



UNIVERSITY OF LEEDS

COMMERCIAL AND CAMPUS SUPPORT SERVICES OUR CUSTOMER FOCUSED SERVICE

CONTENTS

INTRODUCTION	3
OUR VALUES	5
CUSTOMER INSIGHT	6
THE CULTURE OF THE ORGANISATION	20
INFORMATION AND ACCESS	32
DELIVERY	46
TIMELINESS AND QUALITY OF SERVICE	58

INTRODUCTION

Our University is a leading world class institution, with a global reputation for research and teaching. We are one of the top universities in the UK and focus on our students having a fantastic experience during their time with us. We conduct research with the purpose of sharing that knowledge, and our students are taught by leading researchers and teachers who are at the forefront of their subject.

Commercial and Campus Support Services are part of the Facilities Directorate, which is one of the largest directorates in the University. The directorate also includes Estates, Sustainability and Residential Services.

The Services within Commercial and Campus Support Services are Security, Sport and Physical Activity, Cleaning, Catering, Conferencing and Events, Sales and Marketing, Print & Copy Bureau and Mailroom, Facilities Support Services and Marketing and Communications.

We generate an annual turnover of more than £30 million and the work we do is vital to supporting our institution and our students, and every one of us has a part to play in this.

Our vision is to “provide excellent, financially sustainable services and facilities to our customers, which will make a significant contribution to the University’s world class aspiration.” As a group of Services we try to achieve excellent customer service delivered through our shared commitment to all our customers from members of the public, our staff and our students, and to clients who deliver conferences and events at our campus.

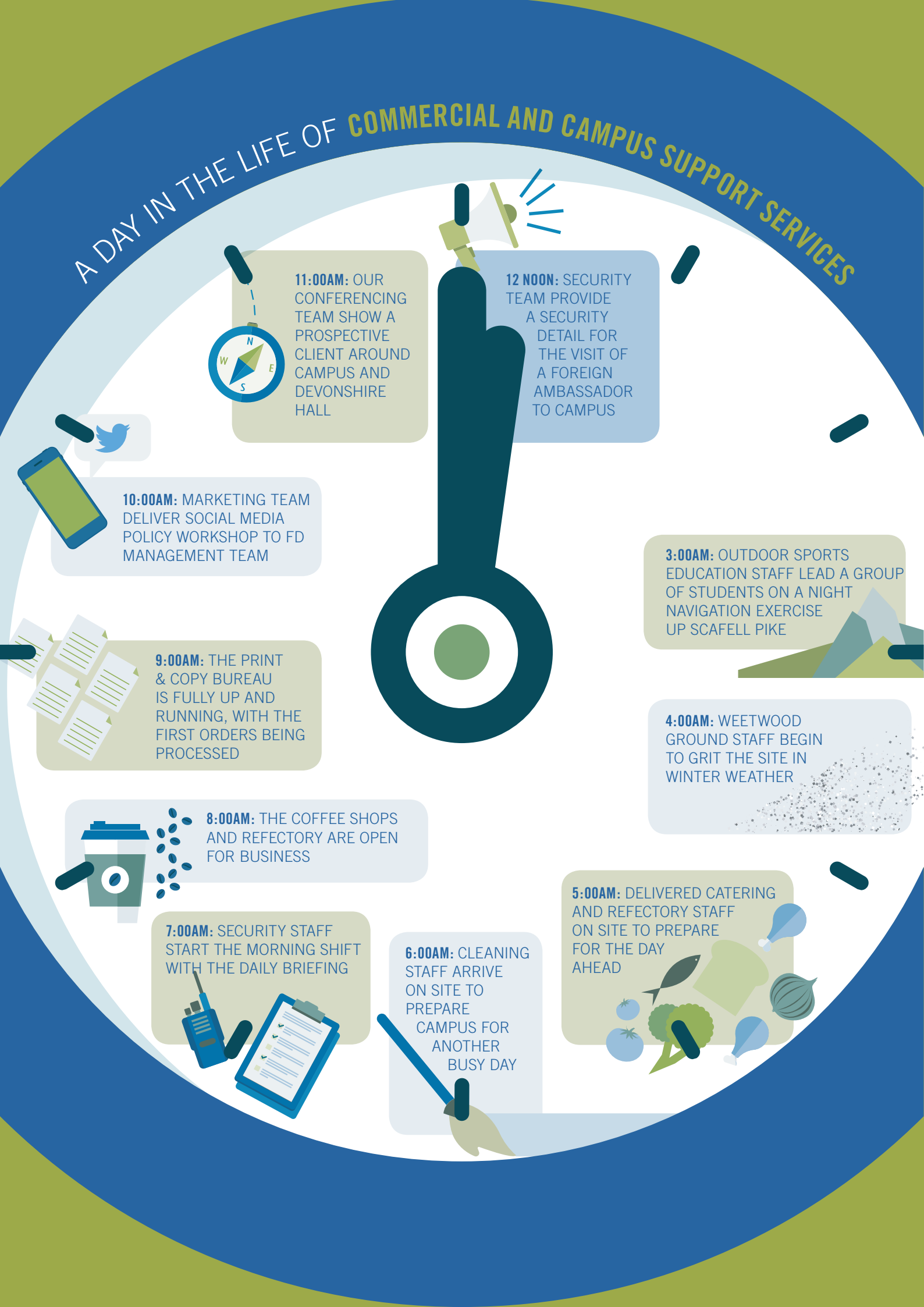
Through our absolute commitment to our values and culture we have an aspiration that anyone who comes into contact with the Services that we deliver receives a really excellent customer experience that is memorable, and that our customers return to use our facilities again and again and pass on positive feedback to others. Ultimately the thing that makes this happen is our staff and the fantastic commitment they show.

Our Services have a significant impact within the University and also the local community. I’m proud to say that we have won various awards and commendations and have made some significant contributions to local charities as a result of the work our teams do and the dedication of our staff to our values and culture.

As you read on through the following pages we would love to tell you some more about our Services and some of the real life case studies that demonstrate how we achieve our aspirations and a dedication to Customer Service Excellence.



Stewart Ross
Director of Commercial and Campus Support Services



OUR VALUES

Our values are what we stand for, and what we want to be known for as a department. Our values are;

Show you care. This is not just for our customers but also for each other. Take time to support your team and get to know them, and be positive towards each other.

Share a smile. You will brighten students' and colleagues' days by sharing a smile and being positive. Smiling is infectious and so if our staff are smiling our customers are happy.

Know your stuff. This is critical! It is essential our staff know their stuff to ensure the safety and loyalty of our customers.

Go the extra mile. This means going above and beyond your role to deliver the best service we can.

These are the values that we live by and we expect our staff to live by these too.

Commercial & Campus Support Services



Our Culture

Our Mission: to inspire through excellence

Our Vision: our vision is that we will provide excellent, financially sustainable services and facilities to our customers

As staff in Commercial & Campus Support Services we are committed to creating and reinforcing this culture. We will:

- Value teamwork and participation by all staff, whatever the level, and believe in personal development and the nurturing of talent and potential;
- Have structure to the way we work, but with freedom for leaders to ensure those systems are fit for the specific workplace;
- Work in a positive and friendly environment where staff are known to each other and commitment to each other and the Service is high;
- Emphasise trust, respect, openness and honesty with each other;
- Share our performance widely and discuss improvements openly and without cause for concern;
- Value efficiency, ensure we operate a smooth running service but value the distinctiveness our people bring to our service.
- Be dynamic and entrepreneurial, anticipate the needs of customers and surprise and delight them by being innovative and responsive;
- Commit to excelling and being the best in what we do, compete with the best, outperforming private sector too;

Our Values

- Show You Care
- Share a Smile
- Know Your Stuff
- Go the Extra Mile

We know we're getting it wrong when we:

- Say "it's not my job"
- Openly criticise colleagues
- Sap energy from others
- Ignore issues and problems

CUSTOMER INSIGHT

Commercial & Campus Support Services (CCSS) at the University of Leeds, focuses on the importance of effectively identifying customers, consulting them in a meaningful way and using the information we gather to inform how we design and provide services.

Developing an in-depth understanding of our customers and efficiently monitoring the outcomes of services to find out whether our customers are satisfied is very important. It is not just about being able to collect information, it is about having the ability to use that information to good effect and developing a culture that values this kind of understanding and constantly looks to improve.

Understanding customers in this way is essential for enabling us to raise our standards and levels of service and continue to build on this success.

Customer identification

At CCSS we have an in-depth understanding of the characteristics of our current and potential customer groups, based on recent and reliable information.

MEETinLEEDS (Conferences, Meetings & Events at the University of Leeds) proactively contributes to key industry research to obtain access to industry breakdowns of customer groups and needs. An innovative booking system is used to monitor booking trends and run detailed reports on key customers, allowing the service to analyse, review and plan smart for the future.

Great Food at Leeds (Catering Services at the University of Leeds) obtains overall numbers of students from Strategy & Planning and then delves deeper for insight into its customer groups by collating the full demographic and cohort mix. For example in working with Leeds University Business School and gathering international data from the Faculty of Engineering to understand where students are from. Ongoing work to understand other customer groups, e.g. UK undergraduates, EU undergraduates, taught postgraduate admissions, postgraduates, staff and meal plan students, is also undertaken.

Cleaning Services has established several mechanisms for understanding customer groups. Customer satisfaction surveys are conducted to measure the experiences of two main customer groups: staff and students. Colleagues who are important points of contact with key customers are identified and the service maintains close relationships with them to collect information. These include Faculty Facilities Managers who represent the main customer groups and where additional services are provided that fall outside the day to day service level agreement, for example, the dental hospitals, libraries and healthcare.

Security Services understand the requirements of their customer groups by working with key stakeholders to establish the varying needs of a wide customer base which includes Leeds University Union, Residential Services, Faculty Facilities Managers, Crime Prevention Partnerships, our Secretariat, Pastoral Care and Equality Services. Customers are split into distinct staff and student groups when measuring customer satisfaction to define profiles and identify characteristics. The Management Team are members of AUSCO, a national network of security professionals working in higher education which shares information to aid best practice.

Marketing & Communications utilises one to one meetings, group sessions and workshops to fine tune understanding of the differing needs of customers. Service charts of staffing structures and key staff are used in team inductions to encourage outreach. Through work shadowing and attending service away days and key meetings, the team pieces together detailed pictures of what customers want to achieve. This information is collated into planning documents that include objective setting, gaining research and insight, and measuring outcomes. Findings are detailed in the Facilities Directorate's Marketing & Communications plan. Monthly social media meetings involving people from all Services help the team share ideas and aims and improve their offering.

Facilities Support Services has established solid understanding of customer groups through regular operational meetings, customer feedback and participation on University committees, for example the Education Spaces Group and the Digital Education Board.

Sport & Physical Activity Services predominantly segment customers on the type of programme they are engaged with – performance, social and leadership - and has a good overview of the numbers of customers in each programme. Customer panels are recruited to act as representatives of the wider customer base for focus groups which are conducted to understand the needs of each group, but the service recognises the need to have these conversations more frequently to generate rich data. Aquatics has implemented numerous tools to consult customers, including a new staffing structure to allow teachers to speak to parents, feedback weeks and coffee mornings. An external agency was appointed to conduct research among sixth form students to ascertain their motivations for sport and wellbeing when they start university life.

The Print & Copy Bureau is committed to understanding the needs of the academic, student and administrative communities and uses customer feedback and student project or focus groups to guide and inform decision making.

At CCSS we have developed insight about our groups to better understand their needs and preferences.

CCSS has various informal and formal mechanisms in place for developing customer insight, for example, a comments system, emails, internal audits, focus groups, local CRT machines at various sales points and customer satisfaction surveys. The information is used to understand experience of customers and to raise service levels and standards as necessary. This customer focus principle ensures an in-depth understanding of our customers and is the foundation for our work.

MEETinLEEDS conducts venue tours with customers. This direct engagement enables exploration of what has worked previously for the customer and for other clients. Planned focus groups for two key customer groups, Summer School business customers and our academic and faculty support teams, help gather insight into customer experience.

We conduct one to ones with our academic and faculty support teams through our Team On Tour programme. We provide a drop in service as well as pre-booked appointments giving colleagues across the University the opportunity to discuss their conference needs and how we can help them.

Great Food at Leeds meets with key customers regularly both formally and informally to develop understanding and improve services. For example, direct contact with the International Foundation Year Team resulted in a new international menu. Our Refectory Team has worked extensively with internal stakeholders such as the School of Biological Sciences to understand the requirements of international students and employed an external consultant to produce independent findings, resulting in the introduction of a new evening menu showcasing British culture. A Green & Go counter has been established to ensure vegetarian and vegan options are always available.

Security Services staff attend and contribute to project meetings for new buildings and major refurbishments, advising on security and crime prevention strategies. To achieve a reduction in bike theft, the service has developed a Cycle Action Group offering price reductions on locks and lights, tagging property and giving cycle safety advice as part of daily patrols.



The Marketing & Communications Team regularly audits customers to assess their changing needs. In addition, a thorough briefing process, focus groups, wash-up meetings and monthly service meetings are all used to help identify needs for specific projects, target services and demonstrate tangible delivery against objectives.

Sport & Physical Activity Services use focus groups to understand the individual needs of each customer group. Rich customer data is gathered through the annual Balancing Life survey and by research organisation, James Curtis Associates, to help create more opportunities for people to be regularly active.

Cleaning and Facilities Support Services work with key stakeholders from across the University to ensure the services provided at critical times of the academic year, including intake, degree ceremonies, examinations, University recruitment events and open days, are seamless and meet departmental needs and preferences to the highest standards. This includes scheduling additional cleaning and facilities support to areas of high demand, for example, informal and social study spaces during revision periods.

At CCSS 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.

CCSS is fully committed to providing inclusive services for all our customers. CCSS staff are engaged with the University's equality and inclusion policy, strategy and framework. We believe in treating our customers as individuals, tailoring our products and services to meet people's needs while ensuring that the results and quality of their experiences are equal.

CCSS buildings are committed to providing up to date, accurate, factual building access information for all visitors and achieve this by working in partnership with AccessAble, www.accessable.co.uk/organisations/university-of-leeds



Equality Impact assessments assist us to design services and products that enhance customer experience and prevent us from disadvantaging others.

Storm Jameson Court, our flagship campus accommodation, has varied access exceptional ratings and carries the highest possible accreditation under all categories of the National Accessible Scheme (NAS).

MEETinLEEDS was awarded the Early Adopter status for the Pilot Alternative and Augmentative Communication Training (AAC) and accrues the Communication Access symbol. The service hosted an annual conference for Communication Matters (a charitable organisation committed to supporting people who find communication difficult) in 2018 and is committed to providing an even more accessible experience year on year by working alongside the Communication Matters team as co-hosts. MEETinLEEDS is also looking to formalise its work with the Equality Unit to communicate to delegates regarding child and adult changing facilities.



In July 2018, MEETinLEEDS won an award from the International Conference Awards for Best Partnership for their work alongside Communications Matters. The award recognised MeetinLeeds' strategy to deliver excellent customer experience in an effective and efficient manner.



Great Food at Leeds developed new menus for the One Voice (Communication Matters) conference with adapted food liquidised for guests with special requirements. A training need was identified whilst preparing the menus as staff were unsure how to deal with customers with specific needs, so training was undertaken to help understand the challenges of communicating with people using augmented communication devices. In addition, the service delivers food to local charities on a regular basis, including two deliveries of sandwiches each week to homeless people.

Cleaning Services has delivered an ongoing poster campaign to address access to toilets across campus and has taken steps to simplify ways for customers to get in touch by implementing a "one stop shop" approach through a central number and email address. The Senior Supervisor has been given specific training to understand the challenges of communicating with people using automated communication devices. The Service has also developed links with North & West Leeds community groups.

CUSTOMER PROMISE

QUALITY A first class cleaning service across campus	INNOVATION A flexible and innovative approach to cleaning
SUSTAINABILITY Responsible, efficient and effective waste management and recycling service	CUSTOMER SERVICE Professional, dedicated, friendly and enthusiastic team

MAINTAINING STANDARDS ACROSS CAMPUS EVERY DAY.
If you feel this facility does not match your expectations we want to know. Please call Cleaning Services 0113 343 3434, Estates Helpdesk 0113 343 5555 or email cleaningcomments@leeds.ac.uk

Cleaning ServicesUNIVERSITY OF LEEDS

Security Services regularly supports and provides immediate assistance to people with mental health issues, whether that is first response, engaging emergency (or other) services, or seeking immediate pastoral support. The Service understands that the role of Security can mean different things to different people and staff and students are always encouraged to talk to Security about any concerns. It is recognised that all students may deem the service to be overly authoritative and all staff use the skills they have developed through training to understand how to offer the best customer service. Part of the role of the Security Services is to liaise with the local community and neighbours and to support colleagues in the Sustainability Team, including the Community Liaison Officer.



The Print & Copy Bureau has redesigned its front of house space to accommodate wheelchair users and enable easier access for disabled students and staff.

