



Charter Mark Standard

www.chartermark.gov.uk



CUSTOMER SERVICE EXCELLENCE

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WHAT is Charter Mark?

Charter Mark is the government's national standard for customer service for organisations delivering public services, independently and rigorously evaluated and assessed.

Six criteria ask you to consider how you set standards and consult with customers, whether you offer choice and an accessible service for your customers, whether you continuously improve your service and make effective use of resources, and whether you contribute to the wider community.

WHY use Charter Mark?

To improve your service

The experience of holders is that Charter Mark provides an excellent framework for self-assessment and a tool kit for improvement.

To get expert feedback

Almost all applicants for formal Charter Mark assessment find it of great help; even those who are unsuccessful find the feedback useful and implement suggestions made.

To improve staff morale

Charter Mark holders say that attaining the standard has a positive effect on morale and motivation.

To help achieve good value

Charter Mark holders listen more to their customers, perform better than average, have more satisfied users and use resources wisely.

WHO can apply?

Any public sector organisation can apply. Some other organisations that deliver public services but which are not strictly part of the public sector can also apply. Some voluntary organisations are also eligible. If you are unsure, please contact the assessment body of your choice.

We welcome applications from as wide a range of organisations as possible: Jobcentres, GPs, schools, courts, prisons, the emergency services, local authority departments. We also welcome applications from a number of units within the same organisation, adopting Charter Mark as a corporate customer service programme across their business. The full list of current Charter Mark holders is much longer and more varied and is available on our website.

WHERE next...?

What is the first step to becoming a Charter Mark holder?

The best way to start is by carrying out a self-assessment. The web-based self-assessment tool has been designed to help you improve your customer service and to help you decide when to apply for Charter Mark. It has been divided into two parts so it will be useful for absolute beginners as well as for those people who are more familiar with Charter Mark.

The first part, **Charter Mark – The Essence**, is an ideal introduction if you are new to the scheme. Even if you are familiar with Charter Mark, you may still want to look at the checklist before carrying out a full self-assessment.

The **second part of the tool kit looks at the six criteria** against which you are assessed for Charter Mark. Once you feel ready to move on to a formal application, look at the Charter Mark website www.chartermark.gov.uk for information on the assessment bodies. These organisations have been selected to administer the scheme and to certify successful applicants against the Charter Mark standard. The United Kingdom Accreditation Service (UKAS) has accredited these bodies to ensure the assessment process continues to be rigorous. You choose which of these organisations offers the best package for you.

Set standards and perform well

You need to show that your organisation:

- sets clear service and performance standards by consulting customers;
- meets those standards;
- monitors and reviews performance against standards and publishes the results; and
- designs, puts into practice and monitors standards with as little unnecessary paperwork and administration as possible.

1

CRITERION



Sub-criterion

1.1 You set precise and measurable standards for the main elements of your service that reflect the needs, expectations and rights of your customers and the general public.

What the assessor is looking for

1.1.1 You set precise, measurable and challenging standards for your main services which take account of your responsibility for delivering national and statutory standards and targets, and deal with local priorities.

1.1.2 You set precise, measurable and challenging standards for customer service and these measure quality as well as quantity.

What counts as evidence?

You need to show you have set standards for your main business. You can include any internal documents or information for the public that includes your standards. Examples are legal requirements, Audit Commission standards, processing times, accuracy rates, product outputs and quality of care standards. Show how you make sure your standards reflect the needs, expectations and rights of people who use your service, including how you consult them. Show how each standard is contributing to your organisation's overall goals and how you avoid duplication or contradiction in your standards, for example, by reviewing them and making changes where appropriate.

You need to show you have standards which clearly set out what people who use your service can expect. This means setting specific levels of performance and service, not just general aims and promises. Examples of evidence are:

- service standards, for example standards for how quickly you respond to phone calls, letters and personal callers;
- reliability and punctuality standards; and
- commitments and standards relating to how your staff serve customers.

Show how the achievement of each standard will contribute to your organisation's overall goals. Show how you avoid duplication or contradiction in your standards, for example, by reviewing them and making changes where appropriate.

Sub-criterion

1.2 Your standards actively influence your organisation and you perform well.

What the assessor is looking for

1.2.1 You review and raise your standards regularly.

1.2.2 You monitor your performance against standards.

1.2.3 You meet your standards, and this is confirmed independently.

1.2.4 Your organisation's performance compares well with others.

What counts as evidence?

