



Service Experience Audit

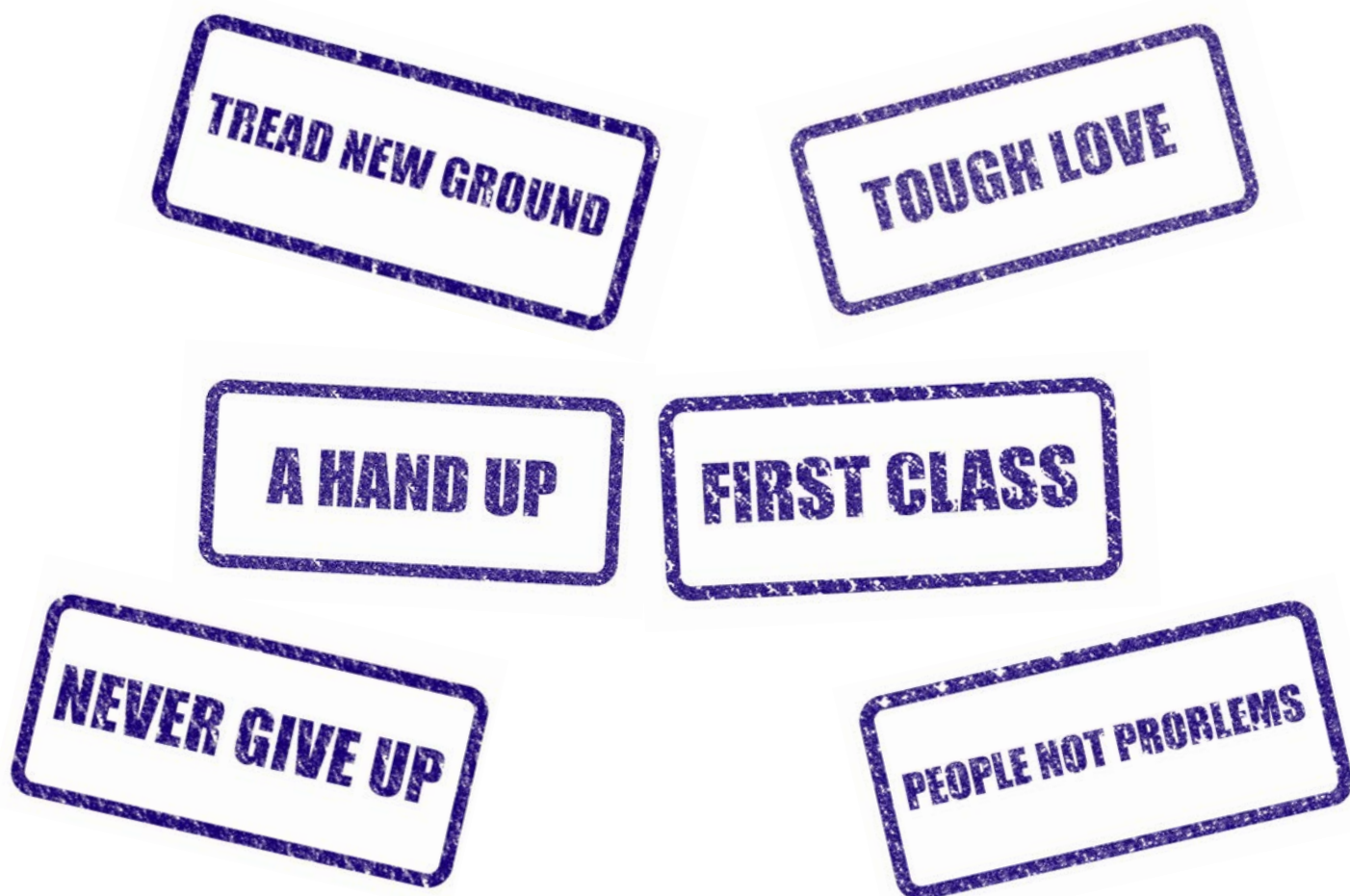
April 2015

1. Background

The Big Life Group delivers a wide range of services to some of the most disadvantaged people and communities across the north of England. For the group to continue to deliver and develop first class services, it is important that we understand the impact and quality of what we do from the perspective of our service users.

Different parts of the business regularly conduct evaluations and customer feedback surveys, which give us important feedback. The purpose of the Service Experience Audit is to add another qualitative dimension to this data, which will help us improve the way people experience our services.

In 2012, The Big Life group introduced 'Service Stamps', which describe the qualities we aspire to deliver in our services. The stamps are: *first class*, *tough love*, *people not problems*, *a hand up*, *tread new ground*, and *never give up*. In 2014/5, for the first time, we aimed to carry out an audit of service experience, using these stamps as quality standards. We recruited volunteers from across the group to shape and undertake this audit in the summer of 2014.



2. Designing the audit

The first meeting of potential volunteers and volunteer leads took place on 22 July, 2014. It was here that we brainstormed an array of different methods we could use to measure quality of the services. A part time project manager was assigned to coordinate the design, volunteer management and execution of the audit.