Sport & Physical Activity Services has implemented staff disability training and an introduction programme for people with disabilities. Timetables include women only gym and pool sessions. The service runs the fantastic Get Out, Get Active programme of activity, which is a low cost and accessible way of trying a range of activities, and often offers unique free events and classes for international students. A Lifestyle and Wellbeing Programme is also jointly run by Sport & Physical Activity where students, who have been referred by the University Counselling Service, are supported through a dedicated 12-week exercise programme with additional guidance from a wellbeing coach. This collaboration between both Services provides a successful programme of care for students.

Engagement and Consultation

At CCSS we have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.

MEETinLEEDS shares testimonials through its websites and ensures a host of feedback opportunities are available to encourage groups to share information. Focus groups have been held with two important and distinct customer groups - Summer Schools and Academic Ambassadors - to gather insight into customer experience; and communication journeys have been mapped to reach relevant messaging and to be clear on how, who and when in relation to communicating with customers.

Great Food at Leeds conducts a quarterly customer survey to inform menu writing, gather customer comments and assess standards of service. Focus groups are held annually to garner feedback on new menus and work is conducted with individual Faculties to understand customer needs.



Marketing & Communications proactively arranges contact time to seek information from frontline staff. This includes attending operational staff meetings to talk to people in person, using noticeboards in key areas (e.g. the chef's noticeboard), use of hard copy written materials and walking around the University's cafés to speak to staff.

Facilities Support Services ensure agreed equality and inclusion principles are embedded into the specification for the ongoing Central Teaching Space Refurbishment Programme in line with mobility, visual and hearing standards, ensuring equal access for disabled students and staff.

The Service has an ongoing Marketing plan and monitors click through and open rates of its online communications to measure effectiveness and audience reach. To inform the delivered catering service, menu tasting is held with Personal Assistants and feedback cards are issued with all orders. On the function floor, score cards are provided, and front of house staff are empowered to take feedback, act on it and feedback to management.

Cleaning Services engages with customers daily, from staff who communicate and work flexibly on a local basis to deliver customer's needs, to performance meetings held with key clients. Staff consult with Estate Services, designers and customers about cleaning requirements for all new buildings and major refurbishments, advising on the best materials and finishes to maintain cleanliness.

Security Services has created a continuous improvement plan, which is informed by the outcomes of customer satisfaction surveys and engagement with staff from inside and outside the service.

Marketing & Communications holds planning and workshop sessions to engage, consult and involve customer groups. To continuously improve and evolve the Facilities Directorate Marketing & Communications strategy, customers are invited to join the team on visits to other organisations for inspiration and ideas. The team works with customers to identify skill gaps and arranges training sessions, for example, plain English and Chartered Institute of Marketing courses.

Facilities Support Services consult with a wide range of stakeholders about day to day activities, including conference organisers, degrees and open day teams. Prior to the delivery of a summer refurbishment programme, strategic business cases for capital expenditure enabled the team to engage and consult with staff, students and key people such as Faculty Education Service Managers to ensure the equipment and rooms provided are continually improved. The management of central teaching spaces also benefits from the team's involvement with key leaders and colleagues as part of the University's Education Spaces Strategic Group.

The Print & Copy Bureau has installed a customer feedback point on entry and exit to the Service to gain immediate feedback and carries out an annual customer group feedback survey.

The Sport & Physical Activity Services strategy uses insight, research and the student voice to inform how customers are engaged and involved. Programme development is aligned to the service strategy and driven through strategy theme groups, which have representation from Sport & Physical Activity development and operations staff, Leeds University Union (LUU) staff and students. The approach to developing understanding varies with the programme, however focus groups, surveys and customer journey mapping are consistently used. For example, the development of the LEED discovery skills modules was based on internal and external examiner reports, student feedback forms, development meetings with the Faculty of Biological Sciences, student focus groups and student tutorials. The introduction of new sports club criteria was driven through a strategy theme group which tested criteria with student clubs through one to one meetings and wider sports assemblies and then ratified the findings through the theme group.

At CCSS we have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.

CCSS works hard to harness the views and knowledge of customers to help shape delivery of Services and our staff recognise that we would not succeed without the input and buy-in of our customers. We know it is important to communicate the actions we have taken as a result of feedback to promote continuous improvement, instil confidence in our customers that we are listening, and encourage wide participation in future consultations, Therefore, CCSS publish a "We are listening" our website and in other various formats across the campus.

The bespoke nature of the MEETinLEEDS Conference Management package puts the client at the heart of the process. The Service works with individual Faculties to discuss their strategies and uses this information to understand how to deliver customer priorities. Early consultation with academic colleagues on the planned outcomes of events allows alignment of messaging around events with the help of the PR team. For example, the School of Food Science and Nutrition wanted to make Food Colloids synonymous with the University of Leeds and with the help of MEETinLEEDS successfully won the bid to bring the 17th Food Colloids conference back to Leeds. With academics this is around supporting early career researchers, networking and increasing citations.

Great Food at Leeds (Catering Services) uses cafés to deliver focus groups and questionnaires to conduct customer testing of potential brands and looks. The service utilised customer feedback gathered by research organisation, James Curtis Associates, to introduce new concepts and extend opening hours to improve customer satisfaction and experience. The Student Union Executives were asked to help with suggestions for new names for various cafés around campus and during Fairtrade Fortnight and Black History Month, customers were invited to design a dish for inclusion on the menu.

Sport & Physical Activity Services involve students and LUU in day to day decision making and wider strategy planning. This consultation has resulted in engagement with popular five-a-side football pitch provider, Powerleague, to establish small sided games and in changes to the University's sport scholarship programme.

At CCSS we regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative result.

In 2018 our annual customer satisfaction surveys engaged with 3,169 respondents. We take care to consider the balance of staff and students answering our surveys to ensure our feedback is representative of as many people as possible.

Over and above this we seek feedback in many other ways including:

- Academic Ambassador Feedback
- Management Software for key clients such as International Medieval Congress
- Benchmarking through partnerships with the Leeds Hotel and Venues Association
- Our partnership with LUU
- Great Food Web User Groups
- Our Litmus Partnership
- Leeds Board - Sport & Physical Activity
- Leeds Discovery App - Sport and Physical Activity.

Customer Satisfaction

At CCSS we use reliable and accurate methods to measure customer satisfaction on a regular basis.

Examples of our methods to measure customer satisfaction include:

- Annual customer satisfaction surveys in every Service
- Quarterly surveys at Great Food at Leeds
- Focus Groups
- Client meetings
- Internal monitoring and audits
- Mystery Shopper
- Comments and Complaints
- Key Performance Indicators and Performance Score Cards
- Staff and team meetings
- Comment Cards
- CRT Machines
- End of Course Surveys (Sport & Physical Activity Services)
- Social Media feedback
- External benchmarks, e.g. CUBANE
- Uniforum results, NUS Scores, Times Higher results, Net Promoter Scores.

At CCSS we analyse and publicise satisfaction levels for the full range of customers for all main areas of our Service and we have improved services as a result.

A wide range of different methods are employed to analyse and publicise our results, including Key Performance Indicators, annual reports and FD Matters Extra, the monthly newsletter for CCSS staff. Our customer satisfaction survey results are published on an annual basis and available to read on the CCSS website.

At CCSS we include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service as well as specific questions which are informed by customer insight.

Although all teams within CCSS carry out surveys and measure customer satisfaction consistently, we recognise that our Services are very different. Therefore, it is important to also seek relevant feedback that will help us to shape the continuous improvement of our Services. For example, our Commercial Teams focus on customer satisfaction with the quality of their products and their efficiency and value for money, whereas the Campus Support Teams focus on customer satisfaction with quality and speed of delivery and response.

No matter how different our Services are, all the customer satisfaction methods we use seek to understand the experience of how our staff deliver our key values and behaviours, ensuring we always offer professional, helpful and friendly Services.

At CCSS we set challenging and stretching targets for customer satisfaction and our levels are improving. Our targets are monitored on a regular basis and communicated with staff and customers using Performance Score Cards.

As part of our integrated planning exercise, each Service revisits and resets its objectives for the year ahead, demonstrating a commitment to continuous improvement and offering value for money.

We report on these objectives using “Our Plan, Our Progress” and updates are circulated every quarter.

We pride ourselves on delivering an excellent customer experience right across CCSS but it's most rewarding when our customers tell us how well we are doing, in the annual customer satisfaction surveys. On the back of these results each Service Management Team produces action plans to address any areas for improvement.

Satisfaction Scores

Catering
2017 **67.8%** to **68.3%** 2018

Cleaning
2017 **78.4%** to **78.7%** 2018

Central Teching Space
2017 **77.5%** to **77.4%** 2018

Facilities Assistants
2017 **86.5%** to **85.3%** 2018

Mailroom
2017 **84.5%** to **85.2%** 2018

Print & Copy Bureau
2017 **83.5%** to **83.7%** 2018

Security
2017 **81.0%** to **78.5%** 2018

Sport and Physical Activity
2017 **79.7%** to **79.6%** 2018

At CCSS we have made positive changes to Services as a result of analysing customer experience, including improved customer journeys.

As a result of feedback from operational colleagues, MEETinLEEDS provides clients with one key contact at all stages. This consistent approach ensures that the Service delivers on the client's expectation from the beginning. Enquiries are managed against an event protocol and operational colleagues are introduced in the early stages to ensure a strong relationship.

In response to customer demand, Great Food at Leeds has introduced a sustainability agenda and has implemented a strategy for reducing plastics. Following a request from the Healthcare department, the Service removed orange juice as a default with each delivery.

Web chat has been added to the customer booking journey to put the experience on par with the marketplace and provide an alternative help vehicle. The relaunch was arranged by working one to one with customers. For new menu launches, tastings are carried out and followed with a detailed questionnaire.

The Business School café has changed its layout and products following customer interaction. A Green & Go counter has been introduced to meet the needs of customers and tossed salad is now sold in non-plastic boxes due to customer concerns around the volume of plastic being used daily. The International Office held a tasting day to understand if the right portion sizes were being served and the right utensils were being provided. To provide authentic Chinese dishes, the Service invested in a kitchen wok system to improve quality.

Great Food at Leeds listened to the feedback from students living in catered accommodation, extending the use of meal plan cards to the whole day to better suit students needs around their studies and other commitments.

The Edge extended their opening times and increased the provision of group exercise to 160 sessions per week.

Sport & Physical Activity Services has conducted website and sales retention customer journey projects to improve customer experience.

The uniforms worn by officers have been changed by Security Services to help them promote a friendly and approachable image. In 2019 we plan to introduce body worn camera's for the benefit of our customers and staff. The introduction of body cameras will provide an extra layer of protection to officers dealing with precarious situations and all Security staff will complete Mental Health First Aid Training by 2020.

Facilities Support Services has reduced its response time from four working days to three, using remote technology to pre-empt equipment failure and implement more proactive maintenance.

Marketing & Communications has changed its planning and briefing process following customer feedback. Customers' paid social media adverts are monitored based on goal completions and amended as necessary to make them more effective.

The Print & Copy Bureau has completely redesigned its layout in response to feedback. Positive changes include upgrading equipment, providing more printing facilities and introducing student meeting areas.

CASE STUDY - CUSTOMER IDENTIFICATION

Security – Walk Safe



Every year, for the past 20 years, Security Services have run a successful student safety event during Fresher's Week called Walk Safe.

Each year, the University of Leeds welcomes thousands of new students from around the world, many of whom are away from home for the first time and living in University accommodation. Freshers Week is a very important and busy time on campus when students are offered events, nights out and meet & greets to help them get to know the campus and the City of Leeds.

The Walk Safe project runs for nine consecutive nights, with the entire Security Team tasked with providing crime prevention and safety advice. In 2018, the team succeeded in building on previous initiatives to deliver the biggest event, interacting with over 4000 students.

The project is organised by Malcolm Dawson, Security Services Manager, who consults with West Yorkshire Police on crime trends around the University and the surrounding areas. This information is then used to create the operational order that is passed between the Security Teams on duty during Walk Safe.

Throughout Walk Safe, the Security Teams undertake highly visible patrols covering the Woodhouse corridor running from the university to the Brownlee Centre. West Yorkshire Police also increases its number of highly visible patrols around the University and the surrounding areas.

In the first part of each evening, Security Officers try to engage with as many students as possible, offering crime prevention and personal safety advice and encouraging students to mark up their valuables with a UV marker. Freshers like to have fun and the later part of each night is dedicated to getting them to their accommodation safely if they are struggling.

The project provides the Security Team with a great opportunity to meet new students and talk to them, not only about Walk Safe, but about the 24-hour, 365-day service provided by the team throughout the rest of the year. It also helps students familiarise themselves with Security Services and learn how to contact the team should the need arise.

It is vital for security officers to establish this initial bond with students, especially international students, who historically are more likely to have a cultural mistrust of police and security services and can sometimes find it difficult to come forwards if they are a victim of crime.

CASE STUDY - CUSTOMER IDENTIFICATION

Cooking Demonstrations



Great Food at Leeds wanted to increase interaction with students, particularly international students, to offer an insight into the University's culinary culture and to showcase our chefs and the food offer on campus.

Our Head of Food Development and his team consulted with the International Office and the Language Centre to understand how they could work in collaboration to deliver a culinary experience.

The result was a series of cooking demonstrations, which were devised through feedback from students and the International Office as a great way of capturing the imagination of students, helping them to feel comfortable in their new surroundings and potentially meet new friends.

The Head of Food Development created appropriate menus and planned live cooking demonstrations during intake week to bring the menus to life. The demonstrations proved so popular they have become a regular event throughout the academic year at the request of the International Office.

The customer feedback has been overwhelmingly positive with students reporting that the demonstrations have made them feel welcome and that they are important to the University. They have given students confidence to purchase our food offers around campus and the wider community.

As a Service we are thrilled with these outcomes and feel that these innovative events clearly support our Key Performance Indicator of driving sales whilst exceeding customer expectations.

CASE STUDY - ENGAGEMENT AND CONSULTATION

Security – Welcome Talks



Security Services have held Staying Safe induction talks at the beginning of each academic year, for the past 20 years, with the aim of making students feel safe both on and off campus.

In 2018, a total of 40 talks were given to over 4,000 international and non-international students over a three-week period.

Staying Safe is one of the most important parts of day to day life and the Security Team aims to give proactive advice and to explain how the team can help throughout a student's university journey.

The talks are organised by Andy Gordon-Platt, the University of Leeds Crime Prevention Advisor, and are created through discussion with West Yorkshire Police, Safer Leeds, the International Office, the Crime Reduction Officer and the Neighborhood Policing Team for the area.

The information gathered from these discussions is used to tailor the talks to recent crime trends so that they are as relevant and informative as possible. However, all new students who attend these induction talks can expect to receive advice on these core issues:

- Cycle safety
- Getting home at night
- Laptop, phone and tablet security
- Marking property
- Walk Safe
- Night bus service
- Losing your stuff
- Who to talk to or call
- Safety at home.

PC Rebecca Hurrell gives the talks alongside Andy in her role as Higher Education Liaison Officer (HELO), which is part-funded by West Yorkshire Police and the University of Leeds.

The international students arrive in the week before Fresher's Week, which gives the team an opportunity to meet face to face with this important audience and to deliver specifically tailored talks.

CASE STUDY - ENGAGEMENT AND CONSULTATION

Communications Audit



Marketing and Communications undertook an audit to identify the gaps, challenges and issues that the Facilities Directorate (FD) faced with its internal and external communications, and to understand stakeholder wants and needs from a marketing and communications perspective.

A series of interviews and meetings were conducted across the University with key stakeholders, including the Vice Chancellor, Faculty Deans, Faculty Facility Managers and FD Directors, plus key stakeholders such as Leeds City Council. Wide ranging desktop research of other Higher Education institutions was used to identify best practice and form a benchmark for the service.

The resulting comprehensive report enabled a detailed understanding of the wide-ranging needs of the various stakeholders and informed the creation of additional supporting roles within the FD Marketing and Communications Team.

A new strategy, which clearly mapped out the vision and objectives for the team, was implemented and led to the team establishing several new communication channels to aid audience connection with various services and businesses across the FD, including FD and CCSS websites, engaging social media channels and email marketing.

These changes and initiatives have succeeded in increasing engagement rates and satisfaction levels with communications across FD staff and key stakeholders, ultimately contributing to an improvement in the reputation of the University and the FD.

Customer testimonial

"FD Matters newsletter is a good way to hear about all of the great work that our Service is achieving".



CASE STUDY - CUSTOMER SATISFACTION

Refectory Opening Times



An annual customer questionnaire carried out by James Curtis Associates for Great Food at Leeds identified several key areas to address for service and product improvement, largely around the current opening hours for our Meal Plan (catered) students and the variety of food choices.

The Refectory Team came together with the Great Food at Leeds Team and used the survey results to initiate a creative thinking session. As a result focus groups were organised to provide more detailed feedback around specific issues.

An action plan was developed which captured all the key areas and the necessary changes were implemented over a given period, giving students the opportunity to observe the improvements being made over the course of their academic year.

In line with the action plan, the opening times in the Refectory were extended, everyday of the week by 30 minutes. This allowed students additional time to eat their evening meal following lectures and sporting commitments. The Refectory menu cycle was developed further, and new food offers introduced including a Tossed Salad Bar, a Green & Go Counter and a Street Food offer, to increase variety and prevent menu fatigue.

