

## Appendix 2: Summary of changes made to the Strategy considering customer and employee feedback.

Do you think the six Principles and associated priorities in the Strategy cover the main elements of good customer service?	236 Yes ( 85%) / 40 No (15%)	
	No mention of attitude when delivering service e.g. be helpful and willing	Principle 1 to be amended to read "provide a welcoming, helpful and inclusive service".
	There is an over emphasis on digital interaction e.g. 'needs traditional ways of interacting with people as well as digital', or 'your stated principles are seriously skewed toward delivery via ever increasing digital customer interfaces'.	Change the wording in Principle 1 of 'Customer Experience Interaction Choice' to read "Inclusive Choice of How to Contact Your Council" and in Principle 3 add "Person to person contact" as an area of focus.
	Concept of confidentiality with more use of data in public places is important	Confidentiality is not overtly stated in Principle 5 on privacy and data, so will be included in Robust data management to safeguard confidentiality and personal information.
	Be green in delivery of customer service	Add 'while reducing costs and minimising our carbon footprint' to Provides element of Priority 4 on digital convenience.
	"Actually providing customer services in a timely manner and efficiently seems to have slipped down the list of priorities" "or being honest and open with a 'customer' about the likely timescale"	Change the Priority wording in Principle 6 on High Standards from 'To achieve quality standards that maximise customer satisfaction and minimise rework' to read "To achieve high standards e.g. in timeliness and quality of responses, to maximise customer satisfaction and minimise rework".
	Too much Jargon e.g. "What is MS365?" "What does Avoidable contact mean"?	Remove "Including MS365" form Principle 4. Change "Avoidable Contact and Failure Demand Management" in Principle 6 to read 'Take action to remove errors and minimise rework'.
	No thought or mention of the islands...and how council services are delivered on the islands.	Add the words and location as follows to Principle 1 "The requirement to meet all equality obligations when providing for the diversity and location of our customers"
	Accountability is missing...how will accountable persons be assessed, what happens should they fail in their accountability?	Principle 3 narrative to be changed to read" Provides a culture of openness and accountability where we provide proactive and discreet information appropriately"
	Don't quite understand why the Scottish Government digital strategy is included in the six principles as a stand alone item when no other Scottish Government strategies are included	Will retain it as it has both the rationale for maximising digital whilst also encapsulating the "No-one left behind" principle.
	Reduce paperwork and bureaucracy	Add the words "Seeking to minimise bureaucracy" to the first Charter pledge on responsive service.

Is the Customer Service Strategy for 2024-2027 clear and easy to understand?	<b>223 Yes (82%), 50 No(18%)</b>	
	Avoid use of Acronyms e.g. MS363, GDPR, ICT digital strategy	Wording reviewed and unfamiliar acronyms spelled out or removed.
	Building GDPR conformity into system and service design means what, exactly?	Reword this to "Building data protection and compliance into system and service design".
	No measurement criteria defined. So how do we know what is achieved and not achieved?	This is a strategy, so it is not appropriate to put measurement criteria in it, but there will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens.
	Very lengthy. Needs more 'short and snappy'. More Concise	There are 3 distinct Products, The Strategy, the Charter and the Action Plan. The Strategy is only 2 pages, the Charter one page. The Action Plan is rightly more detailed.

Do you have any suggestions to improve the new Customer Service Strategy for 2024-2027?	How do you measure delivery of the principles? Need to add SMART targets linked to taking action requested by residents.	This is a strategy, so it is not appropriate to put measurement criteria in it, but there will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens.
	Further explanation of what "personalised services" means.	Changed wording to "person specific services"
	Empower your people - multi skilling would avoid barriers!	Add Empowering Employees to Deliver High Standards principle as a Key area of focus. This is also a Connect for Success principle.
	Ensure all online forms can be completed online without needing to be printed and scanned to be submitted.	Have added an Action to the Action Plan under Digital Convenience at 4.7 "Audit all website forms to ensure they have an integrated eform equivalent that requires no rekeying.
	Include a commitment to provide a process for 'person to person' customer issue resolution.	Change the wording in Principle 1 of 'Customer Experience Interaction Choice' to read "Inclusive Choice of How to Contact Your Council" and in Principle 3 add "Person to person contact" as an area of focus.
	A bit more about channels being offered. Only mentions digital. What about telephone or face to face?	Change the wording in Principle 1 of 'Customer Experience Interaction Choice' to read "Inclusive Choice of How to Contact Your Council" and in Principle 3 add "Retain person to person contact options" as an area of focus.
	Put something in that shows you actually care about service on the islands.	Add "Islands Awareness" to the Be Fair and Inclusive principle under key areas of focus.
	Would it be possible to have a very local monthly council newsletter? Eg one for Bute?	Too granular for a Strategy, but will be raised separately with Comms Team.
	I would very much like to very long overdue of a digital/online booking system for the Jura Ferry's out of hours sailings. At present, a system operates, whereby bookings for an evening sailing have to be left on a answerphone!	Too granular for a Strategy, but will be raised separately with Transport and Digital Service Team
	Take a breath and relook at your CSS and focus down on 1 priority for each of your areas. Cut the length to half by stripping out duplication	There is only one priority listed under each Strategy principle, supported by a range of Key Areas of Focus.
	Principles: our customer service needs to be responsive to our customers day to day experiences in town, rural and island communities.	Change wording of 'Development of location and group based services' to "Deliver appropriate services to locations, groups and individuals" in the Be Responsive and Open principle.
	Be clear standards of customer service apply within the organisation, between teams and services.	The Strategy is primarily external customer facing, but it applies as equally to internal customers. Mission now has the word "Colleagues" added to emphasise this: "To engage effectively with <b>colleagues</b> , citizens and businesses to deliver services that work, using professionalism, customer focus and technology".