The project manager invested 35 days over a five month period, and was responsible for creating a structured audit from the thoughts of the volunteers, and asking the leadership team what their measures of quality was for their services.

However, the audit was planned to be unannounced and anonymous as far as possible, so there was no formal communication to all staff about when and how it would take place. Where volunteer leads existed, they were asked to identify a minimum of two volunteers who wanted to participate in the audit.

We aimed to audit the following areas in as many business areas as possible:

- **Welcome and interaction** – the ability to problem solve and deal with enquiries, direct to appropriate services, knowledge of other services and volunteering
- **Access and customer care** – the actual (real time) user experience of the services, staff tone, manner and politeness
- **Speed and knowledge** – available information and response times of services when replying to queries
- **Environment and site** – signage, layout, cleanliness and so on
- **Consistency of service** – using several methods of communication with services - websites, emails and phone calls

Volunteer roles and activities were defined:

- Research and understand the service and service users of a specific part of BLG
- Draw up problem scenarios designed to emulate the needs of real service users
- email, call and use the websites available to find solutions, applying their insight
- Visit services and carry out structured audits and mystery shopping
- Visit services and carry out interviews with service users and volunteers
- Review data from auditing, making suggestions for improvements and scoring results
- Review findings and evaluate the overall quality of the audit.

Volunteers were given training in: The Big Life group structure; the mission, values and service stamps; confidentiality; professional boundaries; understanding the mission and purpose of the audit; auditing skills; self-assessment; and understanding our service users.

We tested each part of the group, using phone calls and emails, and looking at the website access. Then we moved to testing the environment, site and face-to-face interactions, and gathered the thoughts of service users.

With these more intensive assessments, we focused the audit on the Big Life Centres based in Manchester (Kath Locke and the Zion), Big Life Nurseries and Longsight Community Primary School. Copies of sample questionnaires can be found at *I:/Drive Service Experience Audit 2014-15*.

3. The audit

Through the audit, we used six different methods:

- **Phone call** – volunteers called the centre reception and asked for advice or help on a general area. They asked about activities, volunteering, and services available.
- **Website review** – volunteers looked at each service website to assess information and clarity.
- **Email check** – volunteers emailed service directly with a particular request for information.
- **Mystery shopping** - volunteers went into services and observed and interacted with front line staff. They looked at the environment, the reception areas and cafes; and enquired about appointments, opportunities for volunteering, training and other services.
- **'Vox-pops'** - volunteers went out and interviewed service users to gauge how they experience our services.
- **Children's Experience project**- Working with children to take photographs of their likes and dislikes.

We were able to audit 100 per cent of businesses using phone calls, 44 per cent through website reviews, and 22 per cent through mystery shops and vox pops.

Specifically, this means the audit collated data on calls to every business, but not every service within this business. On the following page is an overview of completed tasks.

Business area	Specific location or service	Task completed
The Big Life Company	HQ (Stretford Road)	Website review Telephone calls
	HQ (KLC)	
Big Life Nurseries	Moss Side	Mystery shop visit
	Gorton	Mystery shop visit
	Slade Lane	Mystery shop visit
	Longsight	Mystery shop visit
	Cheetham Park	Telephone calls Mystery Shop Visit
	Rusholme	
	Burnage	Mystery shop visit
Big Life Centres	Kath Locke	Mystery shop visit Website review,
	Zion	Mystery shop visit Telephone calls, Website review
	Energise	Website review, Telephone calls
	Willow Tree	
	Being Well Salford	Telephone calls, Website review
	Living Well Rochdale	(not part of Audit due to restructure)
	Pathways Rochdale	Telephone calls
	Cheetwood	Telephone calls
Big Life Schools	Longsight Primary School	Children's Experience project Vox Pops
Big Life Families	Stockton CC	Telephone calls
	Longsight CC	Telephone calls
Big Life Enterprises	Working Well	Email enquiry
	Skills to Build	Telephone calls, Website review
Open Door	Grimsby	Telephone call
Big Issue North	Leeds	Website review, Email enquiry
	Manchester	
	Liverpool	Telephone calls
	The Harvey Project	Telephone calls Website review Email enquiry
Self Help	Head Office	Telephone calls Website review

4. Limitations

There are a number of limitations to the way the audit was undertaken, which should be taken into account when considering the results.

The audit is a qualitative snapshot and should be considered in this light. It is a reflection of how service users experienced interaction with our services at a particular moment.

It should provide additional insight to be considered alongside all other forms of feedback – including surveys, comments and complaints and so on.

