



Case Study – Merseytravel

The Organisation

Merseytravel comprises of the Merseyside Passenger Transport Authority and Executive acting together with the overall aim of 'promoting an integrated transport network which is accessible to all to improve the quality of life on Merseyside'. Policy responsibility rests with 18-elected Councillors drawn from Merseyside's 5 Districts. The Passenger Transport Executive implements their policies.

The employee demographic is diverse and its staff profile ranges from cleaners to catering to revenue collectors, bus station staff, through to operational managers and executive strategic staff.

The Challenge

Merseytravel has invested millions of pounds on bus gateway infrastructure incorporating Merseyside wide bus stations, bus stops and shelters and Interchange. These state of the art facilities and services require state of the art operational processes and customer facing staff. These processes and services have been developed over the years (with the team) with substantive support and investment from the organisation. There has also been investment in people through the corporate the learning and development strategy.

Therefore the main reason for seeking accreditation against Customer Service Excellence for the bus gateway was one of ratifying what we had developed over the years internally for the customer service and operating arrangements by comparing these with a customer excellence external accreditation process.

The bus gateway achieved compliance in all 57 elements of the standards with no development needs identified.

The Strategy

As noted above. The overall strategy was attainment of external recognition for current practice managed and developed incrementally over a long period of time. The achievement of recognition was originally identified as a departmental objective within our corporate business planning programme



and subsequently the bus gateway piloted this as an element of the Organisation's world-class approach.



The Journey

The investment in Bus Infrastructure, delivery processes and the staff by the organisation has been substantive over many years. A key aspect of our world-class vision for the organisation is to achieve best practice through such things as effective leadership, incremental change and partnerships/ team working.

An operation as large and complex as the Merseytravel bus gateway operation (state of the art bus passenger facilities and service across a large geographical area with a wide range of designated roles and stakeholder framework) requires a systematic and incremental approach to management and change. This approach was applied to the standards and with the help of a multi disciplinary team comprising of bus gateway and corporate strategy staff.

A multi disciplinary team attended a half-day awareness session facilitated by Centre for Assessment Ltd (CFA Ltd) last year. This team then formed in January and met on a regular basis to collate the necessary evidence for compliance with the (new) standards. An informal assessment was undertaken in May 08 by Andrew Mackay from CFA Ltd and the formal assessment comprising desk top review and on site visits to meet customers staff and stakeholders was undertaken in July 2008. CFA Ltd assistance through Andrew's expertise and support was second to none.

The Result

The bus gateway achieved the Customer Service Excellence Standard in July 2008 - meeting all 57 elements of the criteria therefore having no development area.

The benefit to achieving all 57 elements of the standards is the recognition of best practice and knowing we are doing the right thing for our customers and also for our people. The knowledge that all the investment and years of hard work have been recognised against a rigorous national standard. The team are very proud of the achievement as is the organisation and its stakeholders.

Other benefits include:-

Recognition of best practice through accreditation has enhanced staff morale as well as supporting customer relations.

Managing change effectively over time.

Effective team working and project management.



Information sharing - assist colleagues within the organisation to attain recognition as an element of the organisations world class.