVICE EXCELLENCE



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**Type of Assessment:** Annual Review

**Date of Assessment:** December 9 2013

**Standard:** Customer Service Excellence

**Assessor:** Alun Davies

**Certification is:** Continued

SGS United Kingdom Ltd  
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## 1. EXECUTIVE SUMMARY

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Although there remains some uncertainty about the future Management model for the Sports and Fitness Service, the department's management team continue to be positive and remain focussed on delivering excellent customer services.

The financial position is robust, and investment partnership opportunities to support Boxing, Tennis, Netball and Beach Volleyball amongst other sports, ensures that the Council continues to play a pivotal role in the development of 'Sport for All' in the community.

The staff also remain both loyal and positive during this period of uncertainty. They are valued by customers who are very complimentary of the service.

The relationship between Sports Development and Facility Management was considered to be excellent, and would be difficult to replicate within an alternative management arrangement, as both areas currently share the same community development values and aspirations.

Following the assessment, London Borough of Richmond upon Thames – Sports and Fitness Service were found to have a deep understanding of, and commitment to, Customer Service Excellence. The commitment was displayed from Senior Management levels through to operations and front line staff.

I would like to take this opportunity to thank those people involved in the overall assessment process. It has been a pleasure meeting with your team and having the opportunity to observe your service in action.

During the assessment one partial compliance within the standard was identified. Details of these can be found in section 5 of this report.

As a result of these findings:

**“Award of the Customer Service Excellence Standard is continued.”**

## 2. METHOD OF ASSESSMENT

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The assessment was undertaken in two stages; the first was a review of your self assessment pack. This review enabled the assessor to gain an understanding of how the organisation had met the requirements of the Customer Service Excellence standard.

The next stage was an on-site assessment. The objective of this part of the assessment was to obtain evidence demonstrating that the applicant was meeting the requirements of the standard, within the area covered by the scope of the application. This evidence was obtained through a documentation review as well as interviews with staff, customers, representatives of partner organisations, and senior management.

During the assessment process the criteria are scored on a four-band scale:

**COMPLIANCE PLUS** - Behaviours or practices which exceed the requirements of the standard and are viewed as exceptional or as exemplar to others, either within the applicant's organisation or in the wider public service arena.

**COMPLIANT** - Your organisation has a variety of good quality evidence which demonstrates that you comply fully with this element. The evidence which reflects compliance is consistent throughout and is embedded in the culture of the organisation.

**PARTIAL COMPLIANCE** - Your organisation has some evidence but there are significant gaps. The gaps could include:

- Parts of the applicant's organisation which are currently not compliant and/or
- Areas where the quality of the evidence is poor or incomplete and/or
- Areas which have begun to be addressed and are subject to significant further development and/or
- Areas where compliance has only been evident for a very short period of time

**NON COMPLIANT** - Your organisation has little or no evidence of compliance or, what evidence you do have refers solely to a small (minor) part of your organisation.

The current scheme allows applicants a maximum number of partial compliances, equating to a pass mark of 80% for all criteria.

### 3. OPENING MEETING

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The on-site assessment commenced with an opening meeting.

The assessment activity and the partial compliance was discussed. The itinerary, which had been forwarded in advance, was agreed. The organisation was informed that all information obtained during the assessment would be treated as strictly confidential.

The scope of Assessment was confirmed as: “London Borough of Richmond upon Thames – Sports and Fitness Service”

### 4. ON-SITE ASSESSMENT

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The Assessor was accompanied throughout the assessment by Chris Jones and other Personnel within the organisation were involved when assessing activities within their responsibility. The assessment took place over one day.

The assessment resulted in the continuation of one partial compliance. A number of observations are listed in Section 7 of this report.

Details of the partial compliance can be found in section 5 for “London Borough of Richmond upon Thames – Sports and Fitness Service” to address as appropriate.

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

## 5. AREAS OF PARTIAL COMPLIANCE

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### CRITERION 1

None

### CRITERION 2

None

### CRITERION 3

None

### CRITERION 4

4.1.3 Although the service has appropriate industry standards in place, there has not been an appropriate opportunity to seek the views of customers regarding these standards. This outstanding issue could be addressed during the Spring round of Centre user meetings.

### CRITERION 5

None

## 6. OBSERVATIONS

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### Areas for Improvement

- If the service is to maintain and attract new customers then the proposal to enable on-line customer booking should be accelerated.
- It may give clearer focus if member retention targets were set. At present it is difficult to monitor and review success or otherwise in this area.
- On occasions there appear to be delays in completing routine maintenance. Improved communication and the introduction of a prioritised system may address this important area.

### Areas of Good Practice

- There is an excellent relationship between the Facilities and Sports Development teams. This ensures great partnership working, which is delivering opportunities to the residents of Richmond along the entire Sports Development continuum.
- There appears to be clear political direction and a willingness to re-invest surplus revenue, to ensure that the service continues to be relevant and up-to-date – the new Spin Studio is a good example.
- The department is working closely with resident clubs, schools and Sport England to ensure a pragmatic approach is taken when disposing of land and developing new facilities.
- The Feel Good Fitness brand is both innovative and effective in delivering consistently high standards for this growing market.
- The new cleaning contract seems to be addressing the poor cleaning service that had been previously identified .

## Areas of Compliance Plus

- The RISE programme deserves particular mention as it provides a caring and safe environment for minority groups to express themselves and achieve fantastic outcomes.

## 7. ACTION PLANNING

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The achievement of Customer Service Excellence is an on-going activity and it is important that “London Borough of Richmond upon Thames – Sports and Fitness Service” continues to meet the elements of the criteria throughout the three years the Hallmark is awarded for. Efforts must be made by Customer Service Excellence Holders to continually improve their service.

Your next steps:

### Short Term Action Planning

You should establish an action plan to ensure you meet the requirement of the standard identified as being partially-compliant in Section 5 of this report. Your assessor will review the actions taken to meet these partial compliances at your next annual visit.

### On-going review

It is a requirement of the Customer Service Excellence scheme that Holders must inform SGS of any major changes in the service provision covered by the scope of the certificate. This includes reorganisation or mergers.

In addition, SGS must be informed should the certified service experience a significant increase in customer complaints or critical press coverage.

If you are in doubt at any stage, we strongly recommend contacting the Customer Service Team for advice on the significance of any service or organisational change, or issues surrounding customer complaints.

SGS will visit within the next 12 months for the Annual Review.

SGS recommends that “London Borough of Richmond upon Thames – Sports and Fitness Service” retains a copy of this report to aid continuous improvement, and as a reference document for future assessment reviews.

## 8. RECERTIFICATION INFORMATION

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It is confirmed that all elements of the standard have been assessed at least once over the past 3 years

It is confirmed that all partial /non compliances raised over the last 3 years have been reviewed and improvement has been made against these

I confirm that certification should be continued

I confirm that all sites covered in the certification has been visited at least once over the 3 years period