The audit didn't manage to get round all the parts of the group, for various reasons:

- **Geographical:** Limited resources and concentration of volunteers from Greater Manchester, due to inability to attract or engage volunteers from outside the immediate area. Equally, the audit's reach was limited due to the lack of volunteers with insight into the non-Manchester-based services and community.
- **Access:** not all parts of the business were open to the audit and it was difficult to engage some managers. Some of the reasons given by managers were that they were already doing 'evaluations' and this was duplication, so they were unable or unwilling to support or contribute. There wasn't an understanding of the audit's different purposes or methods.
- **Accountability:** When no one person was named to support the audit, this meant a lack of accountability and commitment from certain areas of the business. This was shown through difficulty accessing specific information, and a lack of follow through with emails or actions.
- **Time demands:** Not all volunteers were able to commit to the project for its 6-month duration and some were happier doing just one element of the audit. Although this was predicted by the project manager and built into the format of the audit, it was underestimated how much more time had to be invested in re-recruiting, contacting, training and preparing new teams of volunteers.
- **Consistency:** The volunteers naturally formed into one or two different auditing groups, but the variety of auditing tasks they both understood took away from consistent assessment methods; this means that there would have been a degree of variation in their grading and understanding. While all volunteers were trained on the scoring method, there was inevitably some difference between the way this was applied by different volunteers and this may be reflected in the results.
- **Design issues:** It was not possible to mystery shop services which required a referral and it was difficult to design tools which assessed the quality of delivery of a service, over and above access. While the volunteers researched and presented on the different services in each business area, it may be that they asked about services, which were not provided or would not have been available through this route of calling, emailing or walk-in. This could have limited a staff member's ability to score well on their audit.

- **Lack of video and audio vox pops:** Although we planned to do video and voice vox pops, when volunteers went to carry them out, most people did not want to be videoed or recorded electronically. The audit was able to flex to this after volunteer feedback and transfer to paper questionnaires, but organisationally, we have made a loss in that we have not received voice-recorded feedback as an outcome.
- **Reporting:** Some of the volunteers felt less comfortable or confident writing to the structure of the audit. Comments and feedback done independently then discussed gave more clear data analysis, and when this was part of the audit data improved, but this was not possible with all encounters.

5. Results

Below is some of the organisational learning taken from the data gathered in the audit. Data from specific businesses will be given to directors to be discussed at the next Leadership Meeting, and then actions shared with relevant teams.

Phone calls:

- The call experience is incredibly variable across the group, when staff members were queried about an area they felt comfortable with, they most excelled at giving the most appropriate response.
- Not all callers were '*people not problems*'; when a service user presented with a complicated query or asked about support not directly provided by that service, a number of calls resulted in brusque, abrupt and unhelpful responses.
- Staff members who held roles that partook in reception duties in combination with working with service users in another capacity (for example, running a group) scored significantly higher and had better understanding of the connecting services on offer.
- Staff members who had time, spoke at a steady pace and had the skill to be able to converse about more than just the simple query offered the best service. They asked questions of the caller and investigated their need to find additional support or solutions where possible.
- Tone and the types of information offered should adapt to the person on the call. Complicated language and specialist terms are not always understood by all service users. Questions that confirm understanding of the service user meant that staff members would know that the service user grasped their meaning and left the call with clear next steps.

Website review:

- Websites were said to be attractive and good to look at, there was great consistency in colour and style.
- Occasionally the websites gave data about the group that was not current or strictly accurate. When calling the services with this data, staff informed the service users that they could not access the types of support advertised on the website.
- Some parts of the website misrepresent how the services are accessed, some giving application forms without explaining the postal address or basic referral process.
- The contacts page on the website is confusing; each organisation connects the service user back to one central page even when looking for contact details on that specific businesses page.
- Not all services are represented on the website, Service Users who are referred into our services will also look to research using the internet to further understand the service they are accessing.

Emails:

- Most areas of the business were good at responding to emails. Most email addresses connect to a member of staff at a managerial level, who usually gave attentive, informative replies and followed up if they didn't hear back.
- Some areas of the business did not use email as a form of communication, which was noted to be problematic for people who don't feel comfortable using the phone or visiting and had a specific query.
- In a number of cases, emails were not responded to at all by the services, which was flagged to be incredibly concerning.

Vox pops:

- Service users stated that when feedback is given most felt that they were listened to. They want fast transactional ways of giving feedback to our services without having to spend time arranging appointments to see staff members. iPads and call or text services were mentioned as a way of enabling people to quickly leave feedback.
- Often service users mention similar issues or problems, they want to be able to give feedback but to also hear about the resolution efficiently. They want fast feedback and quick solutions.
- Even when services are delivered by those that rent space, partner or connect to our services, their standard reflects on the group. Service users who access bad services believe this is something we should hold others accountable to (for example, appointments running on time in health centres).
- Service users noted that our services are often central to their lives. They are not only an opportunity to access a service, but a way of connecting socially. Many also commented that services often have great flexibility, if appointments or windows of time are missed staff '*never give up*' and offer other options when they can.
- Some of our services are very busy and popular, when this is the case it would be helpful if hours could be extended to accommodate this. Long opening hours and weekends opening is common in the other sectors, such as retail, and it was felt that it would be good if our services were like this.

