



Customer Service Excellence

Assessment Report

Name of Organisation	
23/0432	City of Glasgow College



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Customer Service Excellence is a national quality mark that seeks to recognise organisations that have a truly customer-focused culture. It is also designed to promote continuous improvement. Certification to the *Customer Service Excellence* Standard is achieved through a rigorous assessment process including a review of documents submitted to an impartial assessor which demonstrate compliance against each element of the Standard, and an on-site visit to establish whether or not an organisation meets the requirements of the scheme.

This Assessment Report covers the whole of your organisation's/department's/team's three-year certification journey from initial assessment, through 12 and 24-month review visits. It is designed to reflect on your achievements against the CSE Standard and your response to areas for development identified by your assessor.

Centre for Assessment hopes that you find this report useful. Should you have any enquiries then please contact your Assessment Project Co-ordinator.

Notes for CfA Assessment Project Co-ordinator

On-site start and end dates and (total number of days spent on the project, including planning/document review/report writing)

Initial assessment/ Recertification: SGS 2022

12-month review: 17/05/2023

0.25 planning -1.50 assessing-0.25 report

Number of certificates required, if certification decision agreed (including any Compliance Plus)

12-month review: 3, 18 Compliance plus

Section A: Scoring by Criterion

Initial Assessment

	1 – Customer insight	2- Culture of the organisation	3 – Information and Access	4- Delivery	5- Timeliness & Quality of Service
Non-Compliance	0	0	0	0	0
Partial Compliance	0	0	0	0	0
Full Compliance	3	7	8	11	9
Compliance Plus	7	4	4	2	1

12-month review

	1 – Customer insight	2- Culture of the organisation	3 – Information and Access	4- Delivery	5- Timeliness & Quality of Service
Non-Compliance	0	0	0	0	0
Partial Compliance	0	0	0	0	0
Full Compliance	3	7	8	11	9
Compliance Plus	7	4	4	2	1

Section D: 24-month Review Report

Assessor name	Di Smith	Date of report	18/05/2023
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Overview

Section B & C of the report template would normally cover the certification assessment -these will be on previous reports- from SGS.

The historical data has been populated in the table above for the recertification visit from information from previous SGS reports.

Context

City of Glasgow College is Scotland's largest - and the UK's third biggest - college. It is a top tier ranked (World Skills) institution of scale and impact, supporting around 8,000 graduates to progress each year. The College is recognised by the European Framework for Quality Management (EFQM) achieving 7-Diamonds status in 2022 - the highest ever rating achieved by an educational organisation - and the Outstanding Achievement Award for *Driving Innovation*.

Students take advantage of a portfolio of over 2,000 courses across a wide variety of areas which can be studied in various modes of attendance such as full-time, part-time, day-release and distance learning. The courses are available at a variety of levels, from an Access course to Master's level. Typically, you are home to over 25,000 students and over 1400 staff.

The College is also an international education business reaching out to 26 countries with typically around 4000 international students drawn from some 150 nationalities from across six continents.

As a leading vocational institution, you deliver modern apprenticeships, work experience placements, work-based learning projects, and maintains partnerships directly with industry. At the same time, you are a genuine tertiary institution, providing pathways from school to higher education and onwards onto degree level study, with degrees taught at the College.

In recognising the increasing importance of digital access, you have invested over £1.3Million on over 2000 Chromebooks packaged with Internet access and unlimited data for Glasgow's diverse communities and to support the delivery of your blended learning curriculum.

In understanding the need for staff to develop digital skills and digital learning further, you are involved in furthering the continued professional development of teachers across the EU. As part of this, you are maintaining links with overseas partners to continue to create opportunities for student and staff development.

Summary

City of Glasgow College continues to fully meet the CSE standard requirements. It continues to evidence its commitment to delivering customer focused services across all service areas. Over time the organisation has achieved and sustained a high level of compliance with the standard including many areas of compliance plus- they continue to achieve these high levels.

Key Strengths

- You are committed to continuous improvement and the learning from areas for development have been embraced. The feedback loop feeds into the operational plan and the strategic plan development.