These changes have helped to increase sales whilst enhancing the customer experience and ensuring our offer remains relevant and on trend. Subsequent surveys clearly demonstrate an improvement in scoring and satisfaction for the Refectory, with less negative verbatim comments around variety and choice.

Customer testimonial

“Extremely satisfied with the opening and closing times of the Refectory”.

CASE STUDY - CUSTOMER SATISFACTION

Catering – Café LOMA



Café LOMA has proved a huge hit on campus, with consistently high scores on mystery shopper reports and team members nominated for Spotlight Awards for their care and attention to detail.

The LOMA (LOcally MAdE) in-house café brand was created by Great Food at Leeds to offer a point of difference and choice to customers. A focus on healthy, field-to-fork options within a welcoming atmosphere stands LOMA apart from the other food outlets on campus.

The café provides convenience food without compromising on quality, serving up super-food fuelled smoothies, fresh herbal infusion teas, unique salad and sandwich combinations and a special deli salad, alongside other delicious LOMA products made fresh each day.

LOMA also offers a unique coffee blend specially commissioned by craft roasters,

Dark Woods, and delicious baked goods courtesy of Caroline's Cakes in Chapel Allerton for customers to indulge themselves.

The café space is designed with style and function in mind and provides customers with a sociable and relaxed environment to meet. Although Café LOMA has established a loyal following, this is truly a space which attracts a wide variety of customers – students, staff and visitors, all are welcome!

LOMA embodies the values of Great Food at Leeds:

- Responsible/ethical
- Quality offer
- Care/caring
- Relationship/community
- Value.

By delivering these values through Café LOMO, Great Food at Leeds has succeeded in offering a unique proposition which gives customers choice and variety, whilst also

responding to current trends in the marketplace.

Customer Testimonial

“The team at LOMA do an outstanding job! always polite and helpful. I receive brilliant customer service on every visit. Even during busier periods, they are always as lovely as ever!”

“I love the attention to detail at LOMA. I know my breakfast will be as I like it. The chilli flakes on my avo toast are always just right!”

“The LOMA team are a credit and I can’t speak highly enough. Very hard working and approachable. Nothing is too much and everything is done with a smile.”

For further information see www.gfal.leeds.ac.uk/where-to-eat/cafes/loma-cafe

THE CULTURE OF THE ORGANISATION

CCSS is not driven by the needs of shareholders but by a responsibility to our customers. A customer focused culture is at the core of our business model and based on a detailed understanding of customers.

CCSS looks at how those that work within our Services demonstrate the necessary values and understanding; as well as how our operations and procedures meet customer needs and expectations.

We are committed to supporting customer focused approaches so that excellent service is delivered to all customers and recognise the importance of two key drivers relating to staff behaviour – professionalism and attitude.

By bringing these elements together and reinforcing them through full support from the Leadership Team, we have succeeded in developing a customer focused culture that supports improved service delivery.

“Our culture is strong, the values are aligned to the way that we recognise staff.”

“Our staff really buy into the Service values.”

Leadership Policy and Culture

At CCSS there is corporate commitment to putting the customer at the heart of service delivery and our leaders actively support this and advocate for customers.

CCSS has a well-established set of vision and values, which outline a clear corporate commitment to putting the customer at the heart of service delivery.

All our Services share these values and actively participate in our vision, which is outwardly displayed through staff behaviour and interaction. Colleagues embody the CCSS Service values which are also embedded in the Service's Leadership Forum: share a smile, know your stuff, show you care and go the extra mile.

Delivering an excellent customer experience is woven into Service strategies, which are then adapted to make them specific to individual teams. For example, Sport and Physical Activity training is delivered to the Marketing & Communications Team to enhance their understanding of a key client. The team has also been involved in work shadowing to fully understand their customers and key staff spend time in the offices of the Services they work with and attend customer away days.

Our Services adhere to the Investors in People Standard and have appointed Customer Service Excellence (CSE) Champions who work hard with their teams to continually assess our performance to act on feedback and guidance. We view our work towards CSE accreditation as an excellent opportunity to shape our improvement plans as part of our continued commitment to customer service.

Sport & Physical Activity Services outline a commitment to a customer focused approach in their 'Climbing Higher' survey and strategy. The Service reinforces the CCSS vision and values in induction sessions for all new staff.

Every January, CCSS staff members get together on a staff away day to celebrate the successes of the previous year and Spotlight Awards are given out for outstanding contributions to customer service.



At CCSS we use customer insight to inform policy and strategy and to prioritise service improvement activity.

Services within CCSS harvest customer insight through a wide variety of mechanisms. These include customer and project feedback, focus groups, reviewing social media statistics and web page feedback, internal audits, the Staff Development and Review Scheme (SRDS), staff suggestions, emails, work orders and an annual satisfaction survey. Outcomes are used by Senior Managers to inform decision making.

MEETinLEEDS acknowledges that its customers and colleagues have been instrumental in helping constantly improve the Service by providing honest and constructive feedback, which is then used to inform policy and strategy. For example, the Service held focus groups with two key and distinct groups: Summer Schools (under 18s) and Academic Ambassadors and used the findings to compile bespoke conference documents that meet the needs of the groups and their attending delegates.

The forward-looking strategy of Great Food at Leeds is led by customer insight and requirements. The Service uses external consultants to gather customer insight and determine requirements. For example, the Litmus Partnership conducted work to identify the specific requirements of the Leeds University Business School and CHILLI were bought in to conduct “Food-to-Go” focus groups and customer testing to hear opinions first-hand. Feedback from Teach First provided a competitor comparison for the Service and enabled it to tailor its offering more specifically to the client.

Marketing & Communications has clear planning documents in place to help gain insight from customers to inform marketing strategies. The team plan was created with input from customers and the social media policy was developed in response to internal requests to set up accounts, with the aim of supporting customers in thinking through the process and achieving a positive outcome. The Service adheres to privacy policies created for each Service area.

CCSS has policies and procedures that support the right of all customers to expect excellent levels of service

We implement corporate and University of Leeds guidelines and policies, maintaining a focus on equality and adhering to the central training programme which includes Equality and Diversity training and Customer Service training. CCSS has a customer service promise, largely based on the commitment to our values, so customers know what they can expect from our teams. Service level agreements explain the finer details around those services and are publicised on the CCSS Website.

Customer Promise

Our customer promise sets out a commitment from our service to our customers. We are committed to delivering our promises and will measure our performance against these promises in our annual surveys, focus groups and feedback processes. To read more about our service visit www.leeds.ac.uk/greatfoodatleeds

➤ **Availability & Variety**

Ensure a wide availability of our products, outlets and facilities, giving our customers an extensive choice dependent on their dietary needs, requirements and preferences

➤ **Excellent Customer Experience**

Give our customers a welcoming environment from courteous and professional staff. Our customers are the focus of everything we do.

➤ **Fast Quality**

We aim to provide our customers with a first-class service that promotes high quality in every aspect of our business. We will ensure that the high standards expected of the food and beverage products we provide across campus are met, with the objective to exceed expectations.

➤ **Development & Improvement**

We actively encourage our customers to communicate their feedback. We will respond to the views and suggestions put forward in order to improve our products and services.

➤ **Value for Money**

We strive to provide the best customer experience possible at the best value for money. We are constantly focussed on ensuring that there is a range of products offered at a competitive price.

➤ **Efficiency**

We will maintain a dynamic and proactive team of staff who will respond to customer's needs quickly and courteously, ensuring our customers are served with speed and accuracy.

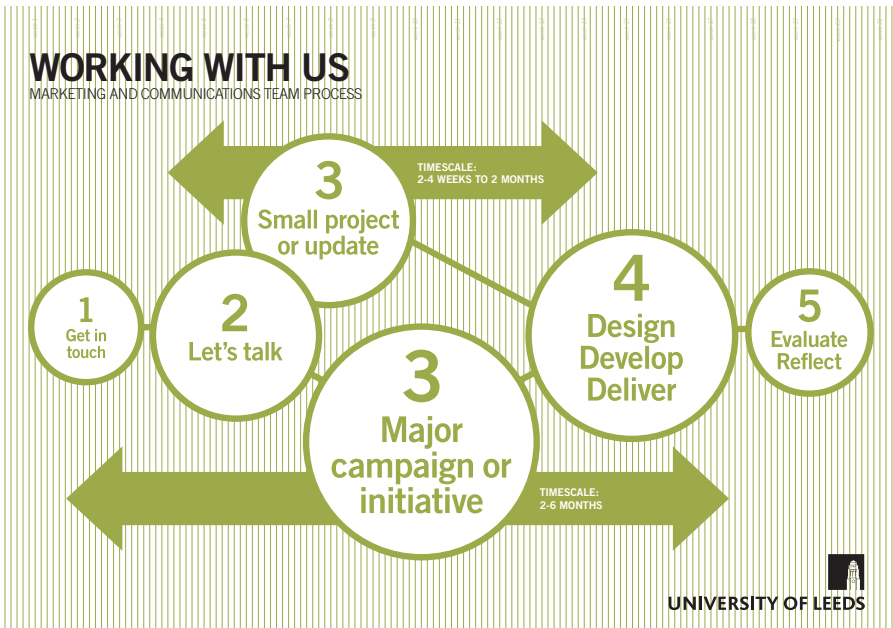
➤ **Sustainability**

We recognise the importance of the role that we play in looking after our environment and as such have procedures in place to support sustainability at a local and global level.

GREAT FOOD at LEEDS

UNIVERSITY OF LEEDS

Customer service delivery policies and procedures are in place which aim to ensure all customers receive fair and equal service and that all customers can access the information they require. Terms and Conditions are regularly reviewed and updated, and social media is used to connect with customers and inform them of service improvements. All Services use continuous improvement plans to highlight what customers expect and the service levels that must be offered in return.



Sport & Physical Activity Services operates a Customer Charter and has a customer comment process in place which ensures that comments are acknowledged immediately and are then responded to within a certain timeframe. Standard Operating Procedures (SOPs) and Methods of Procedure (MOPs) are all regularly reviewed against feedback. The Service conducts an Environmental Impact Assessment, has a public facing safeguarding policy in place and is a member of Leisurewatch (a membership scheme for organisations that have a responsibility for the public).

The Marketing & Communications team values display a commitment to providing an excellent service to all customers. The Service has a clear planning process, which ensures that customers know exactly what to expect and when and can discuss specific requirements with team members in person. The team has run open training sessions to upskill customers in proofreading.

MEETinLEEDS is committed to meeting the expectations and needs of everyone using its buildings, amenities and services. To create equality, the Service has put in place clear communications about equal access all around campus and detailed information about the University of Leeds is included on the AccessAble website www.accessable.co.uk

CCSS ensures that all customers and customer groups are treated fairly, and this is confirmed by feedback and the measurement of customer experience.

We thoroughly analyse the data obtained through all our feedback mechanisms to ensure that all groups are treated fairly and to ensure that customers have the best possible experience. Annual surveys reveal feedback on the individual Services and customer satisfaction levels.

Sport & Physical Activity Services conducts an annual programming review to monitor the balance of customers across all facilities. A variety of membership options, including pay per use and flexible payment schemes are provided to give all customers the opportunity to make use of facilities.

MEETinLEEDS works hard to offer a wide range of accessible conference facilities to suit most purposes and budgets. Storm Jameson Court, our flagship campus accommodation, carries the highest possible accreditation under all categories of the National Accessible Scheme (NAS).

Great Food at Leeds compiles all comments received and the findings of questionnaires and mystery shoppers into a quarterly report to ensure that all customers, including those with special requirements, receive good service and have access to suitable meals.

Marketing & Communications has received several Spotlight nominations from customers for exceptional work and outstanding attitude.

CCSS protects customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.

We work to the wider Data Protection Policy and departmental privacy notices and procedures, put in place by the University of Leeds.

CCSS complies with the requirements of General Data Protection Regulation (GDPR) and a new GDPR Golden Rules Policy has been implemented to help staff ensure that customers' privacy is protected. In line with national good practice for meeting GDPR obligations, GDPR Champions have been appointed across all Services, with the responsibility of protecting data, championing the principles of good data protection and instilling best practice. Training has also been undertaken to bring all staff up to speed with the new regulations.

Information about how each of our services comply with GDPR can be found on the CCSS website at: commercialcampussupport.leeds.ac.uk/privacy

Staff Professionalism and Attitude
At CCSS we demonstrate our commitment to developing and delivering customer focused services through our staff recruitment, training and development policies.

Customer service is at the heart of our values and our culture, and shapes our behaviours and policies throughout our Services.

Our customer focussed values are embedded in our recruitment, training and development policies. This means that our employee journey – from recruitment adverts, job specifications, interviews, and induction training to the Staff Review and Development Scheme, ongoing job chats, supervisory training, disciplinary hearings, etc, are all built around our values.

Service Teams have specific values that showcase their commitment to customers. We adhere to the Investors in People Standard and provide training on Equality and Inclusion, as well as understanding and assisting customers.

The criteria for our Reward and Recognition Scheme is built around our customer focused culture to celebrate employees who go the extra mile to support customers. The annual Spotlight Awards encourage colleagues to nominate each other to promote the outstanding work done to achieve excellent customer service.

We empower all employees to actively promote and participate in our customer focused culture, and operate schemes to encourage staff to make suggestions for improving the business based on customer feedback.

All CCSS staff are empowered to deal with issues directly. Whether working behind the scenes or front of house as part of our catering, events, help desks or receptions, Cleaning or Security Services, staff are always developed to have the knowledge and confidence to interact with customers to offer the best possible service. Our culture is never to say “it isn't my job!”

CCSS assess initial job applications from prospective candidates for evidence of great customer service and question candidates on the importance of delivering great service in recruitment interviews. The staff selection and induction process used by CCSS covers customer focused skills and training.

CCSS staff are polite and friendly to customers and understand customer needs.

Our staff understand how to conduct themselves in front of customers and the importance of taking time to properly understand customer needs to deliver excellent service, which is reinforced through the recruitment and induction process, ongoing training, and face to face meetings.

Customer comments and mystery shopping outcomes are fed directly back to staff to enable them to learn from experience and improve services.

The Spotlight Awards recognise and celebrate the behaviours demonstrated by our staff.



At CCSS we prioritise customer focus at all levels and evaluate individual and team commitment through our performance management system.

CCSS has a robust performance management system in place, which sets individual and team goals aligned to our strategic goals, plans performance to achieve those goals, reviews and assesses progress, and develops the knowledge and skills of our people.

At the heart of our values and behaviours, customer service is a major part of working practices across all our Services and is monitored regularly through yearly SRDS which involve 360 feedback from customers.

Monthly Key Performance Indicators (KPIs) assess satisfaction levels and ongoing reviews of feedback enable teams to share positives and identify areas for improvement. High level KPIs for all Services are reported to senior staff, who also sit in on customer experience review meetings.

The Spotlight recognition scheme demonstrates our commitment to making a difference to the customer and the University-wide Reward and Recognition Portal enables colleagues to recognise and celebrate exceptional contribution. MEETinLEEDS has a culture of saying thank you and Great Food at Leeds gives feedback to staff following events and holds quarterly reviews where customer service is discussed, and information shared.

CCSS can demonstrate how the insights and experiences of customer-facing staff are incorporated into internal processes, policy development and service planning.

Across all CCSS services, a wide variety of mechanisms are used to gather and share the insights and experiences of customer-facing staff, from weekly staff meetings and informal job chats to Staff Suggestion Week, social media and the FD Extra monthly newsletter which carries a staff feedback process.

Marketing & Communications has a new briefing and planning process in place to make it clear to customers what will happen and when. The team created a social media policy following staff feedback about accounts being set up without due consideration and now runs monthly meetings to share insight with social media leaders. There are also streamlined processes for sales freezing and cancellations following feedback from receptionists.

Various CCSS Services now hold annual planning meetings following feedback that marketing and communications staff need more information about resource levels needed for the coming year.

At CCSS we value the contribution our staff make to delivering customer focused services and leaders, managers and staff demonstrate these behaviours.

CCSS leaders, managers and staff adhere to our values and behaviours around customer focussed services, which form the basis for our Leadership and Management Standards.

We have several internal award and recognition schemes in place, including the Spotlight Awards, the Reward and Recognition Portal and the Voucher Scheme, which recognise and encourage outstanding staff contributions, focusing on staff that go the extra mile.

Staff contributions are acknowledged and recorded at SRDS meetings and within the FD Matters Extra newsletter.

Great Food at Leeds holds an annual meeting to review staff survey findings and create an action plan. Sport & Physical Activity Services sends thank you cards to staff to demonstrate how highly staff contribution is valued.

Security Services staff were recently recognised at the external Leeds Police District Awards and MEETinLEEDS achieved external recognition by winning the Best Partnership or Collaboration Award at the 2018 Conference Awards.

The judges from the Conference Awards commented:

“The charity Communication Matters and MEETinLEEDS have developed a unique and beneficial partnership over the last five years with the Communication Matters Annual AAC Conference. This was a true example of excellent partnership and an event that delivers a real positive impact. The ambition from both parties to support and drive for inclusive change is admirable.”