Mystery shops:

- Most staff members are extremely skilled at dealing with challenging behaviour. However, we found that if a service user entering a building was new, the level of customer service is not always of a high standard. Once a service user is known to members of staff, the service level from staff members increases considerably.
- There is also variability in the level of service depending on what type of service the service user is looking to access; whether it is free or not, and whether it is a group service or one provided by another organisation, affects the service received.

- Although our venues are often a combination of group-owned and leases from other organisations, receptions run by partnering services can provide a welcome equal to our own.
- Some of the best and the most welcoming venues are not the newest or the cleanest; the ones that use space well, with a lot of light and obvious service user engagement make people feel the most comfortable. Sterile spaces make most people feel uncomfortable.
- Staff members don't need to have all the information to a query; the best staff members listened to the needs of the service user and were flexible and imaginative about finding solutions.
- Information should be available in an array of formats; notice boards do not always show how they connect or link to the services on offer, staff need to be informed and notice boards should be logical, up-to-date and well laid out.

Children's Experience Project:

- Results are in the form of photographs and quotes

6. Volunteers

The audit engaged 10 and trained 17 volunteers in auditing and auditing skills. Volunteers gave the following feedback on the data received:

- We could have focused on getting data from a bigger group of people. For instance, although it is more challenging, it would be a good insight to access the views of service users who do not speak English.
- We need to find a way to audit the out-of-hours services, such as The Sanctuary.
- It would be good to understand what happens when service users call in crisis. This is not something that there would be any integrity in attempting to test with scenarios in the audit.

Volunteers gave the following feedback on the auditing process and learning:

- The professional boundaries and confidentiality training was sometimes received as generic and repetitive.
- It would be good to find a way to assess and bypass training for those who have done it on numerous occasions.
- The independent work was well supported by the volunteer coordinators attending the audit action days, but this would have been very daunting if done alone.
- Having alternative formats and prior access to all training materials would make the training and delivery much easier for those managing learning disabilities.
- Creating the scenarios gave us great flexibility, but sometimes it would be good to have a combination of our own scenarios with some generic ones.

Volunteer gave the following feedback on their personal experience:

- Volunteers very much enjoyed the ambitions of the audit and this was evident through the work being done.
- The audit it is a good testament to the group overall, as it's clear that we want to improve our services and get genuine data.
- They liked the collaborative working in volunteer groups and being able to have free discussion that could be pulled into the audit by the project manager.
- They enjoyed the structure and the lunch provided each day.
- As a group, more time could have been spent on team bonding and mutual understanding. If this had been done we could have created more impartial data.

7. Next Steps

A draft report has been presented to the Managers Conference in May 2015, by the Project Manager and some volunteers who participated in the audit.

It will also be presented to the Leadership Team with a breakdown of each business areas data. Directors and Assistant Directors will then discuss their actions developed from this.

It will also be presented at The Big Life Group Board in summer 2015 by the Project Manager and volunteers who participated in the audit. The report will include additional actions agreed at the Leadership Team meeting.

The Leadership Team will review the learning from the audit in summer 2015 to see how it could be implemented in the future.

The Executive Team will identify resources to continue the audit in autumn 2015.

8. Learning

- The length of time and resources required is greater than planned.
- Getting committed volunteers is vital. It may be worth considering employing and paying volunteers for this piece of work in future to ensure reliability and consistency. We also need to be really clear about expectations.
- We need one named person for coordination from start to finish – the project moved from person to person at first, which was not useful.
- Not everyone (staff) understand the stamps and what they are for, so we found it hard to explain to some people what we were trying to do.
- It was hard to get buy-in from all the volunteer leads across the group, and they were reluctant to put volunteers forward for involvement in what they saw as a project that would take them away from their current volunteering role.
- It would have been preferable to have a coordinator based in a named building to oversee the project, and to have regular days when volunteers can make contact with them.
- It would have been helpful if there was administrative support to book rooms, order food and sort out induction packs for example.
- Although there was an initial exercise done with the Leadership Team, the project did encounter some stumbling blocks internally. We may need to use Directors more to ensure that things are done in the way that has been agreed.
- The stamps, while useful to set a tone, were difficult to quantify, measure and therefore benchmark.
- We need to find a way to audit more effectively outside of Greater Manchester. We need to focus the next round on the areas we didn't do this time, particularly these areas. This will mean increased expenditure for travelling etc.
- It would have been useful to get service user experiences directly from real users. We need to plan how we can get into services sensitively, but not be seen as spying.
- We need to explore how to audit services that need a referral, such as Working Well.
- We need to get real buy-in from the Leadership Team who then cascade to managers, so that there are no barriers in the way of the work
- We would like the project to continue on a rolling basis, so we need to consider the learning above and a budget for resourcing.

9. Detailed service-by-service report

Please be aware that the Audit is a qualitative snapshot and should be considered in this light. It is a reflection of how service users experienced interaction with our services at a particular moment. It should provide additional insight to be considered alongside all other forms of feedback – including surveys, comments and complaints etc.