Show how your past and present standards compare. Explain how you carry out reviews by involving customers, co-providers and staff. If there are good reasons why you have not been able to raise standards, please tell us.

Show how and how often you monitor your performance. Show how the responsibility of monitoring is reduced for front-line staff, and how you focus on monitoring high-risk and lower-performing areas. Include examples of the type of information you collect.

Include information on your performance over the past three years. If you are a new organisation, please give as much past information as you can. Highlight any independent evaluation of your performance against your standards.

You need to show you perform well compared to other organisations in your field. Evidence may include information from the Audit Commission or information collected through benchmarking exercises. If there is no comparative information available for your organisation, tell us how you are trying to find similar organisations with which to compare your services. You may find the Public Sector Benchmarking Service at www.benchmarking.gov.uk a useful source of help and advice.

Sub-criterion

1.3 Your standards are relevant to the people who use your services, and your customers, potential customers, partners and staff know about the standards.

What the assessor is looking for

1.3.1 You consult customers, potential customers, partners and staff to set and review your standards.

1.3.2 You tell your customers and potential customers about your standards.

1.3.3 You make information on how you perform against all your standards widely available.

1.3.4 Your standards are meaningful and relevant to all your customers, partners and key players.

1.3.5 You identify any dips in performance against your standards and explain these to customers, together with action you are taking to put things right and prevent further dips in performance.

What counts as evidence?

You need to show that everyone concerned has a planned and regular input to your standards, to make sure they stay relevant. Show how you use the views of front-line staff to assess the costs and benefits of putting your standards into practice. Show us how you consult everyone involved. You can include as evidence details of customer consultations, who they include and how often you carry them out, as well as details of how your standards are linked to your performance-management system for staff.

Show the different ways you tell your customers about your standards.

You can include as evidence information on your performance in leaflets, posters and press cuttings.

Information on your standards must be easy to understand and written in plain language, including adapted versions for specific groups. You should explain whether customers have a right to each standard, or whether standards are targets you try to reach. Include any standards which involve partners and co-providers.

You need to show that you have identified any dips in performance, how you put the situation right and how you explained this to your customers. If this hasn't happened in your organisation yet, tell us how you would do this.

Actively engage with your customers, partners and staff

You need to show that your organisation:

- actively works with (engages with) customers, partners and staff to make sure it delivers high-quality services;
- consults and involves present and potential customers of public services, partners and staff;
- is open, and communicates clearly and effectively in plain language and in a number of different ways; and
- provides full information about services, their cost and how well they perform.

2

CRITERION



Sub-criterion

2.1 Consulting customers, partners and staff is a central part of your organisation.

What the assessor is looking for

2.1.1 You consult people in a variety of ways, and regularly review these to make sure that the results are effective and reliable.

2.1.2 You actively involve staff in planning services, particularly front-line staff who are in daily contact with customers.

2.1.3 You encourage staff to make suggestions to improve services.

2.1.4 You speedily process and analyse the results of consultations.

2.1.5 You promptly tell customers, partners and staff about the results of consultations, including any action you plan as a result.

What counts as evidence?

You need to show that you plan to and regularly consult the full range of customers, potential customers, staff and partners. Show how you make sure you include everyone, and make clear which of your activities are voluntary and which are a legal requirement. You can include as evidence details of consultations, who they include and how often you carry them out. Include consultation documents, surveys (with results), minutes of meetings, correspondence and details of how you make sure your methods and results are valid.

Evidence may include your written policies, and how and how often you consult local staff to involve them in the way services are delivered.

Provide records of staff suggestions, the number you received and acted on, and any incentives you offer staff to come up with good ideas. Describe to us the changes you made as a result.

You need to show that your consultations identify ways of improving services, not just dealing with existing services. You can include as evidence the results of surveys, minutes of customer group meetings and so on, and how you analysed them.

Show us details of how you publicise the results of consultations and actions you planned and carried out.

Sub-criterion

What the assessor is looking for

What counts as evidence?

2.1.6 Consultation has a direct effect on your organisation's services.

You need to show that your organisation actively uses consultation to bring about improvements. Evidence should include records of the improvements you have made as a result of consulting your customers, partners and staff.