**WE ‘GO THE EXTRA MILE’
TO MAKE GRADUATION
MEMORABLE FOR ALL**

CASE STUDY - LEADERSHIP POLICY AND CULTURE

Our Values

SHOW YOU CARE
Deliver an exceptional service!

- We should seek to fully understand the customer needs and wants, and where we do not, we should strive to find these out.
- Meet all deadlines to the agreed timescales, and where there are problems, communicate with customers.
- Recognise good work from colleagues who help with our activities.
- Act as ambassadors of the brands we are responsible for.
- Attend key meetings to provide support to other areas of the business.
- Aim to reply to all communication within a maximum of 48 hours.
- Always be smart and professional in our appearance.
- Be aware of team workload levels and offer help where possible.

SHARE A SMILE
Enthusiasm is contagious!

- Maintain a positive and professional approach with customers and colleagues, even when under pressure.
- Encourage and be there for colleagues that need your help.
- Show a positive attitude for the job.
- Be approachable to internal and external customers/colleagues.
- Have regular team activities for us all to get involved in.
- Take an interest in colleagues and customers.
- Personal and Team PEI Showcase our expertise by sharing achievements and success with our own team and wider.

KNOW YOUR STUFF
Knowledge is power!

- Undertake a thorough marketing planning process for all projects, no matter how small.
- Have clear objectives and goals.
- Always put yourself in the customers' shoes.
- Take time to explain to colleagues our role - don't be afraid to manage upwards and suggest better ways of working.
- Share knowledge and expertise for a marketing led approach and work towards embedding this across services.
- Analyse our effectiveness and understand and convey the impact (ROI).
- Show, don't tell - always look for more efficient and effective ways of working through continuous watch-up meetings.
- Be willing to learn and develop through regular training and CPD opportunities.

GO THE EXTRA MILE
Think outside the box!

- Be progressive, forward thinkers who challenge the norm.
- Always look to the bigger picture, demonstrate and measure our impact.
- Have excellent attention to detail - we are the guardians of the brand.
- Do the team known for thinking outside the box and trying new ideas.
- Be proactive, forward and open - discover the latest trends and insights.
- Be proactive and get involved in the services we work in.

Facilities Directorate
MARKETING, SALES AND COMMUNICATION TEAM

UNIVERSITY OF LEEDS



To fully embed the core CCSS values, Marketing and Communications spent time as a team thinking about what the ‘Share a smile’, ‘Go the extra mile’, ‘Know your stuff’ and ‘Show you care’ values mean to us and how we use those values in every day work life.

The output from the meeting was a specific values document which outlines the ways in which we show the CCSS values at work and the practices we use to ensure we are demonstrating those values.

Each year we review the values as a team to update them and check they are still relevant. This practice of recording our own actions and then aligning our ways of working to individual values has had a big impact on the culture of our team, bringing the values to life for us and ensuring we all know how we show them.

The values are also displayed on boards in our office, so we are reminded of them each day and we share them with new members of staff who then understand not only how we work but also why certain practices are so important for delivering excellent customer service.

Customer Testimonial

“Thank you team for all your hard work on the ‘ExperienceThis’ student volunteering campaign.

From conception to review, the project has been dealt with professionally throughout and has delivered on all the outputs agreed right at the start.

I have been thoroughly impressed, particularly with the project management provided by you and your team, as well as the range of options we were given for concepts and imagery. You consulted throughout and really delivered on the brief set. We have had brilliant feedback from our partners and that again is down to the excellent service you have provided”.

CASE STUDY - LEADERSHIP POLICY AND CULTURE

Leeds International Piano Competition



The University of Leeds is the principal partner of the Leeds International Piano Competition (LIPC).

The competition was founded in 1961 and occurs every three years, with the semi-finals taking place in the Great Hall of the University of Leeds and the finals in Leeds Town Hall.

This is a very important event for the University of Leeds and the City of Leeds and as such, a wealth of experience is involved across all aspects of delivery.

The LIPC Operations Team and LIPC Directors work closely with internal University Services: CCSS (MEETinLEEDS, Great Food at Leeds and Cleaning Services), Estates Services and the School of Music; and externally with City hosts, Universal AV, Leeds City Council and local schools.

In 2018, Great Food at Leeds provided VIP hospitality to the jury members and took corporate bookings for daily hospitality and

recitals, which were looked after in University House and 1,913 rooms by the team.

There are now 70 competitors that stay in University accommodation throughout the competition, which has risen from around 24 in previous years.

The competition attracts many ‘friends’ and supporters, some of whom have followed the competition from its inception, meaning our teams must be alive to the needs of older guests, often with mobility challenges.

The competition has been raised to a new level thanks to several improvements made in 2018:

- For the first time, the preliminary rounds were filmed and uploaded to the LIPC website www.leedspiano.com by Medici.tv, which succeeded in generating huge interest
- A dinner was hosted for helpers and Medici.tv on the penultimate evening of the competition in the Refectory and jury members played to the 200 guests

- University of Leeds music students were hired to work as administrative assistants pre and during the competition, which gave them great insight into the logistics of the whole event and establish important connections.

In addition, an evening with Ed Balls, Sophie Raeworth and Alistair McGowan was held at the Clothworkers Concert Hall and catered by Great Food at Leeds, which proved a dazzling success as these testimonials confirm:

Customer Testimonial

“It was a superb evening. As ever the cuisine was sublime and the whole atmosphere hugely convivial and enjoyed by everyone there.”

“It was an absolutely delicious meal and we are very grateful for all your help in organising our delayed rabble and changing guestlist. The food was commented on by all attending - please do pass this along to the team. Thank you so very much for looking after us so brilliantly again.”

CASE STUDY - LEADERSHIP POLICY AND CULTURE

Leadership Programme



The CCSS Leadership Programme was developed in 2013 in collaboration with Staff Departmental Development Unit.

It was recognised that across CCSS there are a range of staff in a range of leadership roles exhibiting a multitude of skills and behaviours, and that there are some excellent leaders as well as leaders who require support and development.

The programme was developed with consideration to the following:

- The needs of leaders across CCSS as defined by completion of the SDDU diagnostic tool
- The knowledge of the Heads of Service
- Current training records of leaders across CCSS
- The competencies framework as developed by the people working group
- The CCSS leadership statements
- Feedback from each cohort.

The programme aims are linked to our staff survey results, Performance Management Framework scores, customer service scores, programme evaluation and feedback from delegates:

- Develop ideas to increase performance and address staff survey results through specific group project work
- Increase staff satisfaction, leadership skills and customer satisfaction
- Encourage collaboration across CCSS
- Develop confidence and nurture management skills.

All the workshop sessions are underpinned by leading by example, customer service excellence, CCSS values, leadership statements and group project work, mentored by a member of the CCSS Senior Management Team.

To date, 69 leaders across CCSS (between grades 4-6) have attended five cohorts of the programme, which is delivered by a mix of internal and external trainers. The cost is funded through the Facilities Directorate budget.

Feedback from delegates has been very positive and the programme has been well received across all five cohorts. Although it is difficult to make direct correlations, since the programme was first delivered there have been general improvements in customer service (Sports and Physical Activity and Cleaning Services) and staff survey results. Out of the 69 delegates that have attended, 18 (26%) staff have been promoted.

CASE STUDY - STAFF PROFESSIONALISM AND ATTITUDE

International Classes



Over the Christmas holidays many international students remain in Leeds, but campus facilities tend to close, meaning those students can become isolated in their accommodation and very lonely.

The Health & Fitness and Marketing & Communications departments of Sport & Physical Activity Services worked in partnership with Les Mills On Demand, the Global Community and International Office to make sure that our sport and group exercise class provision was meeting the needs of these students.

As a result, last December, our flagship fitness facility – The Edge, offered a unique series of free exercise classes for international students and the wider Leeds Global Community.

The classes included the ever popular Les Mills Body Pump and Body Combat, and we were delighted to capitalise on our strong collaborative working with Les Mills by piloting their excellent virtual classes and being the first to launch those taught in Mandarin.

Over the two-week Christmas period, we received 155 class bookings for this new venture and as the overwhelmingly positive student feedback shows, our international Chinese students who stayed in Leeds for Christmas enjoyed a taste of home by taking part in the Mandarin virtual group exercise classes.

Customer Testimonial

"I attended two virtual classes and they were very good, especially that the instructions were in Mandarin. I enjoyed them and realised that I really need more exercise. I'd like to book again if similar classes are available in the future"

Huiming

"I think it's a really brilliant idea to put these classes on during December, especially for international students. I really enjoyed the class, there were loads of weights and bars available which was good. I would definitely attend again! Thanks for putting them on!"

Miranda

CASE STUDY - STAFF PROFESSIONALISM AND ATTITUDE

Charities



CCSS plays a major role and holds the Chair position in the Facilities Directorate Charities Group.

Each Service is represented on the Group by a team member who attends bimonthly meetings to help shape future fundraising efforts and discuss and share fundraising ideas/impacts and activities. These include marathon runs, football tournaments, CCSS Bake Off, Bonus Ball, biscuit selling, sweepstakes, sky dives and charity collection tins.

Previously the Services did a lot of charitable work individually and by coming together in this way to make a difference, we have been able to increase our charitable impact.

The Group appoints an annual charity partner and shares a nomination form with colleagues in December to create a shortlist of charities that the Directorate will support for a 12-month period from May of

the following year. Every colleague across the Directorate has a vote and this is reinforced at the CCSS Team Away Day in January, at which the incumbent charity presents back on their work and the impact that our contribution has made to their patrons.

In 2018, we held a Charities Showcase in November, highlighting the work of seven local charities to make them more visible to colleagues prior to the nominations in December for the 2018/19 charity.

Since 2015, the FD Charities Group has raised just under £74,000 which has been split between several amazing charities: Martin House, Macmillan, Yorkshire Air Ambulance, Cancer Research, the Alzheimer Society, Children's Heart Surgery Fund, Candlelighters and Bambasanani Partnership.

Customer Testimonial

"It has been an absolute pleasure to work with the team at the University of Leeds. They are dedicated to making a difference and to raising money to help their local community.

During the year they supported us, the teams raised over £6,000 for Children's Heart Surgery Fund. This money will go directly to help children and adults in Yorkshire, born with a problem with their heart.

A huge thank you to the University of Leeds for choosing to support us, for being so wonderful to partner with, and for raising such a great amount of money to help children in our region."

Ellie Brown
Fundraising Manager, Children's Heart Surgery Fund (Chosen Charity 2016/17)

CASE STUDY - STAFF PROFESSIONALISM AND ATTITUDE

Graduation Ceremonies



Graduation is a core University event involving cross team delivery. The University of Leeds holds twelve graduation ceremonies each year, attended by around 10,000 students and 20,000 visitors.

All University Faculties, Schools and Services are involved in graduation ceremonies, including Central Services (Graduation and Student Education Team), and CCSS provides support in all areas to this huge range of stakeholders.

These events can attract four generations of families, and as such our Services must be flexible and agile to meet the needs and expectations of each generation.

Emphasis is on cleaning with staff undertaking internal cleaning to support departments and buildings (including polishing the parquet floor and frequent cleans between ceremonies) and external cleaning of the 100-acre site.

The comprehensive catering offer made by Great Food at Leeds covers:

- Retail catering outlets – coffee bars and the Refectory, service the campus throughout the graduation period. A temporary dressed marquee provides a high quality champagne and Pimms bar and afternoon teas
- Hospitality catering – formal receptions for individual Faculties and Schools to celebrate with graduates and guests. According to recent statistics, Summer graduation events were held for 27 Schools with 12,545 guests and Winter events were held for 29 Schools with 8,346 guests
- VIP hospitality – high quality VIP service and delivery for Honorary graduates. Last year for the installation of our new Chancellor, Dame Jane Francis, we held a VIP lunch for 300 invited guests including alumni, business leaders and University, Court, City and industry representatives. This was followed by a more intimate evening dinner for 80 people.

- Facility Support Services (FSS) and MEETinLEEDS service The Great Hall, the grade II listed building used for formal occasions, from early morning to late evening (pre and post ceremonies). Security Services and FSS provide staff to act as fire wardens and ensure ease of access to key buildings.

In 2018, CCSS made several improvements on its offer in response to feedback:

- Great Food at Leeds introduced a Food Street Hut and relocated Hugo, the Camionnette Café, to be part of the campus hospitality offer, which also included a gin bar
- The Print & Copy Bureau designed and printed all graduation literature and assets internally on FSC carbon balanced, fully recyclable paper, including approx. 13,800 programmes as well as banners and leaflets for all Faculties and Schools
- For Winter 2018, due to a change in graduation dates, the Refectory service was revised to offer a full photography studio in the South End for graduates.

These changes, which even extend to adapting the physical estate, demonstrate our agility and commitment to deliver an excellent service for the Graduations Team, graduates and guests.

INFORMATION AND ACCESS

At CCSS we know that information is vital to customers and that they particularly value accurate and detailed information.

We have this in mind in everything we do and consider this as part of an effective communications plan for consulting and involving customers, rather than seeing communications as a one-off exercise.

We understand that customers can find not being kept informed of what is happening very frustrating and so within our communications policy we put customers first as an important first step towards providing effective communication.

Whether it is our opening times in Sport and Physical Activity, promoting events such as Healthy Week, exciting new products in our delivery range, food allergen guidelines, how to use and access our central teaching space, tracking your order with Print & Copy Bureau, reading up on some crime prevention advice, or promoting the refurbishment projects we deliver, CCSS use a number of methods to keep in touch with our customers, including:

- Our CCSS website
- Booking systems
- Social Media channels
- Client briefs
- Proactive meetings and conversations with our clients
- All staff email
- Crime Prevention Advice booklets
- CCSS newsletters
- Email marketing
- Information posters and marketing.

Range of Information

At CCSS we make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.

CCSS has a clear and accessible website www.commercialcampussupport.leeds.ac.uk which incorporates links to strongly detailed and personalised sections for each of our Services. The website provides regularly updated 'Latest News' as well as comprehensive contact details, including the Senior Management Team and the CCSS Wider Management Team. The website is mobile-friendly and features a live Twitter feed so that users can see the very latest news from all our Services as well as comments from other customers.

The MEETinLEEDS online area covers all the various conference venues available and has a 'Meet the Team' element which personalises the people behind the business.

All our Services use multiple monitored communication platforms (e.g. Twitter, Facebook, LinkedIn, website, email, telephone, in person, etc) with agreed response times and monitoring of these platforms is a Key Performance Indicator (KPI) across our Services.

Sport & Physical Activity Services provides detailed information about all facilities online and an easily navigable and comprehensive A-Z of sports. Full details of all the various types of memberships are outlined. A review of online contact information was recently carried out to make sure that customers can easily identify and contact the right person. The Service also uses printed materials (e.g. leaflets in venues) and has a clear commercial model outlined within its strategy.



Security Services displays posters and provides contact information on signage around campus to maximise customer visibility and reach. Staff give welcome talks to new students and offer crime prevention advice on an informal and formal basis.

Facilities Support Services make sure users of central teaching space can always get in touch, ensuring contact information is displayed in every room.

The Marketing & Communications strategy document details the information about the full range of services available to customers. The team attends planning meetings and away days with key Services, as well as operational staff meetings to talk to people in person. They also use noticeboards in key areas (e.g. the chef's noticeboard), issue printed memos and go on walk arounds of cafés to consult with frontline staff, gather information and proactively communicate their services.

Where there is a charge for services, CCSS tells customers how much they will have to pay.

Where appropriate, our Services make detailed pricing information readily available online.

Sport & Physical Activity Services outlines all its various membership opportunities online with corresponding price lists, and reviews non-member and membership prices on an annual basis.

Following discussions, MEETinLEEDS issues customers with clear Terms and Conditions and a detailed quote to ensure clear and transparent costings. The Service also works with customers to create tailor-made conference budgets which include management services if they need additional support or are working on a bid.

All Great Food at Leeds outlets have signage displaying pricing information and the deals on offer. Details on promotions and deals are also available online and the 'Delivered Food' section of the website outlines full pricing information including cancellation and lost or damaged equipment charges.

The Print & Copy Bureau has a published pricelist as a guideline for customers, which forms the basis for face to face discussion and agreement, as exact pricing depends on the individual requirements of each customer.

Security Services are proud to support a number of different events or needs for staff presence throughout the year. The Service is able to offer flexibility and value for money whether using in house staff or outsourcing from a contract partnership.

Cleaning Services offers a range of additional services from deep cleaning, specialist cleaning and additional support for conferencing and events. The senior supervisory team discuss customer requirements at length, providing quotations for anything that falls outside our day to day commitments.

Marketing & Communications provide a straightforward budget breakdown to customers following discussion of their requirements. This is then clearly discussed with project managers and sign-off is agreed prior to work commencing.

Quality of Information

At CCSS we provide our customers with the information they need in ways that meet their needs and preferences, using a variety of appropriate channels.

We are alive to the need to keep up with evolving methods of communication and technological advancements.

Multiple monitored communication platforms such as Twitter, Facebook, LinkedIn, website, email, telephone, printed materials, FD Extra monthly newsletter, digital screens, meetings in person, are used to inform customers as appropriate. The method used by Services to inform and respond to customers is determined by the needs and preferences of the customer.