Definitions:

- **Welcome:** How does the building and its staff initially welcome you? This covers greetings, initial impressions, reception desk and signage.
- **Environment:** How does the physical environment impact your experience? This covers cleanliness, signage, light and layout.
- **Information:** What information is available from staff and other types of communications? This covers leaflets, boards, reception desks, signage.
- **Interaction:** how did the volunteers experience the interaction with the staff in reception? This covers the degree of helpfulness, friendliness and so on.
- **Café:** What is the overall experience when using the café? This covers the quality of transaction, greeting, welcome, change, food and drink available, signage and flexibility.

NB: Sections in italics indicate a potential suggestion for action

9.1. Big Life Centres

The data below is a summary of information from each of the following testing methods.

Big Life Centres	Kath Locke	Mystery shop visit Website review,
	Zion	Mystery shop visit Telephone calls, Website review
	Energise	Website review, Telephone calls
	Willow Tree	
	Being Well Salford	Telephone calls, Website review
	Living Well Rochdale	(not part of Audit due to restructure)
	Pathways Rochdale	Telephone calls
	Cheetwood	Telephone calls

Overall trends:

- Staff showed great resilience and were good at dealing with service users with complex needs and challenging behaviour.
- Service users want easy transactions and answers to questions; *could there be a directory that is easy for staff to go through helping them to refer to the correct services?*
- Initial impressions and welcome are not as strong with new service users as with service users who are familiar with the teams.
- Early acknowledgement and the initial impressions could all be improved upon with basic customer service principles instilled- such as a clear customer and service user focus.
- *Asking open rather than closed questions would make people feel more valued.*
- Environments were generally clean and well ordered.
- Boards were full of information, but it isn't clear what the connection is to opportunities in the centre.
- Friendly and chatty atmosphere within reception area when service users have been around for a long time.

The Zion Centre

Mystery shopping average score: 36%

Welcome	Environment	Information	Cafe
25%	41%	16%	58%

Feedback:

- Signage was poor.
- There is a need for more seating in the reception area.
- Front area can be dark and closed in.
- Some of the services provided in the building are a lifeline for people- continuous and consistent services will always be needed.
- *Some of the services are very busy and have restricted opening times, it would be good if these could be extended when busy (e.g. the food bank).*
- One visitor to the centre found the reception to be quite uncomfortable as they were not greeted when they came in.
- One visitor said it was really busy and experienced a lot of 'tension' from people hanging around with little eye contact from staff.
- Great to have a number of services in one location.
- It would be good if services were open on the weekends, for example, to host women's groups, bingo, the café and art groups.
- Some services within the building are not very flexible with appointments (such as CRI); when service users come from a long distance and have chaotic lives, this is not taken into consideration.
- Appointments can take a long time with a lot of waiting in the waiting room, which is very dark.
- Services provided by the group are often very flexible, when in crisis and other services turn you away, this is a good place to come.
- The Zion page on the website gives links to other organisations but does not state what is on at the Zion – there is no timetable.
- The toilets were clean and well stocked.

Zion Café feedback:

- Friendly staff and service.
- Unclear pricing and menu board; information is often out-of-date or not given.
- Cleanliness of the tables not maintained between customers.
- Questions about allergies answered but no food labelling.

The Kath Locke Centre

Mystery shopping average score: 70%

Welcome	Environment	Information	Cafe
66%	66%	66%	83%

Feedback:

- First impressions count – acknowledgement of service users, even before serving them, would improve the experience significantly.
- Community feel and connections within the reception, café, cleaning team can be felt – it would be better if this was more inclusive of new visitors and service users.
- This is a good space for people to meet up outside of the general services they are accessing (the social aspect is very important).
- Coming to this building is the part of the week many service users look forward to.
- Some of the services within the building are not reliable (the chiropodist does not always attend arranged appointments).

Kath Locke Café feedback:

- 'Homely' atmosphere, with helpful and chatty staff.
- Restricted opening hours make it difficult for customers to use the café.
- No signage or specialist food choices on offer.
- Lack of change when paying with large notes or a clear pricing structure.
- Less friendly exchanges with customers they did not know.

The Energise Centre

Overall score: 100%

Feedback:

- Responded well to a telephone enquiry, giving signposting advice and encouragement to come into the centre.
- Good questioning and asking if the caller knew how to get there, achieving a 100% score.
- The website had good scanned leaflets and up-to-date timetables.

Cheetwood Centre

Overall score: 97%

Feedback:

- Response to telephone calls was described as 'First Class', scoring 97%.
- Staff gave a lot of information and phone call interactions are professional and personalised.
- Interactions were tailored to the needs of the service users on the call and encouraging the service user to use the centre for their family and themselves.
- Lots of questioning and curiosity.
- *Email did not get a response from Cheetwood Centre, there is a need for this to be looked at.*

Being Well Salford

Overall score: 83%

Feedback:

- Response to email enquiry was fast and very clear.
- They provided good information and next steps.
- Response to telephone enquiries was also good, with clear information and signposting.