- You value feedback and have taken seriously the challenge to increase response rates to surveys with incentives, face to face capture and tenacity. This has increased the response rate from 26% to 48% in your main survey.
- The physical and 'emotional' feel of the buildings was described as welcoming by all students who were interviewed.
- Citylife and CANVAS is a good VLE, that provides news about what is going on in the college and what is going on within certain classes.
- You are recognised by many independent accreditations such as EFQM and have won awards and high praise in many aspects of your work.
- You work well in partnership with your student representatives and your extracurricular activities and societies are very well patronised.
- The benefits of benchmarking and networking are promoted by the quality team, and this is embedded by the introduction of reporting on benchmarking as a metric.

Areas for Development

- You have 900 Class representatives and offer training to them all. However, you do not achieve 100% attendance which is affecting consistency across the piece. You may wish to consider how you might incentivise this training to get greater engagement. (Not currently mandatory) (1.2.3)
- You have made good progress in considering the use and implementation of a Customer Relationship Management system in response to this area for development from the previous assessment. The pilot is ongoing, and you have yet to achieve implementation, which may then enable data on repeat calls from customers to be identified and thus highlight any failure demands (remains from previous assessment) (2.1.2)
- You acknowledge that communications can always be improved and have used videos as a vehicle in some instances. You may wish to consider if more information could be delivered via video- e.g., on public screens or as video messages rather than in the traditional 'buried in an email' way, which often go unread, creating extra requests for information already shared. (3.3.1)
- Although library services are available digitally 24/7 there is still a desire by students and staff to have onsite access outside of college opening hours and preferably 24/7. You may wish to consider how funding for this might be achieved. It may be that offering more than just a library – a safe place- might be considered. (3.3.2)
- The barrier system in place to manage 'people flow' securely with the support of concierges is in place to create a good environment for all. A small sample of students reported that the barriers– or potentially the misuse of the barriers by some - can pose a difficulty for those with disabilities and in particular wheelchair users. You may wish to review this customer experience. (3.3.3)
- The Catering offer from some of the facilities on campus does not appear to meet the needs of the students. It was suggested that the offer is not in line with the contract with insufficient choice of healthy options. It was also described as expensive given the current cost of living crisis. You may wish to consider if the contractor is delivering your promise. (3.4.1)

Changes in relation to the five criteria and areas for development

Criterion 1 – CUSTOMER INSIGHT

- You have improved response rates to surveys and one example has increased by 22% point to almost a 50% return.
- Excellent working relationship with the student representatives at all levels. This includes the regular monthly meetings with Vice President of Student Experience who champions the work of the Student Presidential Team.
- Students have multiple opportunities to respond to some surveys. Those who do not respond in Block 1 are contacted again as part of the Block 2 survey and those who do not respond in the Block 2 survey are contacted again in the Block 3 survey so some will receive it three times.
- Your satisfaction ratings are extremely high
- You are developing a new service desk in line with identified needs.

Partial Compliance Elements

Element	Justification
n/a	No partial compliances identified.

Compliance Plus Elements

<p>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.</p>	<p>You continue to demonstrate that you have a thorough understanding of the characteristics of current and future customers based on recent and reliable information.</p> <p>Examples include: The Communications Team who coordinates engagement with stakeholders, collating this feedback to inform your approach and strategic plan. This is aided by the work with – DRAM Communications (independent consultancy). DRAM support sustained engagement with Ministers, public and private sector organisations, and bodies. The Corporate Development Strategy 2021-2030 has been established and approved by the Development Committee</p> <p>This remains a compliance plus</p>
<p>1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.</p>	<p>You continue to develop customer insight about your customer groups to understand their needs and preferences better. You have three customer surveys throughout the year, one of which focuses on the digital experience.</p> <p>The recent survey achieved a 45% response rate with over 85% satisfaction.</p> <p>You retained STEM Assured status in this year, achieving best practice in all categories</p> <p>This remains a compliance plus</p>
<p>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.</p>	<p>City of Glasgow college has a great, welcoming, and inclusive feel surrounding their student services, student association and support for those with both physical and learning disabilities.</p> <p>You continue to develop your LGBT Charter and are now going for Gold Award.</p>