Sport & Physical Activity Services produces an annual communications plan which determines which communication platforms will be used for specific purposes and asks new members how they would like to be contacted.

At CCSS we take reasonable steps to make sure our customers have received and understood the information we provide.

Our Services generally use telephone and email to confirm orders. Printed and email confirmations include clear contact instructions to help customers in the event of query. The success of communication methods is tested using customer satisfaction surveys and changes implemented where necessary.

After completing a briefing form based on initial discussions, the Marketing & Communications team will always recontact customers to check that all the information has been received and interpreted correctly by asking for feedback and sign-off. This is combined with regular meetings to make sure work is on track and to share information on changes or update agreed plans.

Sport & Physical Activity Services carries out insight analysis across all its digital platforms, delving into click rates, open rates and reach. Aquatics held a coffee morning to recapture contact details and ensure key customers are receiving news and information.

Great Food at Leeds operates a booking system which reconfirms every booking in full and scored high customer satisfaction rates in this area. The Service has recruited a Sales & Marketing Manager to ensure clear communication and increase use of popular social media platforms.

The MEETinLEEDS sales protocol establishes a flow-up process which ensures understanding and thoroughness of information sharing. The booking system sets actions for key touch points, such as follow up.

At CCSS we have improved the range, content and quality of our verbal, published and web-based information to ensure it is relevant and meets the needs of customers.

Our Services receive a huge wealth of feedback from customers throughout the year and make improvements to all forms of communication as required.

The CCSS website is regularly reviewed and refreshed. Most communications platforms direct customers to the website so consistent messaging and accurate, up-to-date information is vital. In some cases, such as with the MEETinLEEDS online section, content and signposting is linked to the time of the year and/or industry trends.

Marketing & Communications has worked on its use of plain English to improve customer’s grammar and language skills and created new visual process guides for staff.

The Sales & Marketing team for Great Food at Leeds regularly plans and implements new campaigns, for example the Meal Plan Package. Chinese signage has been installed in the Business School to meet the needs of a specific group of customers and frontline staff have received refresher training on taking card payments. The Service website was relaunched in 2018 with improved visual appeal, easier ways of accessing information, and a new web chat facility to make it easier for customers to interact with the Service directly.

Sport & Physical Activity Services uses customer insight to review all forms of information on an annual basis, e.g. Halls of Residence leaflet, Welcome to Leeds guide, etc.

Security Services want their customers to know that Leeds is a safe place to visit and study, for those that want some advice about how to stay safe and secure our pocket guide “All you need to know about staying safe in Leeds” is available across campus and on the CCSS website.

At CCSS we can demonstrate that the information we provide to customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.

Across all our Services, several core communication methods are used to establish the provision of accurate and complete information, including SLAs, work orders, email communication, etc.

In line with our values, we always outline to our customers what to expect from our Services in planning meetings and how contact will be established and maintained from the outset. Customer complaints are dealt with in a timely manner and regular satisfaction surveys measure customer views and feedback on our performance.

Great Food at Leeds uses a strict procedure to determine the provision of information regarding allergens to make sure customers receive reliable information. Printed allergen folders are provided for staff to inform customers, with additional back-up from the chef team if further information is required. In relation to the delivery service, if any item is unavailable the client is contacted and advised of a suitable substitute item. A kinetic contract ensures full booking information is available for both the client and the team.

Sport & Physical Activity Services publishes Terms and Conditions which are regularly reviewed and has a communications process in place for the event of campus-wide or facility disruption.

The MEETinLEEDS events protocol details our sales and operational actions throughout the customer journey.

Print & Copy Bureau uses a Management Information System (MIS) to provide templates and guidance to ensure accurate and complete information is provided to customers at all times.

Access

At CCSS we make our services easily accessible to all customers through provision of a range of alternative channels.

We use a good balance of digital, printed and face to face channels to make our services easily accessible to all customers.

Many of our Services have a significant online presence and provide online ordering options, but equal emphasis is put on more traditional interaction routes. For example, the Print & Copy Bureau runs a physical print shop, the teaching spaces run by Facility Support Services meet accessible standards, Cleaning Services has a large workforce on site and Security Services are in an accessible building.

A wide range of communications is employed to share information with and respond to customers, for example face to face, email, phone, posters and helpdesk, which are used depending on client requirements. Our Services constantly review communication channels in response to changing customer needs and feedback.

Great Food at Leeds has installed plasma screens outside the Refectory to make menu information more accessible and has launched an innovative new app, “Too Good to Go” which allows staff and students to access quality food at a reduced price.

Sport & Physical Activity Services has a hearing loop installed in the reception area to improve the quality of sound for people with hearing aids and provides Disability Introduction sessions via disability services. This complements the commitment of Facility Support Services to meeting visual, hearing and mobility standards in our Central Teaching Spaces.

At CCSS we evaluate how customers interact with us through access channels and use this information to identify possible service improvements and offer better choices.

Across our Services we regularly use the information from Performance Reports, including website and call data, to assess contact and interactions. Social media is monitored and engagement methods are changed in response to feedback.

MEETinLEEDS tracks referrals from the different platforms to understand how people prefer to access the Service and then tailors the content on these platforms in line with evidence from Google Analytics on what customers find useful. For example, during conference season this can be location and map information.

Great Food at Leeds uses Search Engine Optimisation to improve its website rankings, drive traffic and increase awareness in search engines. The Service proactively seeks out more current and popular channels and changes communication strategies accordingly.

Sport & Physical Activity Services monitors and changes its Facebook groups, pages and algorithms based on customer interaction levels. Extra staff are made available during business hours to conduct facility tours. After identifying a growing trend of app-based, technology-driven products, the Service has embraced the opportunities that this presents and widened its ‘wellness reach” through the introduction of the Technogym Mywellness cloud system.

At CCSS we ensure that where customers can visit our premises in person, facilities are as clean and comfortable as possible.

Our staff are clear about their cleaning responsibilities and are committed to our ethos of clean areas and tidy desks to create a professional impression for visiting clients or customers and improve workforce productivity. Many staff job descriptions and specifications outline specific housekeeping duties.

For our Services, clean and comfortable facilities are crucial for customer retention. We have strong links and SLAs with Estate Services, who deal with all maintenance issues and improvements.

Great Food at Leeds has gained new customers since a facilities upgrade. The café strategy continues this work to improve environments and the Service is building a business case for further investment into modern, fit-for-purpose spaces to meet customer needs, for example, social study spaces with plug sockets for laptops. The Service is committed to creating spaces which customers adopt and feel at home in, rather than just seeing our cafés as functional ‘shops’.

The Print & Copy Bureau and Sport & Physical Activity Services have SLAs in place with Cleaning Services. The latter also uses contract cleaners and carries out internal cleaning checks using open and close checklists to feedback to providers.

Co-operative working with other providers, partners and communities

At CCSS we make arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.

Our Services have frameworks of approved suppliers to enable us to work with selected companies and organisations who assist us on an ongoing basis. Where we are reliant on working in partnership with other suppliers we understand the importance of having clear contractual information, high quality SLAs and KPIs. We recognise that it is important to have good quality working relationships with our partners and we have a strong commitment to good communications, teamwork and co-operation, whether that is training together or simply meeting and talking to each other on a regular basis.

LOCAL SUPPLIERS

Great Food at Leeds (GFL) takes great pride in sourcing local suppliers and follows a strict food policy which ensures ethical, sustainable procurement of all food.


One such supplier is Pipers & Pies.

Pipers and Pies operates in 1989 as a family business in the heart of the local community and have expanded the business by supplying all aspects of food requirements to local businesses and homes.

The ground very much is as the other food grows on different areas for delivery. In 1989 Gary Piers joined the company allowing for the only a more experienced but also bringing his own products and the food.

In 2002 the business was supported by Pipers and Pies as they and Gary moved to a new location on Thos. Ains. Trading under where they were able to further increase their customer base, supplying schools, universities and care homes as well as their customers who are using a lot of their products for their own businesses.

Gary and Gary will maintain personal relationships with local growers taking time to visit them on their farms to check produce, which allows Pipers and Pies to guarantee quality and reduce the company's carbon footprint.



MEETinLEEDS signposts customers to City hotels and external venues, where appropriate, and asks for feedback to monitor customer satisfaction and inform future signposting. Staff regularly visit local hotels and catering venues to benchmark against quality and standards being delivered across the sector. Recommended suppliers for electrics, shell schemes and audio-visual equipment in the larger venues are used to ensure high standards of work, ease for the customer and value for money.

Great Food at Leeds works with Leeds University Union (LUU) on student ventures such as the LUU Balcony Café, Café Nero in the Laidlaw Library. We also work with LUU on student activities including a weekly farmers market, and with suppliers to enable one drop deliveries to reduce carbon emissions and campus congestion. Suppliers are required to meet specified standards and the Service has alternative approved catering providers, e.g. Lahore for specialist products.

Sport & Physical Activity Services has numerous partnerships in place with a wide range of organisations including, British Universities and Colleges Sport (BUCS), the Talented Athlete Scholarship Scheme (TASS), Powerleague 5 a side football, Sport Leeds Network, national governing bodies, residence sports facilities and the LOGIK Centre, local community sports clubs and LUU.

Cleaning Services works with external agencies and organisations to manage resources and meet customer needs, including window cleaning services, cleaning & hygiene supplies, waste and recycling contractors and pest control.

At CCSS we develop co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.

The formal supplier framework means there is an agreed minimum standard in place. Our approved suppliers and partners adhere to formal frameworks and we operate a regular contract review process across our Services.

Great Food at Leeds has an established complaints procedure which covers food safety. Joint working relationships are displayed on an interactive ‘Where to Eat’ map on the Service website when using third party specialist providers, the Service still manages the back of house operations, ensures legal compliance and provides chef cover to ensure hygiene and food standards are maintained as part of our duty of care to the customer.

MEETinLEEDS holds SLAs with key stakeholders in the University, for example Sport & Physical Activity Services for Exhibition Hall and Accommodation for residences. Contracts are always with the responsible party, for example, MEETinLEEDS contracts with Sport & Physical Activity Services for exhibition space but the client contracts with MEETinLEEDS as the party responsible and accountable to the customer.

Sport & Physical Activity Services has various internal contracts and SLAs in place for cleaning and maintenance, as well as with external partner organisations and individuals including contracted class instructors, Marylebone Cricket Club and Leeds Rugby Union Club.

At CCSS we interact within wider communities and can demonstrate the ways in which we support those communities.

Across all our Services we employ large numbers of staff from local communities and have a varied group of external partner agencies.

A broad range of societies, clubs and events use our services, including the Leeds Hindu Society, the Arabic Cultural Club, the annual Older People’s Tea Party, the Fairtrade Foundation and the Bike Hub.

Many staff get actively involved in charity work throughout the year to raise money for the FD annual charity partner (Candlelighters for 2017/18), organising sponsored runs and bake offs which are often supported by our local communities.



MEETinLEEDS has formed an award-winning positive impact partnership with the Communication Matters charity. The Service organises and delivers the University Fair Trade Fair at Christmas and Easter.

Together with Great Food at Leeds, MEETinLEEDS regularly sends excess food to charities like the Seacoles Scheme, which helps young, single, homeless people aged 16-24 with support needs and HOMED which is run by LUU. The Service participates in the Leeds Fairtrade Association, supports ad hoc requests for support and sponsorship, and is involved in the Bambisanani Partnership to develop international understanding, education, health and leadership.

Sport & Physical Activity Services conducts outreach into the city through the Leeds Volunteers programme, Gryphons Abroad, school swimming lessons and partnerships with The Brownlee Foundation, Leeds Hockey Club and Ultimate Football Coaching Academy (UFCA).

Cleaning Services holds a charity Christmas raffle to support local food banks and the Print & Copy Bureau is involved in University-wide charity collections and support groups. The Marketing & Communications team has worked on many sport incentives to interact with the wider community and niche areas.

CASE STUDY - QUALITY OF INFORMATION

Refresh Catering Offer



Refresh is a combined cashless and loyalty scheme which incorporates the meal plan card for catered students.

The Refresh Card aims to encourage loyalty through convenience and discounts, increase the sales volume through customer loyalty, and increase the spend per head through improved targeted marketing communications.

The unique selling points of the Refresh Card are convenience, you don't need to carry cash and can top up online. The scheme offers discounts on some products and the ability to manage your budgets by keeping track of your account online.

The Refresh scheme was originally created in 2007/8 when the University Catering team at the time identified a need to create a more user friendly and innovative way of allowing students to purchase meals, moving away from vouchers and manual systems.

By exploring the options available, the team discovered an electronic option which allowed different 'purses' on the same card. This meant that it could facilitate the catered meal plan, a pre-loaded purse, hospitality for staff members and a loyalty points scheme.

When initially launched, Refresh events were held at various cafés to engage with customers directly, explain the benefits of the scheme and create cards for people on the spot.

Since then, Great Food at Leeds (GFaL) has undertaken work to study the customer journey and discover how the offer can be improved to further enhance customer experience. A management group meets monthly to ensure the offer remains current and is developing in line with customer feedback.

One of the major areas of feedback relates to the clarity of the Refresh Card offer. In response, the team has worked to ensure that offers are clear with monthly promotions designed to add interest and emphasise point of difference.

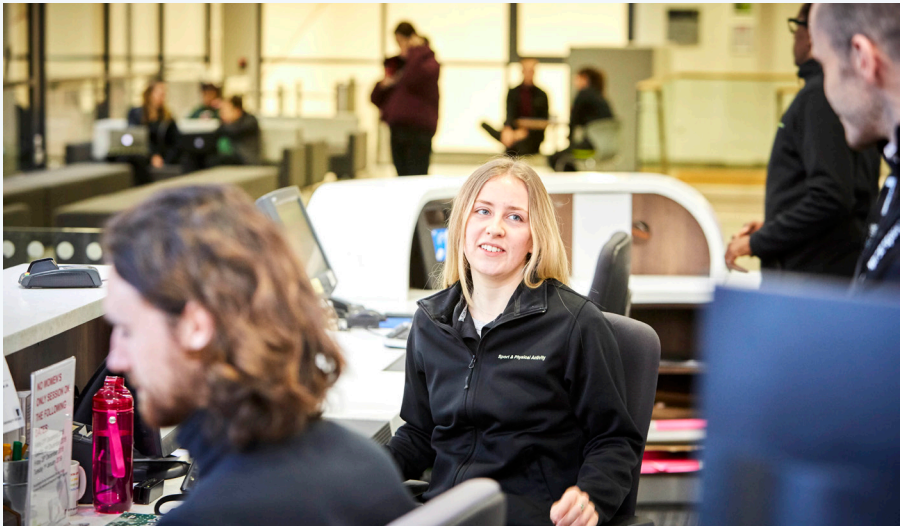
The 2018 Fresher's Week saw the launch of a new phone app, with student ambassadors encouraging their peer group to download the app and get a great tasting street food dish in return! However, the physical card has been retained alongside the phone app, despite higher costs, as GFaL recognises that a large percentage of customers prefer to use a card version.

The Refresh Card has over 14,000 active users who can use the app or card in all 16 GFaL outlets across campus. Payment can be made via auto-top up or by linking to a debit card for each use. Friends and family can also link to accounts to top-up a user's balance.

A new feature is planned for launch in 2019, whereby students can purchase credits prior to joining the University in their first year, ensuring early buy-in and customer loyalty. www.gfal.leeds.ac.uk/refresh

CASE STUDY - ACCESS

Edge Club, Hall Upgrade



All students in University of Leeds accommodation receive an Edge Club off-peak fitness membership included in their rent.

Over the past years, when speaking to students over the start of term, many are unsure about their Halls Membership and The Edge reception and Sales Team get a lot of enquiries from students about what their membership entails and how to use it.

Working in collaboration, Accommodation Services and the FD Marketing & Communications teams took an innovative approach to this issue and integrated the Edge Club Halls Upgrade products into the central Star Rez accommodation portal. This provided an extra customer 'touch point' which could be used to encourage students to upgrade their memberships and stay fit and healthy.

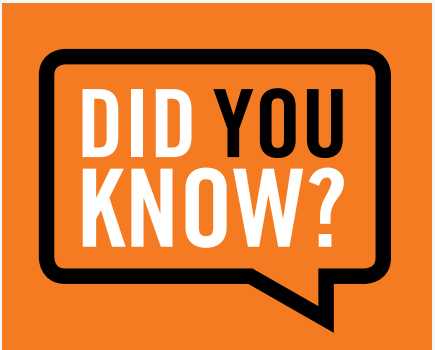
As a direct result, 471 StarRez upgrades were purchased between August – October 2018. This has helped us achieve a fantastic 1,541 total upgrades in quarter 1 of the financial year, which is a massive improvement on the 2017/18 year and represents our 4th most successful year to date.

Customer testimonial

"I love that the classes are free, that definitely bumps up the value for money on my membership".

CASE STUDY - ACCESS

Did You Know? Campaign



It became apparent that customers do not fully understand the breadth of work produced by the Print & Copy Bureau, through feedback from our customer service working group and from staff working directly with customers.

To tackle this, we decided to create and run a working group to deliver the campaign.

The group collated a variety of interesting facts from our customer service working group, which were then shared and discussed with all our staff for full inclusion. A Multi-Media Team meeting was held to determine strategy and delivery, and to ensure consistent and accurate messaging across all channels, including our screens.