<p>Are the six commitments in the Customer Service Charter comprehensive enough, and if not, is there any pledge or standard that you think should be added?</p>	<p><b>196 Yes (73%), 71 No (37%)</b></p>	
	<p>Human contact. When people are desperate they cannot navigate a website full of possibilities but irrelevant. The quickest verbal response prevents the problem escalating.</p>	<p>Charter commitment 3 changed to read "We commit to giving customers a wide and inclusive range of ways to contact and engage with us for their convenience and preference, <b>including person to person</b> and with digital assistance available 24/7. We ask our customers to use self-service where possible</p>
	<p>A response time commitment.</p>	<p>The full response times to customer contacts can be variable depending on contact channel and complexity of the subject, so it is not appropriate to put measurement criteria in the Charter. There will be more detailed underpinning measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this</p>
	<p>I would like something on honesty, in addition to openness and transparency.</p>	<p>Honesty is a key element of the Code of Conduct however Pledge 2 has been amended to include it: Council employees will be polite, helpful, <b>honest</b> and professional when supporting customers.... Openess and transparency are referenced in principle3 of the Strategy and in Charter pledge 4 "We wish to deliver information and services in an open and transparent way".</p>
	<p>Perhaps once a year have a council "open day" to meet and greet the community??</p>	<p>Too granular for a Strategy, but will be raised separately with Comms Team.</p>
	<p>Nothing has a measure against it</p>	<p>There will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens.</p>
	<p>We could include within the last section a commitment to inform customers of what/how any improvement is happening as a result of their feedback - it's not specifically outlined</p>	<p>Charter Pledge 6 updated to now read "We ask that customers participate with us and give us their feedback and insights in a positive and helpful way <b>and we will inform of the difference this has made</b>".</p>

Do you believe the six commitments in the Customer Service Charter are fair and reasonable?	<b>246 Yes (90%), 27 No (10%)</b>	
	Too much emphasis on self-service. Not all customers know how to find solutions and just need someone to talk to. Not specific enough about proposals for those who are unable to use technology what arrangements are in place to include disabled, housebound people etc.	Charter commitment 3 changed to read "We commit to giving customers a wide and inclusive range of ways to contact and engage with us for their convenience and preference, <b>including person to person</b> and with digital assistance available 24/7. We ask our customers to use self-service where possible
	What is a 'responsive service'? What does this mean in practice, from a customer perspective? Examples might help.	It means providing a range of ways for customers to interact with us, being clear about what we can provide and how quickly we can provide it and where possible tailoring that to meet the needs of the person or group. This is in the Strategy principle "Be Responsive and Open".
	'Wide and inclusive range of ways to contact and engage with us' leans heavily towards using digital contact methods and provides no commitment to back this up with a 'person to person' contact process where required.	Charter commitment 3 changed to read "We commit to giving customers a wide and inclusive range of ways to contact and engage with us for their convenience and preference, <b>including person to person</b> and with digital assistance available 24/7. We ask our customers to use self-service where possible
	emails are not dealt with. You see it is fine for an employee to acknowledge an email but a detailed reply should follow within a reasonable time scale	The full response times to emails can be variable depending on complexity of the subject, so it is not appropriate to put measurement criteria in the Charter. There will be more detailed underpinning measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens.
	just what is customer centred engagement??what the meaning of "exercising their information" means?	Preamble changed to "using effective customer engagement and accessible technology" and also pledge 5 changed to read "We will support customers when they wish to use their information and data protection rights".
	The UNCRC becomes part of Scottish law this year and it will be necessary for public bodies to ensure that information, complaints, and services are accessible and understandable for children and young people.	As the Charter applies to all customers it would not be appropriate to have a specific mention of any single customer group, however a task has been added to the Action Plan at 1.7 regarding reviewing Customer Service delivery in light of UNCRC
	The Charter does not detail what will happen if there IS NOT respect and fair treatment or what will happen if no timescale is given	The Charter is aspirational and focuses on what the council can do with the collaborative support of customers. It is not a detailed handbook and there are supporting policies and procedures e.g. the Procedure on Unacceptable Actions by Customers.
	You are describing a Quality Management System (QMS) which would give your own customer service function a solid foundation. QMS like ISO 9001 have credibility: you don't.	The council has adopted the Customer Service Excellence Standard as its QMS for customer service and Action 6.5 in the Action Plan envisages widening its
	Respect and fair treatment is a two way channel - members a public must be informed / educated	Agrrred and this is why Charter Standard 2 stresses the need for <i>Mutual</i> respect and treatment.