2.2 You provide reliable and wide-ranging information for customers about all aspects of your organisation and services.

2.2.1 You make information about all aspects of your services widely available to customers and potential customers, including how they are run and who is in charge.

People who use your services should be aware of the full range of services available. Customers should know about your services, and how and when they can contact you. Evidence may include leaflets and posters, with named contacts and phone and fax numbers, and e-mail and website addresses. You can also include specific efforts you have made to publicise your services, such as exhibitions, open days, stands at community events, advertising, websites, news releases and press cuttings.

2.2.2 You tell your customers how much it costs to run your services, how much they will have to pay if appropriate and how that compares with similar organisations.

Include any published information showing service costs and tell us where you make this available. You can also include corporate documents, posters, leaflets and your written policy in relation to competing services and charges.

2.3 Your information meets the full range of your customers' needs, abilities and preferences.

2.3.1 You provide your customers with the information they need in plain, jargon-free language and in ways which meet their needs and preferences.

You can include leaflets, forms, letters, posters and marketing materials. Provide us with evidence of how you tested new and old material with customers, the views they gave and any changes you made as a result. Provide details if you train staff to use plain language.

2.3.2 Your organisation makes sure customers have received and understood the information, and you improve it using the feedback you have received.

Explain the way you test this and how often. Include survey forms or minutes of meetings, the results and any improvements you made.

Sub-criterion

2.4 You work effectively with other providers to improve access and services for customers from all sections of the community.

What the assessor is looking for

2.4.1 You have made arrangements with other providers to actively provide a co-ordinated service.

2.4.2 You have effective arrangements for passing information and consultation between providers.

2.4.3 Your arrangements are for the benefit of your customers.

2.4.4 Your arrangements are cost-effective.

2.4.5 Your customers know how to access co-ordinated services.

What counts as evidence?

We want to see how you are working with others to improve the service you offer. Provide details of any arrangements with other parts of your organisation or external partners, including formal and informal partnership agreements. Include details of services that go beyond the legal minimum, such as agreements and guidelines for joint working. In particular, give examples of arrangements for customers to receive alternative services from other providers if the need arises, for example through call-off contract arrangements with other providers, or show us that you have actively considered strategies for alternative services.

Include any formal and informal ways you consult and share information with your partner organisations to benefit customers.

Include details of how you measure the success of your partnership arrangements, including any examples of getting customers' views such as surveys or 'mystery shopper' exercises. Include any analyses you made of feedback and whether the number of complaints you received was reduced.

Tell us the costs of joint working and any savings you have made as a result.

Show us how you publicise joint-working arrangements and how you test your customers' awareness of them.

Be fair and accessible to everyone and promote choice

You need to show that your organisation:

- makes services easily available to everyone who needs them, offering choice wherever you can; and
- treats everybody fairly in access to services and service delivery, and pays particular attention to people with special needs

3

CRITERION



Sub-criterion

3.1 You widely publicise access to your services and their availability.

3.2 Your services meet the needs of customers.

What the assessor is looking for

3.1.1 Your services are easily accessible to everyone.

3.1.2 You use technology to provide information about, and access to, services where appropriate.

3.2.1 Staff respond promptly and politely to customers, and they identify themselves where possible.

What counts as evidence?

In most cases, people should be able to contact your organisation by phone, letter, e-mail or personal visit. Examples of evidence you can include are documents showing when, where and how people can contact you, taking account of different abilities and special needs.

Examples may include how you use e-mail and websites, public-access internet kiosks or shared facilities with other organisations. While this may not be appropriate for some of your customers, you should show us that you have tried to find out how technology can benefit your customers and acted on it.

Your customers' direct experience of your service is what matters here. Show how quickly and politely you respond to customers. You should show us:

- your policy and training materials;
- standards for your response to letters, phone calls and personal callers;
- contact logs (including e-mails); and
- comments from customers.

You can also include your policy and practice on wearing name badges, giving names over the phone and displaying photo boards.

Sub-criterion

What the assessor is looking for

What counts as evidence?

3.2.2 You provide services flexibly to give people choice.

Evidence can include:

- mobile offices;
- changing opening hours to suit customers;
- providing direct dial or freephone numbers; and
- examples of joint working with other providers.

3.2.3 You ask your customers and staff for their views on how to improve choices, and act on what they say, where appropriate.

Include details of how you collected the views of customers and staff, and how this improved service choice.