We also carried out focused customer surveys and explored the engagement and feedback received from our customers through our social media channels. This enabled to gauge the success of this work.

CASE STUDY - CO-OPERATIVE WORKING WITH OTHER PROVIDERS, PARTNERS AND COMMUNITIES

West Yorkshire Police Partnership



In 2017, the campus-based position of Higher Education Liaison Officer (HELO) was established through a partnership agreement between the University of Leeds Security Services and West Yorkshire Police.

The agreement was established in 2014 by the Police and Crime Commissioner for West Yorkshire, Mark Burns-Williamson and University Secretary, Roger Gair and is reviewed every year.

The HELO position is part-funded by West Yorkshire Police and the University of Leeds and is currently held by PC Rebecca Hurrell.

Rebecca works closely with Security Services on a daily basis and directly with many Services and Societies on campus, including Leeds University Union and Student Counselling Services, to:

- Improve relations between West Yorkshire Police and the University of Leeds with the emphasis being on students
- Reduce crime, disorder and anti-social behaviour on campus and local areas
- Reduce the fear of crime among staff and students
- Improve the safety of the environment on campus
- Work with young people to increase their community safety
- Give a better understanding of the police force and the criminal justice system
- Provide a proactive response to crime helping to problem-solve with the current crime trends
- Take initial action with students who are involved in crime, for example, drug use and assault
- Assist Security Services with potentially dangerous situations
- Provide crime prevention advice to staff students and visitors.

Customer Testimonial

"I am based on campus and am here to help in any situation. Along with investigating crimes that happen on campus with the assistance of the Security Team, I can also give help, advice and support to staff and students about all manner of issues. I am always happy to meet anyone to talk about any issue, letting them know the probable lines of investigation and allowing them to be fully informed when deciding if they would like police or university assistance in the matter."

PC Rebecca Hurrell

CASE STUDY - CO-OPERATIVE WORKING WITH OTHER PROVIDERS, PARTNERS AND COMMUNITIES

Open Days



Five University-wide open days are held every year to encourage recruitment to the University of Leeds by promoting the campus site, Services (e.g. catering and accommodation) and the academic portfolio.

The work CCSS delivers during these events has a direct impact on the University's strategic objective to attract first class students to Leeds. As key services within the University estate, CCSS are fundamental to the overall delivery of the event logistics and it is the experience and foresight of our teams that ensures the campus is ready to showcase its Schools, Faculties and Services.

All parts of CCSS are involved in the cross-team delivery of these core events which attract high numbers of visitors across a diverse demographic. As campus stakeholders, our staff

are charged with promoting accessible routes and ensuring supplies and services are flexible to ensure visiting guests enjoy a seamless experience.

In preparing for and delivering these customer focussed events, all our Services provide support in their own unique way, with emphasis on:

- Internal cleaning to support departments and buildings and external cleaning of the 100-acre site - Cleaning Services
- Provision of retail catering outlets (e.g. coffee bars and the Refectory) as well as flexible catering (e.g. the BBQ on the Chancellors Court) to support the flow of visitors - Great Food at Leeds
- Provision of hospitality across campus on these prestigious days to support the Faculties and Schools and to welcome the visiting public - Deli(very)
- Showcasing the sports offer at our award-winning facility. This can be crucial to recruitment due to the current focus on health and wellbeing - Sports & Physical Activity Services

- Setting up key areas, for example, Parkinson Court and liaising with key academic admissions representatives and Open Day teams to ensure the delivery of a consistent and high quality service - MEETinLEEDS
- Provision of technical support across the site, and services to Schools and key buildings around campus ensuring ease of access - Facilities Support Services
- Delivering a duty of care to all visitors on campus to ensure their safety as well as excellent customer service - Security Services
- Design and production of all open day literature and printed assets, including all marketing materials for the Faculties and Schools - Print & Copy Bureau.

We are always looking for new ways to improve the full campus experience we offer and in 2018 we organised a Farmer's Market in the University Precinct to provide a fantastic experience for the visiting cohort.

In addition, we liaised with Leeds University Union to promote student activities by encompassing the October Light Night offering on campus, facilitating the ongoing exhibition until the end of the open day www.leeds.ac.uk/info/4000/around_campus/453/light_night

Over 20,000 prospective students visited campus in 2018 for an undergraduate open day. The vital support provided by CCSS to these events demonstrates how we make a significant contribution to student recruitment, which is one of the strategic drivers set out by the University.

CASE STUDY - CO-OPERATIVE WORKING WITH OTHER PROVIDERS, PARTNERS AND COMMUNITIES

International Medieval Congress



The International Medieval Congress (IMC) is the world’s biggest annual conference in medieval studies.

Consistently growing year on year from 859 attendees at the first IMC in 1994, in 2013 the IMC outgrew its original home at the University of Leeds’s Bodington Hall and has since taken place on the University’s main campus. This move has enabled the IMC to grow into the largest and most prestigious conference held on campus.

In this its 25th anniversary, IMC 2018 welcomed a record breaking 2,900 registered attendees to an event which featured 760 sessions (54 parallel sessions at any one time) from 66 different countries, 2,100 papers, 66 exhibitors and two dragons!

The IMC is delivered jointly by members of staff employed through the University’s Institute for Medieval Studies and MEETinLEEDS, bringing together academic and event management expertise in a

unique collaboration. Over 60 conference assistants are also recruited through Joblink at Leeds University Union (LUU), to assist in the delivery.

This collaborative approach extends throughout the University with excellent working partnerships with LUU, the Treasure of the Brotherton Gallery, University Residences, Faculties and Services as well as the 38 members of the International Programming Committee. Beyond this, external partnerships are forged with Leeds City Council, city centre hotels, Leeds City Museums and Galleries, and York Archaeological Trust.

MEETinLEEDS manages the accommodation offer for the conference, sourcing suitable accommodation to meet a variety of budgets and requirements on campus (approx. 4,150 bed nights). An additional approx. 2,866 bed nights are outsourced to city centre providers, equating to £235K and an estimated additional income for the city of £458K.

As the IMC has grown it has developed the capability of the MEETinLEEDS team to deliver ever larger and more complex events. Over the past two years, MEETinLEEDS and the IMC have worked closely to streamline administrative procedures and, following a rigorous tender process, invested in a new software platform to continually develop and improve the customer experience for registration, payment and abstract management.

During the conference, CCSS staff work tirelessly to help customers, offering highly personalised services such as escorting delegates who need assistance to find services, dealing with undeclared dietary requirements and aiding those with mobility needs.

For example, the team enabled a customer with complex medical needs to attend the IMC and present a paper for the first time. Staff worked closely with the customer in advance to understand and accommodate the customer’s needs and then arranging parking, additional amplification, registrations for two carers and reserved seating near to a power socket to keep life-saving medical apparatus working.

Customer Testimonials

“The growing success of the IMC is testimony to the wonderful partnership between our academic and professional support staff teams. Dedicated to continuous improvement, the IMC goes from strength to strength, with each event better and more innovative than the last. This ensures exceptional levels of customer experience and service and raises the international profile and vibrancy of the University and the City of Leeds as a visitor destination.”

Professor Frank Finlay

CASE STUDY - CO-OPERATIVE WORKING WITH OTHER PROVIDERS, PARTNERS AND COMMUNITIES

Staff Festival



The University of Leeds annual Staff Festival has been run successfully for the past 11 years and is now a highlight of campus life.

The Festival raises money each year for a different official charity and helps support the University’s cultural and community values.

This important event relies heavily on the commitment and input of many of the CCSS teams. MEETinLEEDS and Great Food at Leeds put in a huge amount of work, from providing physical facilities and logistical support, to supplying high quality food and beverages. Staff members from these Services are also active members of the organising committee.



Suppliers are evaluated in advance to ensure that they meet the University’s Health and Safety and Food Safety requirements, in line with ‘due diligence’. The event attracts customers with a range of age, gender, accessibility and dietary differences which need to be reflected.

The theme for the 2018 Staff Festival was “A Festival of Making”. To keep the catering offer fresh and relevant, Great Food at Leeds introduced a ‘Gin Bar’ served from HUGO, and a purpose built ‘Street Hut’ serving street food. In addition, the Refectory remained open to offer customers more choice. The team also supported the event by running a cake competition and encouraging suppliers to donate supplies, for example, coconuts for the coconut shy.

The 2018 Staff Festival raised £2,888 for the Pets as Therapy charity. Around 4,000 staff, family members and visitors attended the event and the organising committee received very positive feedback.

Given the demand for this event and its popularity, the 2019 Staff Festival is already confirmed to take place on 28 June 2019.

www.staff-festival.leeds.ac.uk/about/charity

CASE STUDY

TeachFirst



TeachFirst holds a five-week residential training programme, called Summer Institute, to ensure participants will be equipped with the practical skills, knowledge and mind-sets needed to succeed in the classroom.

The final week of Summer Institute sees all the cohort come together in Leeds, hosted by the University of Leeds and Leeds Beckett University.

At the beginning of the week, participants attend a two-day Teacher Development Conference, delivered in partnership with MEETinLEEDS, Leeds Beckett University and the Leeds First Direct Arena. Now entering its fifth year, the market-leading CPD event attracts over 3,500 delegates with over 70 sessions designed specifically for teachers at the early stages of their career. The event requires a collaboration between all CCSS Teams, individual Schools and Faculties, University residences, and LUU;

and externally with partners, contractors, the City of Leeds, Leeds Train Station and Visit Leeds.

Great Food at Leeds delivers catering across the campus to hubs covering over 60 meeting rooms and laboratories and provides a hot lunch service to over 2,500 conference delegates.

MEETinLEEDS organises and delivers Celebration Events for the regions, as well as full cohort provision at key Welcome and Goodbye events in the Refectory and Parkinson Court. An exclusive dining and networking area is provided for Tutors and Teach First staff with a dedicated team delivering a first-class customer experience.

Several improvements have been made recently including:

- Introduction of a wellbeing area in LUU on the Welcome Weekend
- Use of the Precinct for the Welcome/ Wellbeing and Goodbye events
- Online booking system

- Improved fitness package and booking system at The Edge
- Collaboration to offer incentives to encourage participants to go into the City during their free time
- Stay Safe taxi service between Leeds City Centre and University residences.

CCSS works closely with TeachFirst and our partners to provide support to participants who may benefit from adaptable bedrooms, single sex accommodation, adapted teaching rooms, wheelchair access. All key staff involved in the delivery of the Summer Institute are fully briefed on all routes and services.

Customer Testimonial

"The accommodation was excellent in Leeds and I was very grateful for it and felt totally at home. This was hugely beneficial to helping me concentrate on work as I felt totally comfortable."



WE 'SHARE A SMILE'
AND MAKE OUR
CUSTOMERS SMILE TOO!

DELIVERY

A vital part of CCSS is how successfully we achieve our main business aims and this is also very important to our customers.

We recognise that learning from mistakes is an important way to gain the trust of our customers. Listening to, and asking for, comments, feedback and complaints can be a great way to make small adjustments to the way our Services are run, and both formal and informal feedback can be equally important.

We pay attention to customers’ views about the outcomes of our Services, as well as focusing on our main performance indicators.

Keeping promises we have made to individual customers is very important to us; and feedback about the way we provide services and our performance is used to make sure customers receive the service we have promised them.

With a clear commitment to continuous improvement and a driven focus on improving the delivery of our Services year on year, CCSS regularly reviews those promises, using as many sources of information as possible.

Ultimately our values, service culture and our people are the driving force and are what help us to succeed.

Delivery Standards

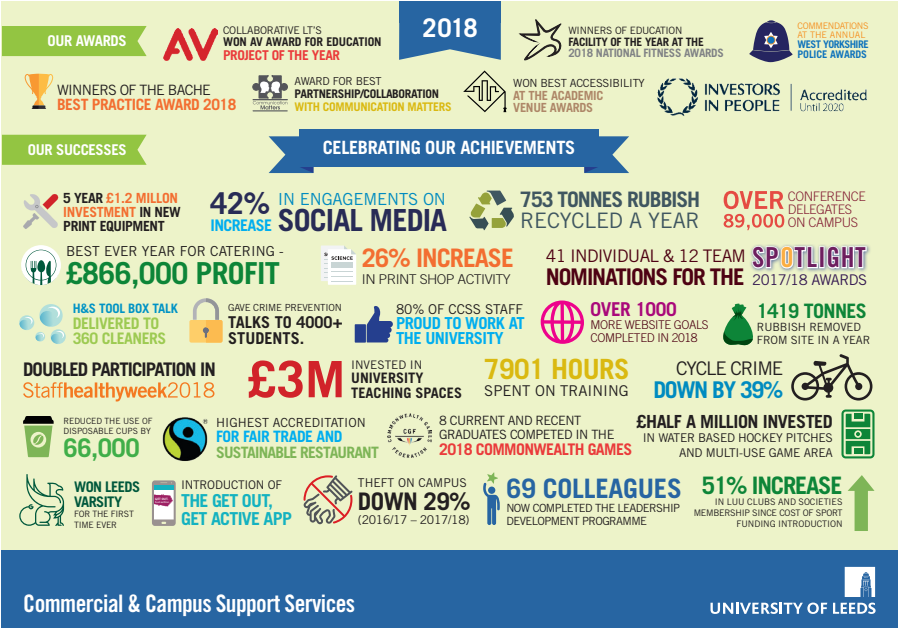
At CCSS we have challenging standards for our main Services, which take account of our responsibility for delivering national and statutory standards and targets.

We use departmental performance indicators, Key Performance Indicators (KPIs) and Standard Operating Practices (SOPs) to help us meet fundamental national and statutory standards.

MEETinLEEDS contributes to the annual British Meetings and Events Industry Survey (BMEIS) and the UK Conference and Meeting Survey (UKCAMS) report to help detail the local, national and international events industry picture. Leeds was recently named 7th in the International Congress and Convention Association (ICCA) UK city rankings by number of meetings and conferences hosted.

MEETinLEEDS feeds into this ranking and has a direct impact via work with the academic community and Conference Leeds, the official conference bureau for Leeds.

Great Food at Leeds boasts a 5-star hygiene rating and complies fully with legislation on allergens across all its facilities. The Service has a food safety handbook to help all staff comply with food hygiene regulations and carries out Health & Safety audits and checks. The Service is passionate about sustainability and one of its KPIs is less than 5% food wastage. Locally sourced food is used wherever possible and cardboard, plastic, and metal waste is separated out for recycling. Agency workers are hired in line with Agency Workers Regulations (AWR).



Sport & Physical Activity Services has numerous partnerships in place with a wide range of organisations, including British Universities and Colleges Sport (BUCS), the Talented Athlete Scholarship Scheme (TASS), Powerleague 5 a side football, Sport Leeds Network, national governing bodies, residence sports facilities and the LOGIK Centre, local community sports clubs and LUU.

At CCSS we monitor and meet our standards, key departmental and performance targets, and we tell customers about our performance.

Across our Services, we set challenging targets for achievement and improvement year on year and these are monitored using detailed performance reporting. We share our results and celebrate these successes with the wider University and all our staff in CCSS by publishing our achievements on an annual basis.

Not everyone wants to fill in detailed surveys about their experiences and we appreciate that time is precious and customers can experience survey fatigue. We also recognise the importance of capturing customer experience at the exact time of delivery. Facilities Support Services uses Bristol Online Surveys to measure how satisfied customers are with our service at the point of delivery and Great Food at Leeds uses CRT equipment so that customers can tell us instantly about their experience.

At CCSS we consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.

Many consultation and involvement activities are used to embed the voices of customers, citizens, partners and staff at the heart of our services.

Our networking and partnership relationships provide invaluable opportunities to involve staff and students in our products and services.

CCSS has a unique partnership agreement with LUU, where a specific objective is to seek, give and act on timely, relevant and effective feedback as well as reliably fulfilling our commitments to one another. The partnership is evidenced through our regular meetings, invitations to working groups and dialogue around how we can develop and improve our Services.

With a population of over 40,000 staff and students we recognise our responsibilities and the positive impact we have on our local community.

Security Services are proud to work with the University's own Community Relations Officer and to be part of the Leeds Universities and Colleges Crime Reduction Partnership for the past 10 years, as well as having a successful partnership with West Yorkshire Police and our very own Higher Education Police Liaison Officer based here on campus.

Great Food at Leeds holds tasting events to consult customers, partners and staff and delivers a newsletter which is timed to communicate menu changes. Food sampling is undertaken with key audiences when new products are launched, and a Student Meal Plan Forum provides customer insight to help improve this important offering.

MEETinLEEDS launched the ongoing 'TEAMonTOUR' campaign in 2010, in which the team meets with facilities and Schools within the University to help engage our local campus community. This approach is increasingly effective in engaging our academic teams and has led to an increase in bookings.

Sport & Physical Activity Services conducts outreach into the City of Leeds to involve the local community through the Leeds Volunteers programme, Gryphons Abroad, school swimming lessons and partnerships with The Brownlee Foundation, Leeds Hockey Club and UFCA (Ultimate Football Coaching Academy).

Achieved Delivery and Outcomes

At CCSS we agree with our customers at the outset what they can expect from the service we provide.