	<p>The Learner Capture Policy launched in September 2022</p> <p>There is a New Get Ready for College site launched with Faculty microsites and which give student access to info before enrolment</p> <p>There are many support services such as Mental Health, Financial, Career development and ESOL</p> <p>Glasgow and Clyde Rape Crisis Counsellor on Campus one day per week</p> <p>This remains a compliance plus</p>
<p>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.</p>	<p>You continue to have an engagement and participation strategy that includes a range of methods appropriate to the needs of identified customer groups. Your number of class representatives has increased to 900 and you offer them training. - 86.5% of Classes have elected their Representatives (1% increase than last year)</p> <p>- 39% of Classes have a trained Representative (6% increase than last year)</p> <p>- 228 Reps have attended meetings so far (159% increase than last year)</p> <p>- 868 Reps are enrolled in our Class Rep Hub (New Development).</p> <p>The Induction Process is at Freshers Week during and introduces students to the college's Student's Association, as well as the various extracurricular societies the college brings to the students.</p> <p>This remains a compliance plus</p>
<p>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.</p>	<p>Consultation is still integral to refining and developing the services offered by the college.</p> <p>Evidence at this assessment includes.</p> <ul style="list-style-type: none"> • The Student Partnership Agreement and whole set up around the Student Presidential Team and College / student relationships. • Your Voice Counts team facilitated the Student Mental Health Agreement Focus Groups, the Passport to canvas groups. • You facilitated an onsite LGBTQIA2+ event and had a great time engaging students in activities and quizzes to raise awareness of LGBT culture. • Other engagement opportunities/initiatives. <ul style="list-style-type: none"> ○ Student Services Podcasts. ○ Open Day Video (BSL) - YouTube. ○ Corporate Parenting Action Plan. ○ Deaf Awareness Week. <p>This remains a compliance plus</p>
<p>1.3.1 We use reliable and accurate methods to measure customer satisfaction on a regular basis.</p>	<p>You continue to ensure that your customer satisfaction measurement is reliable and accurate. Further evidence includes</p> <ul style="list-style-type: none"> • the Annual Sector Comparison Report and your

	<p>good performance in comparison to other</p> <ul style="list-style-type: none"> You continue to adapt its learning and teaching and services in response to this feedback. You monitor complaints and fewer complaints were either fully or partially upheld, down from 41% to 23%. <p>This remains a compliance plus</p>
1.3.5 We have made positive changes to services as a result of analysing customer experience, including improved customer journeys customer journey mapping	<p>You have made changes as a direct result of analysing the customer experience, including improved customer journeys.</p> <p>Further examples include</p> <ul style="list-style-type: none"> The introduction of CANVAS and inclusion of Class Rep Hub within it The one-off payment from the Scottish Funding Council to support student mental health and wellbeing put in place. Supported your Student Association to develop an academic integrity campaign 'Learn it. Earn it', which won the Herald Higher Education Enhancing Student Learning Award. Student Partnership Forum (SPF) - where students and staff work together to bring about change and shape customer experience. <p>This remains a compliance plus</p>

Criterion 2 – THE CULTURE OF THE ORGANISATION

- You are investing in training and developing staff to support them in their roles e.g., neurodiversity and gender-based violence awareness.
- There is a suite of training for staff wellbeing which in turn enables the team to be better placed to support students.
- The Induction Process was described as very informative. The Freshers Week during induction period is beneficial as it introduces students to the college's Student's Association and extracurricular societies.

Partial Compliance Elements

Element	Justification
n/a	No partial compliances identified

Compliance Plus Elements

2.1.1 There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively	<p>You continue to have well-developed vision and values statements that focus on being learner/ customer centric and delivering high-quality services. Corporate Planning: is described as good in an audit. It was noted that a design team was in place to drive forward the planning process, with the Strategic Map setting out the framework for the development of the overarching strategic priorities and demonstrating how these priorities linked into national and regional priorities.</p> <p>The completion of the staff wellbeing survey</p>
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support this and advocate for customers.	This remains a compliance plus
2.1.6 We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.	<p>This continues to be the case evidenced by the approach to training delivery. Staff in all roles have training delivered in an appropriate style to them – for example support for those who may have limited access to IT and are supported in their learning and by mentors and face to face training as required.</p> <p>Your students have been awarded Student of year,3 years running – College Development Network Awards (national Scottish college sector awards.)</p> <p>A key aspect of the College is the sharing of Learning & teaching practice to be a centre of excellence in L&T.</p> <p>This remains a compliance plus</p>
2.2.1 We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.	<p>You demonstrated an ongoing commitment to develop learner-centric services through staff development. You offer a broad spectrum of training – some mandatory and including- Menopause Friendly practices – ‘with ‘Henpecked’ and Mental Health First Aid.</p> <p>The Transactional Analysis training which supports resilience – especially post pandemic.</p> <p>The use of the Stress indicator tool to support staff.</p> <p>This remains a compliance plus</p>
2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.	<p>You evidenced, many awards at this assessment including ;</p> <p>- the College won eight major awards, including: The Go Awards; the College Development Network Awards; The Herald Higher Education Awards; the Mark Twain Award; the China-Scotland Business Award; Nestle Professional Toque d’Or; Education Scotland, Learning for Sustainability Award; and the Enhancing Student Learning Award.</p> <p>As part of a joint staff and student endeavour, the College won the Scottish Herald, Enhancing Student Learning Award sponsored by QAA Scotland for its ‘Learn it. Earn it’</p> <p>You won Glasgow business awards Fair and Healthy Workplace</p> <p>This remains a compliance plus</p>