3.2.4 You try to make sure your services, and access to them, are affordable.

Give us examples of how you have considered the potential costs of contacting you and of using your service, and show that you have tried to provide the service at the lowest possible cost.

3.3 You have responsive equal opportunities and disability policies for delivering your service, and you put these into practice.

3.3.1 You consult customers with special needs about the information and access to services they need.

You need to show you treat all your customers fairly. 'Special needs' includes people with visual or hearing difficulties, those who have difficulty understanding or reading English, and people with learning difficulties. Evidence can include details of how you consulted these groups, for example, minutes of meetings, customer groups and community groups, including how often you consult them.

3.3.2 You make information available to everyone, including people with special needs.

You can include different ways of communicating to make sure that no-one is disadvantaged in using and accessing your services. Evidence may include specific arrangements, for example, translators and interpreters or sample materials.

Sub-criterion

What the assessor is looking for

What counts as evidence?

3.3.3 You make reasonable changes to your facilities, policies, practices and procedures to help disadvantaged people, those with learning difficulties and members of minority groups who use or access your service.

Include details of how you have reviewed services to make life easier for people, for example, access for pushchairs and access arrangements for disabled people such as:

- turning room for wheelchairs; and
- help for people with other special needs.

Give evidence of the results and the improvements you have made. Tell us if you have any restrictions, for example, working in a listed building.

3.3.4 You have customer care, equal opportunities and disability policies, procedures and training which relate to all your customers. Staff make sure that everyone is treated fairly and sensitively, and you ask your customers about their views on this.

Evidence should include your equal opportunities and disability policies and procedures, and details of customer care, equal opportunities and disability training for staff. You can also include:

- policy documents;
- staff communications (for example, newsletters);
- appraisal criteria and outcomes; and
- staff comments.

Please also give us details of your customers' views on how fairly and sensitively you treat them.

Continuously develop and improve

You need to show that your organisation:

- always looks for ways to improve services and facilities, particularly when using technology;
- puts things right quickly and effectively;
- learns from, and improves as a result of, complaints, compliments and suggestions; and
- has a clear, well-publicised and easy-to-use complaints procedure, with the opportunity for independent review wherever possible.

4

CRITERION



Sub-criterion

4.1 Continuous development is built into your organisation.

4.2 Your services and facilities have developed and improved.

What the assessor is looking for

4.1.1 You plan and realistically work out the cost of proposed or future developments in your organisation.

4.2.1 Your services and facilities have improved over the last three years, and you can measure or demonstrate the improvements.

4.2.2 There are high levels of customer satisfaction, and levels of satisfaction are generally improving.

4.2.3 You actively involve customers in planning improvements, and they know about and appreciate the improvements.

4.2.4 You assess, record and analyse satisfaction levels for the full range of customers for all the main areas of your service, and take action to deal with any problems.

What counts as evidence?

Evidence can include business and development plans, including costs, savings, benefits and timescales. If you are cancelling or rearranging services, tell us how this will benefit customers.

Give us details of how you judge the success of improvements, including your specific criteria for success. Include details of actual improvements, including costs, savings, benefits, timescales, responses from your customers and evaluation. Show how you have improved your performance against the standards you have defined in criterion 1.

Give details of satisfaction levels for all aspects of your service and for the full range of customers. Please give us information about trends over the last three years.

Show us how you make improvements which are most important to customers. You can include suggestion schemes and other ways of consulting people. Include details of how you publicise improvements to your service and show customers' responses to these, for example, in leaflets, website bulletins and surveys of users' views.

Include customers' views on all aspects of your service, including your main business areas and customer-care issues. If your application covers a number of different services, you should show that you measure satisfaction for all of them. Evidence should include information comparing satisfaction levels over the past three years, including how you collect people's views and how often you do this, as well as the process you use to react and improve. Include details of any action you have taken and how you publicised this to customers, for example, through discussion groups, leaflets or posters.

Sub-criterion

What the assessor is looking for

What counts as evidence?

4.2.5 You make the most of technology to improve services or value for money.

Give details of how you have identified customer needs and made the business case to support any technology innovations. Give examples of the improvements you have made.

4.3 You deal effectively with complaints, compliments and suggestions, and act on them to improve your service.

4.3.1 You have a well-publicised, easy-to-use complaints procedure, including a commitment to deal with problems fully and solve them wherever possible within a time limit.