Across our Services we use numerous tools to define and agree exactly what services our customers can expect, including information displayed on our website, SLAs, order confirmations, emails and briefings; and sign off on subsequent plans, Terms and Conditions, and our Customer Service Promise.

Sport & Physical Activity Services conducts sales tours and training for its open day team about the sports programme, to ensure sales staff are fully informed about its products and services.

As part of its 'Keep it on Campus' campaign, MEETinLEEDS engages with the campus community to bring and host events at the University, outlining the financial and service benefits. The team tours the campus, talking to internal customers and attending faculty team meetings to encourage engagement and understanding.

At CCSS we deliver the service we have promised to individual customers and outcomes are positive for most of our customers.

We understand how important it is to fulfil our promises and this is reflected in the lengths we go to ensure we are keeping our word and delivering positive outcomes.

We gauge the loyalty of our customers using the Net Promoter Score (NPS) tool, conduct internal audits, measure KPIs against SLAs, and monitor customer feedback and response times.

Great Food at Leeds has listened to customers and adopted a new approach to sustainability, which involves removing bottled orange juice in response to feedback on sugar and plastic use, increasing recycling and using food waste bags. The Service has made a public pledge about reducing its use of plastic and following customer feedback, has worked closely with colleagues in the Sustainability Team to offer a sustainable option in outlets for customers who drink hot drinks. The Refectory is separating food waste from general waste and using a food composter. Work undertaken by The Litmus Partnership at the Business School to understand the requirements of that specific customer group, has been utilised for short-term and long-term improvements to customer delivery.

CCSS produce a combination of "You said, we did" and "We are listening" on our website, which acknowledges how customers and colleagues have been instrumental in helping to constantly improve our Services. The section regularly receives, and publishes, positive testimonials from numerous customers, including the Nutrition Society, the International Medieval Congress, and the School of Food Science & Nutrition.

At CCSS we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.

We gather information through electronic and manual data systems and we take part in nationwide surveys such as Uniforum, to help us continuously assess and benchmark results against our peers and make informed strategic decisions using collaborative forums.

Staff visit other Universities to review service standards and we welcome other national and international teams to our campus, e.g. City, University of London and the University of Barcelona, to share information and best practice. We also visit peer Higher Education (HE) organisations and store key information about prices, venue offers and challenges which is shared with wider teams as appropriate.

MEETinLEEDS staff attend Leeds Hotels and Venue Association Meetings to discuss business levels, benefit from best practice sharing, discuss future requirements and investigate how the City can remain competitive. The Service also sits on the Leeds Universities and City Executive board to understand the future look of Leeds and City themes; and engages directly with similar venues through an easily accessible forum provided by marketing consortium, Academic Venue Solutions.

Great Food at Leeds utilises information and research from the University Caterers' Organisation (TUCO) for HE and high street price benchmarking, food trends and examples of best practice; and receives catering comparison feedback with Leeds Beckett University from Teach First.

Sport & Physical Activity Services attends local networking events via British Universities & Colleges Sport (BUCS) to source models of good practice and to inform the cost of sport and uses public league tables, e.g. Times Higher and The Guardian, for benchmarking. Quarterly competitive analysis is conducted against local gyms and the Balancing Life survey results are interrogated for information on other providers which can be used to improve services.

At CCSS we develop and learn from best practice identified internally and externally, and we publish our examples externally where appropriate.

We love to learn and are always seeking new ways to improve our excellent customer service.

We find that great ways of developing our standards and learning about best practice are working with our competitors and networking with organisations such as Colleges and University Business Operators (CUBO), Association of University Chief Security Officers (AUCSO), The University Caterers Organisation (TUCO), British Association of Cleaning in Higher Education (BACHE), British Universities and Colleges Sports (BUCS), to name a few.

Not only are we proud to hold conferences and events at Leeds, but we invest in developing our staff knowledge by visiting and participating in other key industry events such as the annual CUBO and AUCSO conferences and food exhibitions. We travel to universities across Europe to inform the future design and refurbishment of our teaching spaces, and are also proud to have staff with the knowledge to participate as guest speakers and presenters at events.

Learnings around the shift towards health and wellbeing among staff and students were utilised by Great Food at Leeds in the development of the innovative LOMA café, which focuses on healthy and seasonal food options and which won a TUCO Innovation Award in 2017. With a variety of channels to provide feedback, MEETinLEEDS Teams and delivery partners, such as Residences, are empowered to respond to customers in real time where they can and customers are encouraged to leave their details so we can respond to them directly and share the improvements or changes we have made following their feedback.

Great Food at Leeds was shortlisted in three national catering awards: 'Best University Catering Service' at the College and University Business Officers (CUBO) Awards, 'Best Marketing Campaign' at the Cost Sector Catering Awards and 'Best Marketing Campaign' at the Catey Awards. This success reflects the Service's continued improvement and innovation, and desire to be the best catering Service in the Higher Education sector.

Deal Effectively with Problems

At CCSS we identify any dips in performance against our standards and explain these to customers, together with actions we are taking to put things right and prevent further recurrence.

We work hard to keep customers informed, help them understand any issues we encounter and provide alternative options. If performance dips we take swift and timely action to understand what has gone wrong, how to address it and more importantly how to learn for the future. We thank our customers for bringing matters to our attention and understand that acknowledging their experiences is essential.

Sport & Physical Activity Services understands that customers expect equipment to work and have developed robust Service Level Agreements (SLAs) with providers like Technogym to deliver seamless maintenance and repairs.

MEETinLEEDS is often faced with challenges you simply cannot legislate for. This is where our use of social media and effective communications can really help customers at the point of need. Recently, with just a few hours' notice, the team got 250 beds ready for TeachFirst following a storm that stopped trains running out of Leeds at the end of their six-week residential course. It is our excellent teamwork and established relationship with key stakeholders like Residential Services that enables CCSS to take swift and effective action.

Marketing & Communications provide a service to be the eyes and ears for CCSS and many of our other FD Services, monitoring Google Alerts, Digital Weekly updates and Pulsar Scorings. Staff meet regularly with teams to help them understand the implications of this data on their business area.

At CCSS we have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.

Customers are encouraged to leave feedback through many channels including, face to face, email, feedback forms, annual surveys and helpdesks. Complaint procedures are also included in SLAs.

Contact details for all our Services are easily accessible online and are clearly stated within emails and written agreements. All complaints received by our Services are dealt with by senior managers in a timely and fair manner and teams are empowered to make good as soon as they can.

MEETinLEEDS reviews and responds to feedback continually over the summer conference season to make changes promptly and ensure a better ongoing service.

Sport & Physical Activity Services uses the Leisure Net system to manage customer comments and is committed to replying within certain timescales. We respond within 48 hours with a further management response within five working days.

At CCSS we give staff training and guidance to handle complaints and to investigate them objectively, and we empower staff to put things right.

Managing and taking effective remedial and preventative action, that turns customer experience from a negative into a positive, is a must-have skill for all staff in CCSS. To help them with that we deliver staff training as part of our induction process and within on-the-job training which empowers staff to resolve problems, but staff will also ask operational line managers for appropriate responses.

We empower staff to be able to take action there and then, for example, by crediting or providing a refund, offering alternative solutions and going the extra mile.

Staff are given de-escalation training but are aware of the processes in place and if the recipient of the response isn't satisfied then the complaint is escalated to the Senior Management Team.

At CCSS 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. We regularly review and improve our complaints procedure taking account of the views of customers, complainants and staff. We ensure that the outcome of the complaint process for customers is satisfactory.

Customer Testimonial

“Staff at The Edge are willing to take the time to fully understand the problem in order to best solve it - don't just pass it on, they take responsibility for the issue and get extra help if needed.”



CASE STUDY - DELIVERY STANDARDS

Leeds Institute of Medical Education (LIME)



In 2018, the Office Manager at the Leeds Institute of Medical Education (LIME) raised concerns about the frequency of cleaning and cleanliness in the open plan office area.

In response, the Senior Cleaning Supervisor set up a meeting to discuss the concerns and talk through the Service Level Agreement (SLA).

The aim of this meeting was to establish a clear understanding on what the Office Manager could expect from Cleaning Services, and what the cleaners could expect from LIME staff as the clutter left around office desks was making it difficult for staff to clean to the required standard.

A timescale for improvement on both sides was agreed and the Senior Cleaning Supervisor met with her supervisor to

discuss the improvements and provide feedback for circulation to cleaning staff. The Office Manager also met with her staff and implemented a de-cluttering programme throughout the office area.

The Senior Cleaning Supervisor colour coded a calendar of dates and adapted the office plan for both LIME staff and cleaning staff, to show which working areas would be cleaned, and when.

All staff within the LIME office now know when their working areas are due to be cleaned, enabling them to implement a clear desk policy on the correct days and allowing the cleaning staff to complete all their tasks to the required standard.

The LIME Office Manager is very happy with the outcome and is continuing to meet regularly with the Senior Cleaning Supervisor to monitor the SLA.

CASE STUDY - DEAL EFFECTIVELY WITH PROBLEMS

University House revitalises our vegetarian offer



Customer feedback suggested that our vegetarian menu was suffering from menu fatigue.

Our Executive Chef responded by carrying out research on current market trends in this area and then bringing together the management team and the Front of House Manager to review our selection of vegetarian dishes.

A new and improved vegetarian menu was introduced to enhance our offering by giving customers using our facilities a greater choice of vegetarian dishes.

We are delighted that customers are voting in favour of this change as the number of customers choosing the vegetarian selection has increased.

CASE STUDY - DELIVERY STANDARDS

Communication Matters



The Communication Matters Conference is like no other conference that takes place at the University of Leeds. In fact, it is like no other conference that takes place anywhere in the UK.

Communication Matters (CM) is a UK national charity for people who use Alternative and Augmentative Communication (AAC). AAC is the term used to describe methods of communication which support or replace spoken communication. AAC includes simple systems such as pictures, gestures and pointing or alphabet spelling boards, as well as more complex techniques involving powerful computer technology.

MEETinLEEDS has hosted the CM Conference since 2013. It initially came to Leeds because of the significant benefits our campus offered and the great skills of our sales team. We are confident that it has stayed at Leeds because of our great service.

The Facilities Directorate leads on delivery with Great Food at Leeds, MEETinLEEDS and the Print & Copy Bureau acting as key partners and contracting to external suppliers, such as cleaning contractors, where necessary.

We understand the need to work with the CM Board and the event organisers to better understand the aims of the conference and the needs of its delegates. As a result, we have continued to develop, grow and flex our service over the last five years to ensure a great experience for all delegates. Our commitment to the users of AAC extends beyond just providing the right venue for their conference and focuses on how we can provide an even better and more accessible experience year on year. As such we coordinate with the Equality Unit on Accessible campus facilities, work closely with the residences to provide special beds for carers/delegates, and were early adopters of the new Communication Access symbol. Great Food at Leeds also flexed its food offer to meet the diverse needs of the delegates.

In planning our delivery, we consult with Estates Services and University Services (such as Equality Services, Leeds Student Union and Residential Services) and work alongside the CM team, not only as client and venue but as co-hosts, to ensure we offer so much more than just the venue to this amazing organisation and the attending delegates.

This fantastic and hugely successful conference has attracted amazing feedback, provided a springboard for the charity's increasing success and sparking a strong client-customer partnership.

The University of Leeds was the pilot site for CM's nationwide Communication Access Training in January 2017. Colleagues from across the CCSS services as well as the Facilities Directorate, notably Residential Services, attended the training, together with central University staff and our suppliers (e.g. cleaning contractors).

In 2018, Communication Matters nominated the MEEtinLEEDS Event Manager, Anthony Lowe, for the annual miaList, which recognises outstanding people in the events industry. A real validation from our client for the hard work of the team and their commitment to delivering excellent and inclusive customer service.

For the period of 2017/2018 CM brought an additional 12 events to campus. We are also now planning, alongside CM, the launch of an AAC Awards night which will take place in October 2019.

In 2019 we will host the CM Conference for the 6th year and four CM board meetings. For us it is not just about the sales and the targets, supporting this event has bettered our service, and our people. It has continued to embed the need to understand best practice as it relates to the individual needs of our customers and these vary customer to customer and event to event. Our team is more agile, and more understanding because of the growth that has been enabled by working as co-deliverers with CM organisers and delegates year on year.

"We have held our conference at the University every year since 2013. Approximately 400 delegates attend and up to 50 of those have a large variety of disabilities.

Everyone has helped us 100% from the moment we contacted the University and have completely exceeded our expectations, even supporting us to find local businesses sympathetic to us. We are so happy here, we have moved our offices to Leeds and they helped us find those too!"

Toby Hewson
Co-Chair Communication Matters

CASE STUDY - DELIVERY STANDARDS

Best Practice Award



At Facilities Support Services, we recognised that customer needs have changed significantly over the last five years.

With the introduction of higher student fees and the increase in student numbers, expectations regarding the quality of our teaching spaces and the support required have increased. Additionally, the demand for more traditional 'portering' services such as mail delivery has reduced with the decline in use of mail and the expansion of automated locking systems.

These changes made it necessary to review our Service to emphasise customer service, flexibility, teamwork, financial efficiency and establish an enhanced support service for the users of our teaching spaces.

To achieve our vision, we undertook the following steps:

- Customer consultation in each building to enable prioritisation of services
- Collaboration with the Trade Unions and other University services to reduce any adverse impact on staff wellbeing

- Staff consultation, including a series of meetings to specifically explain the proposed changes, receive feedback and address any concerns as appropriate
- Review of Standard Operating Procedures (SOPs) for each building, bringing several buildings into larger zones to increase staff flexibility and provide us with additional options to cover staff absence whilst reducing the need for overtime working
- Improvement in the provision of training to ensure all team members are comfortable working flexibly between buildings when required
- Introduction of new shifts to support customers during evenings and weekends
- Review of the Facilities Supervisor role with the aim of increasing day to day support to staff; and recruitment of an additional Facilities Supervisor to ensure leadership throughout the working day
- Commencement of regular team meetings to inform staff of any proposed changes and address any concerns
- Recruitment of enthusiastic, flexible staff with excellent customer service skills
- Introduction of a secondment scheme offering Facilities Assistants the opportunity to work within the Technical Team for six months
- Introduction of daily checklists into all teaching spaces, as well as monthly audits by the supervisory team.

The results have been very positive, monthly online surveys led to an increase in (building specific) customer satisfaction with the number of customers rating the service as 'excellent' increasing from 66.1% to 78.7% over a 12-month period. Staff survey results report a significant increase in staff satisfaction from 2015 to 2017 of 36.8% and an increase in access to training from 31% to 71%, and staff feeling more valued by their Manager.

2018 Winners of the Education Project of the Year Awards

An innovative, sector leading redesign of our lecture theatre space was undertaken in 2016. As a result three tiered lecture theatres in key locations across the campus were transformed from traditional didactive layouts to a new set of standards which seeks to improve collaborative and technologically enabled experiences for staff and students alike.

This exciting transformation enables physical spaces to allow group discussion alongside the use of installed technology to allow group work, interaction, communication and recording.

This combination of physical space changes and innovative use of digital technology is sector leading and gives the University of Leeds a distinctive edge to support recruitment and student experience.

This pilot has been subject to an in-depth evaluation over a teaching session, to gather feedback from teaching staff and students, and usage statistics to form a view about the value of these rooms for teaching and learning. The results of this evaluation will help inform the strategic direction for teaching facilities at Leeds.

Facilities Support Services are excited to continue on this innovative journey as part of the Education Spaces Group.

CASE STUDY - DEAL EFFECTIVELY WITH PROBLEMS

Cycle Crime Reduction



The Cycle Action Group, set up in 2018, helped to reduce cycle crime on campus by 39% between January – October 2018.

Cycling is a favourite mode of transport for students, but cycle crime is one of the most prolific crimes the University must deal with.

Chaired by Security Services Manager, Malcolm Dawson, the Cycle Action Group brings together internal and external agencies to work collaboratively to tackle cycle crime. It consists of MEETinLEEDS, Sport & Physical Activity Services, the Sustainability Team, the Crime Prevention Advisor, the Higher Education Liaison Officer (HELO), Leeds University Union, West Yorkshire Police and Leeds City Council.

The group meets throughout the year and is supported by the ongoing work of Security Services. The main aim is to deter

cycle crime by responding to current crime trends, both on campus and at the surrounding halls of residence, plus offering crime prevention advice to staff and students.

Crime Prevention Officer, Andy Gordon-Platt, is integral to this process through the important work he does with new students each year relating to crime prevention. The security office sells bike locks and bike lights, helping prevent cycle crime and promoting safe cycling, and the Sustainability Team promotes the Cycling to Work Scheme and recycles bikes abandoned on campus by sending them to various charities.

The group is looking to continually improve with innovative ideas going forward. For example, improving the digital marketing of crime prevention by using social media, advertising good news stories and updating web content.

CASE STUDY - DEAL EFFECTIVELY WITH PROBLEMS

Function Floor Audio-Visual Investment



Following direct feedback from our clients, CCSS invested £20,000 to purchase a state of the art audio-visual (AV) system with a specification over and above what is offered by some of our local competitors.