Criterion 3 – INFORMATION AND ACCESS

- The Libraries Manager has reviewed the ‘virtual front door’ and the conclusion is that Access to Library services has prime presence on CityLife the student facing SharePoint site.
- The IT support is leading the way with innovative approaches including the Google Education Suite- information out there prior to admission.
- The Information resource is available to all – just one click away – systems such as SWAY and PADLET
- All the information observed was clear and informative and tailored to the audience
- Your survey feedback is now cloud based on Azure Virtual Desktop (no longer CITRIX) – more accessible and user friendly.

Partial Compliance Elements

Element	Justification
n/a	No partial compliances identified

Compliance Plus Elements

Element	Justification
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.	<p>You continue to provide your customers with the information they need in various ways to meet their varying needs and preferences.</p> <p>This includes the introduction and implementation of CANVAS.</p> <p>The suite of IT apps is available for everyone to use.</p> <p>The positive approach to the new opportunities AI will bring.</p> <p>This remains a compliance plus</p>
3.3.1 We make our services easily accessible to all customers through provision of a range of alternative channels.	<p>You continue to provide your services in various ways from full-time, part-time, distance, and blended learning and the delivery of courses with partners.</p> <p>For example, the IT accessibility of information and the learning wheel.</p> <p>You use the Digital Elevation Tool to ensure you are offering the best access etc</p> <p>This remains a compliance plus</p>
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	<p>You continue to work with industry partners linked to the development of Industry Academies which offers real and tangible benefits through work experience, employment, and training.</p> <p>The Board Sub-Committee - the Development Committee - is responsible for reviewing the College's commercial and international activities, thus ensuring alignment with the College's Strategic Plan.</p> <p>The College has continued to expand the amount of training delivered for employers as part of the Scottish Government's Flexible Workforce Development Fund (FWDF).</p> <p>This remains a compliance plus</p>
3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.	<p>You are very active in the wider community and seek to involve the wider community where possible.</p> <p>This year has seen a 1800% increase in involvement with your Societies. The Community and Widening Access Team supported 12 community partners including Simon Community, Marie Trust, Glasgow City Mission and Saheliya. Over 300 learners were supported to participate in courses ranging from tackling Mental Health and Wellbeing, through to ICT, cookery and money management skills.</p> <p>You have a Social Value Framework to systematically measure the impact and contribution to sustainable Scotland.</p> <p>This remains a compliance plus</p>

Criterion 4 – DELIVERY

- You actively seek and analyse feedback internally and are committed to benchmarking and learning from others.
- You benchmark with your European and international partners and use this to develop capacity through staff learning from other institutions.
- You compare your performance in the sector and in relation to the Scottish Funding Council's national performance measures.
- You continue to be a World Skills Centre of Excellence which involves comparators with international quality frameworks.
- You aspire to be 'best-in-class' with your own centres of excellence.
- Corporate reporting includes benchmarking to embed the culture of benchmarking

Partial Compliance Elements

Element	Justification
n/a	No partial compliances identified

Compliance Plus Elements

Element	Justification
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.	<p>You are eager to develop and learn from best practices identified within and outside your organisation.</p> <p>You continue to maintain membership and links to bodies and associations in support of professional and practice development.</p> <p>This remains a compliance plus</p>
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	<p>You continue to demonstrate that you learn from any mistakes you make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services.</p> <p>Complaints reporting and analysis is included in Performance and Remuneration Committee, with actions pertaining to learning and teaching featuring in the Learning and Teaching Committee.</p> <p>The number of complaints received decreased, by 12% on AY 2020-21, from 83 complaints to 73. At the same time, fewer complaints were either fully or partially upheld, down from 41% to 23%.</p> <p>This remains a compliance plus</p>

Criterion 5 – TIMELINESS AND QUALITY OF SERVICE

- You continue to strive to improve, you meet and exceed many of your standards of timeliness and quality of service.