Include corporate and local documents which contain this information. The complaints procedure should be set out in stages with named contacts for each stage. Customers should be able to complain in writing, by e-mail, over the phone or in person. Your procedure should include the address and phone number people can contact for an independent review.

4.3.2 You give staff guidance and training to handle complaints and empower them to put things right.

Your staff should be able to put things right wherever possible (empowerment). Include evidence of written procedures for staff to follow and the extent to which they can put things right when dealing with complaints. Give us details of the training you provide.

4.3.3 You actively encourage customers, partners and staff to comment on your service.

Include details of suggestion schemes, comment and compliment forms, logbooks and records of e-mails.

4.3.4 You keep and analyse records of the number and type of formal and informal complaints, compliments and suggestions you receive, and how quickly they are dealt with.

Include records of complaints, compliments and suggestions, and show how you analyse and act on them to improve your services.

Sub-criterion

What the assessor is looking for

What counts as evidence?

4.3.5 You publish details of the number and type of complaints, compliments and suggestions you receive, along with the improvements you made as a result.

Evidence may include extracts from annual reports, newspaper articles or displays in reception areas. Show us how you make this information easy to access and that it includes details of improvements.

4.3.6 You ask people who use your complaints procedure what they think of it.

You can provide as evidence surveys which include questions about your complaints procedures and the results. Other evidence may be minutes of focus-group meetings which discussed the complaints procedures and how complaints have been followed up.

4.3.7 You regularly review and improve your complaints procedure, taking account of the views of customers and staff.

Give us examples of how you have improved your complaints procedure, and include any customers' comments on the improved procedure.

Use your resources effectively and imaginatively

For your organisation's main activities, you need to show that:

- your financial management is effective; and
- you use resources effectively and imaginatively to provide best value for taxpayers and customers.

5

CRITERION



Sub-criterion

5.1 You manage your resources effectively.

What the assessor is looking for

5.1.1 You have met budgets and financial targets, and analysed and explained any differences.

5.1.2 You measure and monitor your efficiency against performance standards.

5.1.3 Your organisation makes the most of available resources.

5.1.4 You benchmark financial indicators or cost-effectiveness measures against similar organisations where relevant.

What counts as evidence?

Include your latest management information showing:

- your main budgets and out-turns (actual figures) for the last two financial years;
- your latest accounts; and
- your current budget.

If you have made savings, provide details in cash and percentage terms, if possible, and explain how you achieved them.

Evidence will include details of your systems for measuring and monitoring efficiency and unit costs where appropriate.

Give us examples of services that you have improved with the same level of resources, or where you have maintained levels of service with reduced resources. Or, show how you have improved services while reducing unit costs, or used a small increase in resources to achieve a major improvement in service. Include information showing how services and resources compare over time or compare with others.

Provide us with details of comparisons. If there is no current benchmarking, explain any work you have done, or plan to do, to develop these arrangements.

Sub-criterion	What the assessor is looking for	What counts as evidence?
	<p>5.1.5 Your use of resources is independently assessed for value for money.</p>	<p>Include details of internal or external management and financial audits, or assessments such as Best Value and Office for Standards in Education (Ofsted) and their findings.</p>
<p>5.2 Your organisation puts a priority on value for money.</p>	<p>5.2.1 Your staff are aware of the need for efficiency and value for money for the customer.</p>	<p>Include:</p> <ul style="list-style-type: none"> • examples of how staff are involved in setting and managing budgets; • the minutes of staff meetings where efficiency is discussed; and • any schemes where staff are encouraged to put forward ideas for value-for-money initiatives.
	<p>5.2.2 You have plans to improve value for money and keep costs down.</p>	<p>This may include your business, development or Best Value plan. Also include any plans for putting into practice recommendations of any audit or management reviews.</p>

Contribute to improving opportunities and quality of life in the communities you serve

You need to show that your organisation:

- has reviewed and is aware of its impact and potential usefulness in the local and national communities you serve; and
- has made some contribution to enriching the social or economic life of those communities, beyond the strict requirement of excellent service delivery, through positive, discretionary initiatives and imaginative use of resources.

6

CRITERION



Sub-criterion

6.1 You are aware of the impact and potential usefulness of your organisation in the communities you serve and you have explored opportunities to enrich those communities.