The feedback we received was fantastic and led to an increase in sales that can be directly linked to our use of the latest technology and the addition of Skype in all our function rooms.

CASE STUDY - DEAL EFFECTIVELY WITH PROBLEMS

Cost of Sports Project



In 2015, the Student Executives lobbied that the cost of playing sport at the University of Leeds was higher than at other peer universities and was a barrier to participation, reducing the opportunities available for students to take part in club sport.

In response, the Senior Management Team established a project group involving both staff and students, led by Sport & Physical Activity Services (SPA) and Leeds University Union (LUU), to explore this in more detail.

The project group organised desktop research and engaged consultancy firm, SUMS, to engage with staff and students and to undertake a benchmarking exercise using 11 sports against 11 different universities.

Following this significant piece of work, the findings were developed further and translated into a series of recommendations, which were endorsed by the University Council.

The Council gave the green light to make two key changes:

- Firstly, to remove the requirement for students to pay for a £78 Sports Pass product (or any other Edge product) to access facility space for training and competitions
- Secondly, to introduce a 'Cost of Sport' fund which equates to a cash investment from SPA of £300K to go directly into LUU clubs and societies to enable them to reduce membership costs.

The results of these measures have been significant, successfully reducing the cost to the individual and thereby removing this barrier to participation:

- A total cash investment of £615K has been made directly into 67 LUU clubs and societies since 2015/16
- The number of students joining sports clubs and societies has risen by a staggering 51% since the project was introduced in 2015/16 (8,791 students in 2017/18 alone)
- Club membership fees have reduced by 21% on average from £79 to £59 and are now 22% cheaper on average at the University of Leeds than our benchmark institutions across 10 benchmark clubs.



TIMELINESS AND QUALITY OF SERVICE

The standards to which we carry out our main business are based heavily on what CCSS customers have identified as the most important factors of excellent customer service, which play a major part in developing our customer focussed culture.

We know that the speed of our initial contact with customers and our ability to keep to agreed timescales are vital, but not at the cost of quality.

Where customers expect fast and effective response at an immediate point of need, e.g. from our Security Services staff or technical support in our teaching spaces, we ensure customers know our commitment to acting as quickly as possible through our published Service Level Agreements (SLAs).

Standards for timeliness and quality

At CCSS we set appropriate and measurable standards for the timeliness and quality of all forms of customer contact, monitor our performance and act if problems are identified.

We understand the important role that response times can play in customer satisfaction and strive to make sure customers always feel appreciated and receive quality service. Appropriate and measurable standards for the timeliness of responses are set within SLAs and our Customer Charters.

Our Services have protocols in place for handling enquiries promptly which ensure we clearly communicate our response times and next steps to customers, as it relates to their enquiry.

Different enquiry channels have different response procedures and timescales which are unique to each Service and vary over weekends and out of hours. Response rates are in place for social media platforms and, when necessary, automated reply mechanisms are used. Where relevant, Services work to timescales defined within work orders, delivery Terms & Conditions and SLAs.

All MEETinLEEDS conference customers are asked for post-event feedback on the timeliness of the enquiry stage and there is a prominent feedback tab on the website.



Great Food at Leeds and MEETinLEEDS operational teams issue order confirmations when a booking is made and a kinetic booking contract prior to delivery. Open communication is maintained with customers through the action module within the Kx-CRM system as timescales can differ for each customer. Formal customer journey mapping exercises are undertaken where necessary, which are explicit about all the stages within the process, including Terms and Conditions reminders, and audio-visual confirmation.

Marketing & Communications outlines a commitment to responding to customers promptly and dealing with delays in its values document. The team agrees response standards as part of the customer briefing process, which are then measured through customer satisfaction surveys and mystery shopping research.

Security Services follows protocol for dealing with delays, which stipulates that all staff must inform customers of any delay in attendance according to the timescales outlined in the SLA.

One of the more frequent calls for assistance on campus is in the event of fire alarms, the security team can respond from wherever they are on our 99 acre campus within 10 minutes.

Complaints are collated centrally by Sport & Physical Activity Services and are responded to by the respective staff leader. A holding response is sent within 48 hours and if the recipient of the response isn't satisfied it is escalated to the Senior Management Team or Legal Team. The Service is conducting de-escalation training as well as refresher training on processes, e.g. Leisure Net.

At CCSS we set comprehensive standards for all aspects of the quality of customer service to be expected when dealing with us.

Senior managers have high expectations around customer service quality, and standards are embedded in our values, SLAs, Customer Charters and Terms and Conditions.

Our staff are attentive and polite at all points during the customer journey and specific standards are developed for staff delivering different parts of the customer experience, from the receptionist answering the telephone, a sports class instructor or a Security Officer helping in the event of a critical incident.

Timely outcomes

At CCSS we advise our customers and potential customers about our promises on timeliness and quality of customer service and publicise our performance against these standards.

Our promises on timeliness and quality of customer service are highly visible to customers in all our forms of communication and are embedded in our values, SLAs, Customer Charters and Customer Service Promises. Delivery Terms and Conditions highlight financial timescales and cancellation policies.

MEETinLEEDS understands the importance of timely responses to enquiries, but does not lose sight of the value in having a narrative with the customer in project briefing meetings and over email to determine what timescale works for them.

We regularly monitor and publicise our performance internally by sharing KPIs and SLAs, customer satisfaction survey results and customer comments and complaints via questionnaire reports and Management Performance Reports which are circulated to team members.

Externally, we publicise our performance to customers via news articles and through our 'You said, we did' newsletters and web pages.

Great Food at Leeds circulates monthly mystery shopping reports to management and team members.

Marketing & Communications uses customer satisfaction survey results to ensure standards are being met and those results are shared internally through 'Our Plan and Progress' records.

Sport & Physical Activity Services communicates customer comments and complaints internally on a regular basis via its Customer Experience group and externally to customers once a year via news articles.

At CCSS our performance in relation to timeliness and quality of service compares well with that of similar organisations.

We compare our performance in relation to timeliness and quality of service to that of peer universities by using external consultants (e.g. Cubane Consulting) for example, attending networks and conferences. We also benchmark against centralised University departments, where appropriate.

Sport & Physical Activity Services uses The Times Student Experience Survey, which scores universities on provision of facilities. The Guardian University League Tables and the International Student Barometer to benchmark its quality of service.

Great Food at Leeds uses Litmus analytical software to create efficiency reports, including service and cleanliness scores, which are then benchmarked against other Higher Education catering operations.

At CCSS we identify individual customer needs at the first point of contact and ensure that an appropriate person who can address the reason for contact deals with the customer.

Online enquiry forms submitted through our website are sent directly to the responsible member of staff for the relevant service. Paper enquiry forms, work orders, helpdesk enquiries and customer complaints are reviewed and directed as appropriate. Office-based teams deal with each customer individually according to their requirements and timeframes.

Security Services receives incoming requests for assistance via the telephone, email or in person either through reception or whilst staff are on patrol. Because of the nature of the Service, staff are trained to be fully conversant with customer need at the first point of contact but then to resolve or escalate issues and signpost effectively as appropriate.

Great Food at Leeds proactively manages queuing systems in its cafés and in the Refectory. For example, hot drinks are made by the barista whilst customers are queuing to pay, to reduce wait times.

At CCSS we promptly share customer information with colleagues and partners whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.

Across our Services we have developed structures and working relationships that enable the prompt sharing of customer information with colleagues and partners. For example, our website directs enquiries to the appropriate member of staff and customer comments are allocated across the Service according to best fit.

Regular briefings are held with operational staff to pass on key information and handovers are conducted in advance of planned staff absences to help reduce unnecessary contact with customers.

CASE STUDY

Baines Wing Deep Clean



The Business and Facilities Co-ordinator, School of Healthcare, requested a deep clean of the Clinical Skills rooms in the Baines Wing via email.

As this request was over and above the SLA currently in place for the cleaning of these teaching spaces, the Cleaning Services Senior Supervisor met with the Business and Facilities Co-ordinator to investigate the additional requirements.

This meeting established that the brief was to clean certain areas to a clinical standard to best represent the facilities of a hospital setting. These areas included scenario wards (adult, child, critical and maternity), demonstration rooms and changing rooms.

Although duties like wall cleaning and high-level cleaning are not normally carried out by Cleaning Services, it was agreed that in this instance a proactive approach using new cleaning methods could achieve the required outcomes.

A list of rooms for deep cleaning and suitable dates for this work to be carried out was obtained. The Cleaning Supervisor briefed the cleaning staff, demonstrating the specialist methods and equipment that would be required, including microfibre flat mopping and interior cleaning kits.

As a result, all surfaces were cleaned to a clinical standard which was much appreciated by School of Healthcare staff and students, with the cleaning staff receiving verbal compliments on their work.

By using these innovative cleaning techniques, Cleaning Services demonstrated that its effective and professional team can take a proactive approach to delivering a high standard of customer service within a specified timeframe, ultimately enhancing the customer experience.

CASE STUDY

Customer +Plus / While You Wait



The Print & Copy Bureau (PCB) attracted a record number of students (13,855) through its doors in the last academic year, requiring printing and/or binding services for their dissertations.

PCB is based in the Roger Stevens Building and has two full-time members of staff who are supported throughout the year by their team colleagues. To assist customers, the Service provides extended weekday opening hours of 8.30am to 5pm and opens from 8am during exceptionally busy periods.

A counter service to meet and greet students and take payment is the first point of contact. If required, staff can offer advice on binding before students print their documents and assist with difficult to

print documents, trying wherever possible to make a very stressful time for students as easy as possible.

Following feedback from customer surveys and consultations, significant improvements have been made to the environment to ensure that PCB is a clean, stress-free and friendly area, with state-of-the-art equipment and software.

The Service recognises the importance of continuous improvement and encourages staff to identify areas for improvement and to develop their skills, especially around customer service.

Staff are proud that customer surveys conducted during the academic year indicate that students value PCB's competitive service.

Customer testimonial

"I'd like to thank the PCB team for exceptional support. As an off-site PhD student for several years, with requirements for publishing pre/post-examination thesis books, I have relied on your expertise. Every step through the process, from answering my questions via email and phone, timely printing and binding of the books, internal and external distribution of the final product, to billing, was all carried out with professionalism, time-responsiveness, and quality."

Thank you all for a job well done."

Richard Hoft
PhD Student, School of Electronic & Electrical Engineering

CASE STUDY

Deli(very) – Cooking Up a Recipe for Successful University Delivered Catering



The Delivered Catering business at the University of Leeds was relaunched in November 2013.

Building on the success of the Catering Service's new brand, Great Food at Leeds, the whole marketing mix of product offer, menus, pricing, promotion, customer service and customer journey process was completely revised with the aim of achieving an additional £200K revenue in the first year.

The new brand, Deli(very), was developed to create a visible sense of change and present a coherent offer across all elements of the customer journey. The brand was built around the key unique selling points (USPs) of quality and freshness. All food is prepared on site everyday by our skilled chefs using only the finest local and seasonal ingredients to maintain quality, meaning the freshest food possible.

Meetings with key operational staff ensured the core brand values and USPs were brought to life through every business decision, ranging from the menu to food presentation.

A huge 'business to customer' awareness campaign was rolled out across campus during the launch phase. Adverts were taken out in internal University-wide publications, interviews profiling the chefs and specialist team were featured on the staff intranet and campaign adverts were integrated with the wider University "Keep it on Campus" campaign.

To give the brand a professional edge, the visuals were rolled out across all disposables, greatly improving food presentation. Menu design, uniforms, delivery vans and trolleys also carried the brand which helped create a connection between the staff, the customer service and the products, whilst also significantly raising brand awareness and profile across the University.

In 2017/18 Deli(very) achieved a turnover of £2m, which demonstrates how successful the re-brand has been. However, the team is not resting on its laurels – and is working hard to engage with customers on a regular basis using focus groups and tasting sessions to meet customer expectations for continued growth and improvement. For example, the

University has made a promise to stop using all single use plastics by 2020. Deli(very) is now striving to lead the way on sustainable packaging. Where possible, the business always uses recycled, recyclable and compostable packaging to minimise impact and has recently been recognised by the industry and awarded the Green Tourism Award.

The business caters for a culturally diverse population with a range of stakeholders (staff, students and external guests) from a variety of backgrounds and cultures. The team always offers vegetarian options, and regularly meets vegan, gluten free, dairy free, halal and kosher requirements. The Deli(very) website www.gfal.leeds.ac.uk/delivered-food/#menu allows customers to browse the full choice of menus before ordering. The admin team liaises with the customer and helps organise and book suitable catering. On the day of the event, the kitchen team prepares the food ready for the Deli(very) service team to travel across campus and deliver as required.

Customer testimonial

"I ordered the new Vegan Feast for a recent event. The food was lovely, and the external visitors commented that it was great to have colourful food."

Sarah Humphreys
Co-Ordinator, Legal Advice Clinic,
School of Law

"Massive thanks for going the extra mile to ensure that our event was a success, specifically for the catering teams help in guiding us on the right food and drink choices that everyone found delicious and suited the event perfectly."

Peter Webster
Brotherton Library

CASE STUDY

SPA – Swimming Lessons

Sport & Physical Activity Services (SPA) delivers a large community junior swimming lesson programme, supporting up to 600 children to learn to swim.

Originally, the structure of the swimming programme meant that parents were paying for four blocks of 12 week lessons and only receiving feedback on their child’s progress once every 12 weeks. This process was restrictive as even if a child was close to meeting the criteria to progress, they had to remain in the same class for the duration of the next block.

Feedback collated from parents, as part of normal business procedures, showed that parents love the facilities and the quality of the teaching, but were finding the lesson registration process inadequate. The feedback also revealed that parents were frustrated at having to wait a long time for children to move levels and not being guaranteed a place in a class for the next term.

The SPA team consulted with other large swimming lesson providers as well as with SPA’s leisure management system (XN Leisure), IT department, and swimming and operations staff to find ways of improving the registration, assessment and movement procedures for customers. A series of information sessions were then held to inform parents of the changes the team were looking to introduce and to seek their feedback.

Following these sessions, SPA invested in a new web-based administration system called OnCourse, which allows for continuous assessment by teachers. Once a teacher confirms a child is ready to progress, OnCourse allows the move to



happen straight away so there is no delay. This new process allows for a much more fluid swimming lesson system.

The second phase of this development will see the introduction of ‘Home Portal’, which will allow parents to log-in to OnCourse remotely and check the progress of their child as they are being assessed continuously.

SPA hasn’t yet captured formal customer feedback on this relatively new system but informal verbal feedback from parents has been very positive. Feedback from teaching staff and from reception staff

- who in the past have had to deal with angry parents - has also been positive.

The swimming lessons have expanded in size due to better use of pool space and customer numbers have gone up, meaning increased income for SPA.

CASE STUDY

Biggest Print Run



Twice a year, the Print & Copy Bureau (PCB) undertakes the huge task of designing and printing approximately 254,962 graduation ceremony materials.

The team works closely with the Student Services Graduation Team to produce all the different certificates, booklets, tickets, etc, required for the ceremonies in our in-house print facility whilst at the same time printing around 575,000 copies of examination papers!

The largest external print project managed by the team is the production of the annual Alumni magazine for the Alumni and Development Team which involves printing and fulfilling around 220,000 magazines. PCB also has the very important job of managing the production of around 115,000 copies of the University prospectus, for both undergraduates and postgraduates.

Customer testimonial

“The PCB Team has always gone the extra mile for us. When we have had to turn things around quickly, at short notice, they have been a great help and a positive force in assisting us to get things done on time.

We have worked with the Service for a number of years and they can always find a way to get even the trickiest jobs done. When we have encountered issues with products provided by a third party supplier, they have worked tirelessly to resolve problems and reach a satisfactory outcome for us. When systems have let us down, they always come up with a work-around. Attention to detail is second to none.”

CASE STUDY

Improving Service Level Agreement (SLA) Time



Facility Support Services (FSS) supports the University's strategic aim of providing excellent teaching and learning by delivering excellent facilities.

We are committed to improving customer satisfaction and ensuring that technical faults are resolved as quickly as possible, so teaching and learning are not disrupted.

What feels like minutes to resolve an issue to someone behind the scenes can feel like a lifetime to an academic about to deliver a lecture to hundreds of people! In these instances, fast and efficient first-line response is critical and is something FSS takes great pride in delivering.

For more general faults to AV equipment, the ones that don't require immediate assistance, the FSS second-line technical team resolves technical faults with the AV and IT equipment installed in 190 teaching spaces across campus.

A database is used to log and manage faults, which we previously aimed to resolve within five working days. Following analysis of our performance over the preceding 12 months, we identified the possibility of improving our commitment, and so from 1st August 2018 we have delivered and implemented an improved SLA to fix all technical faults within four working days instead of five.

Our SLA targets achieved in 2018:

- August 100%
- September 100%
- October 94%
- November 98%
- December 98%

A DAY IN THE LIFE OF COMMERCIAL AND CAMPUS SUPPORT SERVICES



Follow us on
facebook @greatfood@leeds



**Commercial and Campus
Support Services**
FACILITIES DIRECTORATE



UNIVERSITY OF LEEDS

University of Leeds
Leeds LS2 9JT
UK
www.leeds.ac.uk