Pathways

Calls: 96%, Website: 86%

Feedback:

- Telephone was of an adequate standard. The information offered was service sufficient, but there was no additional curiosity from those on the phone about meeting the needs of the service user.
- Unable to find an email address for Pathways, we are unsure if this is deliberate or not well publicised (*it may be good to have an email address for those who are family members with questions, younger and are more comfortable with email or simply people who are less confident on the phone*).

9.2 Big Life Nurseries

The data below is a summary of information from each of the following testing methods.

Big Life Nurseries	Moss Side	Mystery shop visit
	Gorton	Mystery shop visit
	Slade Lane	Mystery shop visit
	Longsight	Mystery shop visit
	Cheetham Park	Telephone calls Mystery Shop Visit
	Rusholme	
	Burnage	Mystery shop visit

Overall trends:

- In many of the nurseries staff were focused on finding out if the service user was looking to purchase a paid or unpaid place. This then impacted the level of service they received.
- First impressions on the reception desks were the based upon which all service users started their interaction, so when it was negative this score signalled that the later interaction would not be of a high score.
- Some nurseries didn't show much of an interest in the partner services or support available to the service users entering the nurseries. More leaflets or connections to other services would make this a more holistic experience for children and families.
- Nursery staff often rushed to give the most information when showing new service users around, instead of asking questions.
- When service users made special requests, staff often found it difficult to be flexible or gave partially accurate information to the question- instead of asking and enquiring further with other staff.

Cheetham Park Nursery

Mystery shopping average score: 36%

Welcome	Environment	Information
100%	10%	0%

- Cheetham Park Nursery answered telephone calls promptly and provided excellent information in a clear and friendly manner achieving a score of 98%.
- The mystery shopper was confused, as it was a Surestart reception. There was no information in the reception about the nursery – it was all Surestart, and it seemed dusty and untidy.

- When someone from the nursery came to meet them, they were informative, but seemed to be a two tier system – favoured parents for fee paying places.

Longsight Nursery

Mystery shopping average score: 33%

Welcome	Environment	Information
45%	45%	10%

- Longsight nursery did not offer any alternative to Halal food or suggest any other options for someone with a child with dietary requirements.
- Offered to make an appointment as they were too busy to show people round or the manager was not available.

Gorton Nursery

Mystery shopping average score: 52%

Welcome	Environment	Information
77%	20%	60%

- The visitor stood in reception for five minutes before being greeted. The Surestart staff were very loud and busy with other parents.
- The visitor was shown around the nursery and given a lot of information. She spoke to another parent who was very happy with the provision.
- She was given information to take away, but also felt that if you were paying you got better service.

Burnage Nursery

Mystery shopping average score: 73%

Welcome	Environment	Information
100%	100%	20%

- Burnage reception was very nice, clean and felt safe. There was disabled access and was well signed.
- Appointments needed to be booked to look around. Good information displayed but no information about the nursery to take away except the price list!

Slade Lane Nursery

Mystery shopping average score: 62%

Welcome	Environment	Information
50%	77%	60%

- Reception was clean and quiet. They were given information but not to take away.
- Had a look around the nursery and felt staff were very good. However, was not allowed to see any children's folders and would have liked to.

Vox Pop feedback:

- There is not always a member of staff at reception; people can be left waiting for a long time. The staff are friendly and polite and the babies are learning new things.
- There isn't a camera and people can enter the building without being checked.
- When babies arrive already soiled, staff are hesitant to change the children at times, asking the parents to do it before they leave.
- New service users commented that her child is settling in well: 'The service is flexible to my needs and I like that my child attends here'.
- Nappies aren't changed regularly enough and sometimes babies come home hungry.
- Staff are good at taking feedback and do react, but are in need of more training to make sure that the care the children are getting is consistent.
- Would like to get more feedback on the activities the children are having daily

Moss Side Nursery

Mystery shopping average score: 87%

Welcome	Environment	Information
100%	100%	60%

- Moss Side Nursery is accessed through a Children's Centre reception, but overall it was clean and tidy and staff were helpful. The nursery staff were knowledgeable and provided good answers to enquiries.

Rusholme Nursery

Rusholme staff provided little information to a telephone enquiry and said building work was underway and to ring back after the holidays. Seemed to be just 'doing their job'

9.3 Big Life Company

The data below is a summary of information from each of the following testing methods

The Big Life Company	HQ (Stretford Road)	Website review Telephone calls
	HQ (KLC)	

Average satisfaction score: 67%

Feedback:

- Although the phone was answered promptly and information was given, the caller felt that the staff member wanted to rush through the call.
- A key learning point would be that exchanges with service users must be different to the professionals that usually call through.
- Interactions need to be more open, and more varied information needs to be offered. For example, if someone calls about voluntary work, Group Services must support the service user to work out which company would be best suited and give direct information to connect them.

9.4 Big Life Schools

The data below is a summary of information from each of the following testing methods.