What the assessor is looking for

6.1.1 The senior-management team has identified and approved the commitment to make a contribution to the wider community.

6.1.2 You have reviewed the social, economic and physical impact of your organisation, and considered whether there are under-used or potentially useful resources for the community (or both).

What counts as evidence?

The impact of any organisation is not limited to its customers. But what does 'community' mean? You may define your local community as:

- your borough, city, district, town or village;
- a legally defined area;
- a region or a county; or
- a geographically defined area within a certain radius of your buildings.

You may identify a social group, for example, elderly or young people, schools or youth clubs. Show us how you have:

- defined the communities you serve beyond your normal corporate concerns and activities; and
- promoted a contribution to those communities within your organisation.

Evidence may include management minutes, staff information, induction and training materials.

Give examples of how you have considered the effect your buildings, staff, traffic, activities, reputation, waste disposal, signs and so on have on the local community (physical impact). Show us how you have examined your physical and human resources for their potential usefulness. Evidence may include notes of meetings, policy documents, press cuttings and letters.

Sub-criterion

6.2 You have achieved positive results from your involvement with the community.

What the assessor is looking for

6.1.3 You have collected the views of customers, staff and other interested people or organisations, and used them to influence the contribution you make to the community.

6.2.1 Your organisation has given corporate support and invested appropriate resources for its involvement with the community.

6.2.2 You have been positively involved with the community for six months or more.

What counts as evidence?

Show how you have collected the views of customers, staff and other interested people or organisations to generate ideas for improvements. Partners may include voluntary, statutory or private-sector organisations. Evidence may include records of meetings, letters and leaflets.

Show how you have made plans for the organisation, its resources and people to make a specific and meaningful contribution to the community, and how this has been approved by the senior-management team. Evidence may include minutes of management meetings, internal planning documents and policy statements. Resources may include:

- having a dedicated staff member with responsibility or resources for community involvement; or
- giving staff time to carry out community activities.

Evidence may include job descriptions, project briefings and reports, and evidence of the costs of any activities.

The evidence different organisations provide is likely to be very different. It could include:

- providing work-experience placements for local children;
- working with local schools and colleges on vocational training courses;
- going to local job fairs;
- working with local voluntary groups;
- offering staff a day for local volunteer work;
- holding open days;
- making available an under-used crèche or sport facility;
- improving the outside of a building to support local clean-up campaigns;

Sub-criterion

What the assessor is looking for

What counts as evidence?

6.2.3 You monitor your activities and have evidence of their positive effect in the community.

- sponsoring a local sporting event; or
- contributing proceeds from recycling.

Evidence may include:

- monitoring tools;
- assessment meeting notes;
- feedback and comments;
- press cuttings;
- letters; or
- photos.

6.2.4 You have learnt from your involvement with the community and improved your plans as a result.

Your evidence should include an analysis of community involvement and minutes of meetings, policy updates and plans.

TIPS FOR SUCCESS

GATHER TOGETHER A TEAM

This is vital. You need a group to spearhead the process and share responsibility for getting the application together and planning improvement activity. It is a mistake to try to do the application on your own.

EVIDENCE

Gather together evidence that is naturally arising not artificially assembled. Validate perceptions about your service delivery with internal and external evidence.

USE THE WEB-BASED SELF-ASSESSMENT TOOL

This free service will help you and your team to gain valuable feedback before submitting a formal Charter Mark application.

If you do not have access to the Internet, ask the Charter Mark Team for a CD-ROM version (phone 020 7276 1755).

ACTION PLAN

Tackle the jobs to be done in the form of an action plan so that you are clear about the 'what', 'who' and 'when' of your approach.

IDENTIFY YOUR STRENGTHS

Remember there will already be good practice which you will wish to record.

GOING THE EXTRA MILE

Be on the lookout for examples of where staff have gone beyond that which was expected of them to meet user needs and improve the quality of delivery.

COMPARE YOURSELVES WITH OTHERS

The Good Practice Database includes many examples of good practice which might help you: www.benchmarking.gov.uk

CONTINUOUS IMPROVEMENT

Continuous improvement is the name of the game, not a one-off, Oscar-winning type performance. Put in place systems and procedures to ensure your service is onward moving.

CELEBRATE SUCCESS

On the Charter Mark journey, when you achieve some measure of success, tell your staff and customers, bring it to their attention, through newsletters, posters, meetings, the media.

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