- You are open and accountable with your performance reports and publish the **Customer Service Reports**
- Complaints Summary.
- Personal Callers Response Rate.
- Telephone Response Rate.
- International Visa Letter Report.
- Email Response Time Report.
- City Enterprises Customer Satisfaction Rates 2018 - 2023.

Partial Compliance Elements

Element	Justification
n/a	No partial compliances identified.

Compliance Plus Elements

Element	Justification
5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.	<p>You have many examples of benchmarking but the excellent evidence at this assessment – which is of note – is the prestigious European Framework for Quality Management (EFQM) - Outstanding Achievement Award for Driving Innovation and achieving 7-Diamonds status. Your score is the highest ever achieved by an educational organisation, with the Assessment team and the jury <i>“greatly impressed by the leadership team, their relentless focus on innovating and adapting to change but keeping their attention firmly on the needs and welfare of student body.”</i></p> <p>This remains a compliance plus.</p>

Use of Customer Service Excellence logos

The logo for CSE is now displayed on the website , you may wish to consider if it might be added to email signature..

Provisional date for next visit	April 2024
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Section E: Notes

Section A

Definitions

The 57 elements in the CSE Standard can achieve one of four scores. These scores are defined below.

NON-COMPLIANCE: Your organisation/division/team has limited or no evidence of compliance, or what evidence you do have refers to only a small part of your organisation/division/team.

PARTIAL COMPLIANCE: Your organisation/division/team has some evidence that demonstrates compliance against the element but there are gaps.

FULL COMPLIANCE: Your organisation has good evidence that demonstrates that you comply fully with the requirements of the element. The evidence reflects that compliance is consistent across your organisation/division/team.

COMPLIANCE PLUS: Your organisation/division/team has shown that it has exceeded the requirements of the Standard against an element, demonstrated exceptional practice, or can be used as an exemplar for others within or beyond your sector.

To achieve *Customer Service Excellence* certification, an organisation/division/team:

- must not have any non-compliance scores;
- must have demonstrated compliance with 46 out of 57 elements in the Standard, within acceptable tolerances across the five criteria.

The maximum number of partial compliances allowed within each criterion is shown in the table below.

Criterion	1	2	3	4	5	Total
Number of elements in the criterion	11	11	12	13	10	57
Maximum number of partial compliances allowed	2	2	2	3	2	11

Section B

The scope of the assessment is to establish whether or not your organisation/division/team meets the requirements of the *Customer Service Excellence* Standard. Your report is based exclusively on factors which have been used to inform the assessor's recommendation about your certification to the scheme.

Section C

To maintain certification to the *Customer Service Excellence* Standard, your assessor is required to undertake annual review visits following your initial certification. The first review visit should be approximately 12-months after your initial certification.

The main focus for review visits will be to ensure that you remain compliant with the *Customer Service Excellence* Standard, to discuss changes that have occurred over the past year, and to explore your response to development points/partial compliances raised at the previous visit.

Prior to your first annual review visit, your assessor will send you an assessment plan which will cover the following activities:

- talking to customers, staff and other stakeholders to obtain views on changes to the service
- observing the service in action (if appropriate)

- checking the correct use of the CSE logo
- reviewing development points, Partial Compliances and Compliance Plus scores.

They may also ask you to submit documentation which they will review before the 'on-site' phase of the assessment but a formal document review only takes place at initial/recertification assessments.

At the end of your 12-month review visit, the assessor will agree a provisional date for your 24-month review visit.

Section D

Please see the above notes for what to expect for your 24-month review visit.

At the end of this visit, your assessor will look at provisional dates for your recertification assessment.

CSE Assessment Report
Revision 16 – 24th May, 2021