Big Life Schools	Longsight Primary School	Children's Experience project Vox Pops
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Feedback:

- The reception area is viewed to be clean and efficient but lacking information.
- The prospectus was good, but parents would have liked more information about the curriculum.
- Service users comment that the schoolteachers, specifically Mrs Ahmed (who is known by name) have been receptive and supportive to them and their children.
- Children are looking forward to school; this was a big worry to parents who had not been able to get their child into a school for an entire year.
- The teaching methods are very interactive and flexible.
- The food is of a good standard.
- The teachers develop a good bond with the pupils and encouraged them to come out of their shell.
- It would be good to have more flexibility around taking children out of school, days off and holidays.

Children's Experience project (see overleaf)



I don't like the chairs all
being the same colour

Sabrina

I like the equipment -
when you throw the
ball you can headbutt it

Qatib

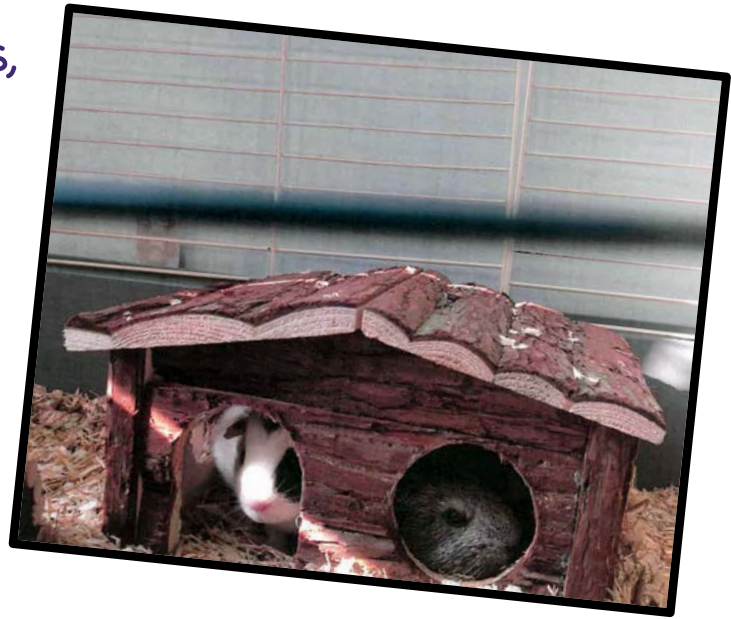


I like the jaguars
in the workroom - I
can move them around
and play with them

Sabrina

I like the hamsters,
as the black one is
funny, fast, and
cute and cuddly

Katim



I like the school council,
as they are the
bosses of the school

Abbas

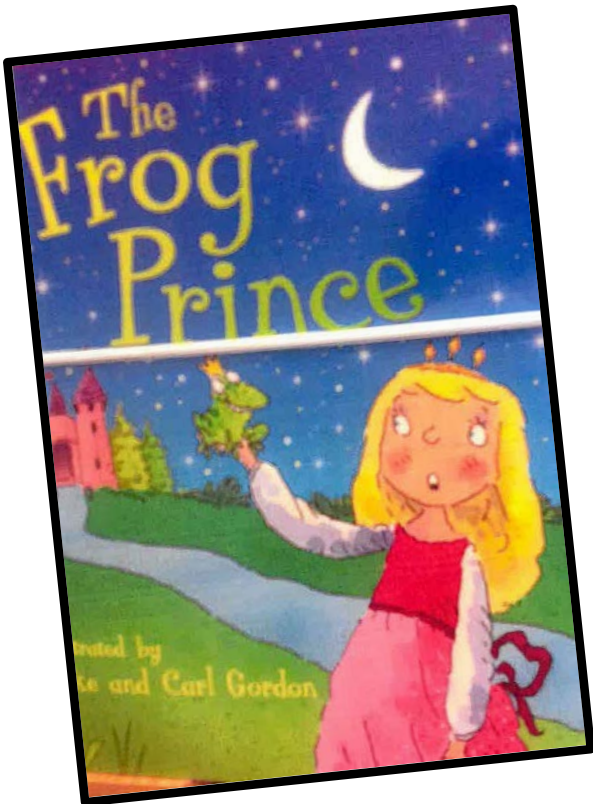
I like the pavilion, as it
cools you down

Toju

I don't like it, it is loud
when you stamp on it

Sabrina





I like books as you can
learn things

Raimeh

I like the obstacle
course, as you can
run and do anything on it

Qatib



I like the lift - it's good
to go up and down in

Qatib

These are bad as
they are sharp
and dangerous

Katim

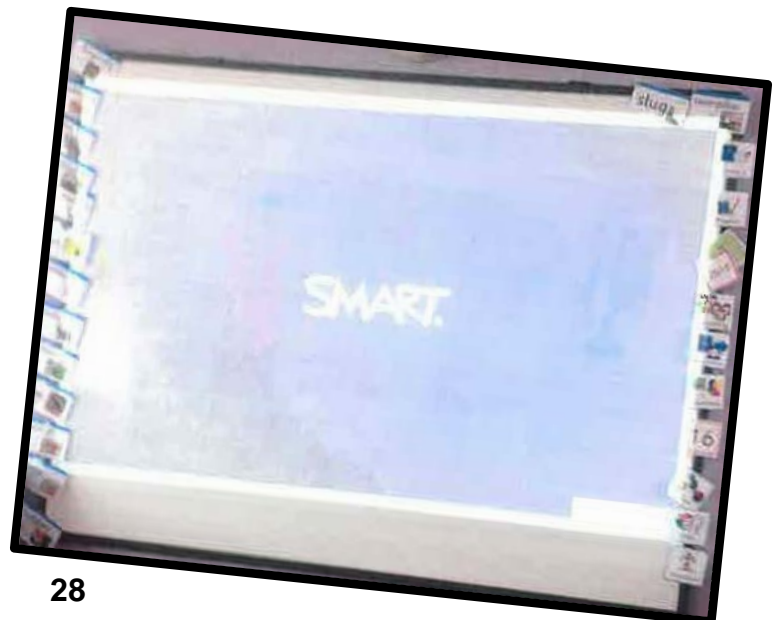


I don't like the field
because it has stones and
you can't go on it

Qatib

I like the SMART
board because
you can touch it
and do phonics

Sabrina



9.5 Big Life Families

The data below is a summary of information from each of the following testing methods.

Big Life Families	Stockton Children's Centres	Telephone calls
	Longsight Children's Centre	Telephone calls

Overall trends:

- There is a high standard of interaction here, a caring tone and a lot of encouragement for service users to come to the building.
- Tailored support and good questions, were asked to work out what type of needs the service users may have.
- Longsight are timely at replying to emails and offer a lot of information in response.
- They encourage you to enter the building, which is more likely to cement the connection to the service.

Stockton Children's Centres

- They responded well to telephone enquiries – achieving an average of 91% satisfaction.
- They clearly demonstrated 'People not Problems', providing friendly advice and encouragement.
- The phone sometimes took longer to be answered.

Longsight Children's Centre

- The reception was clean and easy to navigate, but it seemed a bit bare and little information on display

9.6 Big Life Enterprises

The data below is a summary of information from each of the following testing methods.

Big Life Enterprises	Working Well	Email enquiry
	Skills to Build	Telephone calls, Website review

Working Well

Feedback:

- Fantastic at responding to emails and text messages in a timely fashion.
- It is clear that staff do not always have up-to-date information available to them, several times key workers had to ask senior manager for data that should have been available to them to distribute.
- From a service user perspective a lot of this relationship balances on the fact that Working Well can sanction or remove benefits from service users. *In all interactions it is important to be aware of this power balance and be clear in your interactions about what the impact will be upon the service user.*

Skills to Build

Feedback:

- The telephone number was hard to find, and no email address was available.
- The office was telephoned, but there was no answer or answer phone.

9.7 Open Door

The data below is a summary of information from each of the following testing methods.

Open Door	Grimsby	Telephone call
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Feedback:

- The satisfaction rates for response to telephone enquiries varied from 32% to 49%.
- The initial experience when encountering the service was of resistance; when staff were asked questions replies were given in a rushed fashion.
- When on the phone, staff were extremely transactional about giving information, at times it was rushed and they did not check if the service user understood the information.
- There seems to be a difference between services advertised on the website and what is delivered, as when asked about training, the caller was told that it wasn't provided at Open Door.

9.8 Big Issue North

The data below is a summary of information from each of the following testing methods

Big Issue North	Leeds	Website review, Email enquiry
	Manchester	
	Liverpool	Telephone calls
	The Harvey Project	Telephone calls Website review Email enquiry

Magazine offices

Feedback:

- Phone call enquiries were *first class*; responsive and informative. The Manchester office provided good, clear advice over the phone, and offered the option of coming into the office or making an appointment, achieving scores of 93% and 100%.
- The Leeds office responded quickly to an email enquiry and provided good clear information.
- Website information was clear about how to become a vendor, but may be a bit formal language, and long for someone if they spoke English as a second language.

The Harvey Project

Feedback:

- The Harvey Project did not respond to an email enquiry at all.
- The website information was clear, but there was no obvious telephone number to ring (although this was later found on the information leaflet on the site). The referral form font is small and there is no email address to return it to.
- A search on Liverpool City Council Homeless Services did not list The Harvey Project.
- In response to a telephone enquiry, the staff member did not announce the name of the project when he picked up the phone.
- It provided a lot of information in a way that could have been confusing if you didn't know Liverpool or its homeless services (for instance, it talked about Mainstay), and its satisfaction score was only 37%.

9.9 Self Help

The data below is a summary of information from each of the following testing methods

Self Help	Head Office	Telephone calls Website review
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Average satisfaction score for phonecalls: 87%

Feedback:

- The automated response for emails was fantastic and *first class*. It clearly outlined what one should expect and what one should do next.
- The reply to emails was timely and appropriate, everything they explained was clear.
- Telephone calls to the Manchester officer were answered promptly, clear information given and jargon explained without prompt.
- It would be good to have a telephone transfer between different services, rather than having to get another number to ring
- The website review found there to be a lot of good clear information.