Considering any dealings with the council over the past year, please tell us what was good about the experience and if there is anything you would like us to improve	<b>45 Positive (33%), 58 negative (43%), 33 Neutral (24%)</b>	
	Clearer ways to record satisfaction. It is difficult to find the appropriate section.	Will include this in the Action Plan action 2.4 "We will review the corporate customer satisfaction and other feedback mechanisms, question sets and reporting of results, using customer input and make any required improvements to our approach".
	I find it very worrying that there is no 'commitment' here to ensure that this 'person to person' contact capability will be retained in the future.	Charter commitment 3 changed to read "We commit to giving customers a wide and inclusive range of ways to contact and engage with us for their convenience and preference, <b>including person to person</b> and with digital assistance available 24/7. We ask our customers to use self-service where possible
	Make sure communication is regular especially if there is an unusual occurrence or emergency	We are trying to move away from customer communication which has overtones of the council speaking at citizens, whereas customer engagement is more about speaking and collaborating with citizens and communities. This was the approach during the recent weather events that badly affected specific areas and solutions were proposed based on citizen input.
	Please provide data on what was good and what was bad and why you have written this nonsense with no data referenced at all.	The preamble to the strategy contained some data on customer contact volumes etc. and Principle 6 on delivering High Standards has "Effective Performance Data insights, checks and analysis" as a Key Area of focus, with Charter Pledge 6 saying "We will continually strive to improve our service based on feedback from customers and analysis of data from satisfaction surveys, engagement patterns and comparisons with other councils".
	If something is going to take a long time to resolve, could there be updates? Even if it's just to say that whoever the member of staff is trying to contact about the correspondent's issue has not got back to them yet	Keeping customers informed proactively is part of Strategy Principle 3 "A culture of openness where we provide <b>proactive</b> and discreet information appropriately". There are also a number of actions around staff training, personalised service provision and technology that will facilitate this..
	Social Work department have a long way to go as far as improving their customer service and focus strategies (How do they align with the council's)	Noted although Health and Social Partnership are responsible for their own Customer Service Strategy and Charter.

<p>The council measures customer satisfaction as the main way of checking the quality of our customer service delivery. Are there other methods or measures that you think should be used to check the quality of the council's customer service (and therefore the success of the new Customer Service Strategy and Plan)?</p>	<p>Create some kind of online "suggestions box" and then publish such suggestions in your newsletter so other residents can support worthwhile suggestions.</p>	<p>Too granular for a Strategy, but will be raised separately with Comms Team and considered in Action 2.4 which has been widened to "We will review the corporate customer satisfaction <b>and other feedback mechanisms</b>, question sets and reporting of results using customer input and make any required improvements to our approach. .</p>
	<p>Measure failure demand</p>	<p>Although not exactly the same thing there is an Action 6.2 regarding avoidable contact and this will be widened to include Failure Demand as follows: We will review and update our approach to the measurement of "Avoidable Contact" and "Failure Demand".....</p>
	<p>Independent scrutiny e.g. mystery shopping. <i>If there were more 'Mystery Shoppers' to assess the customer service provided by the local authority.</i></p>	<p>The council used to use a commercail Mystery Shopper but this was expensive and gave a small sample of experiences. We now use actual customer feedback based on a range of surveys and are going to review these in Action 2.4 of the plan. In effect these are citizen Mystery Shoppers.</p>
	<p>A card with a freephone number, given to the customer might gather more information.Also feedback where they see waste/inefficiency</p>	<p>This suggestion will be included for consideration in Action 2.4 which has been widened to "We will review the corporate customer satisfaction <b>and other feedback mechanisms</b>, question sets and reporting of results using customer input and make any required improvements to our approach. .</p>
	<p>Reporting on numbers and trends of complaints received by the council</p>	<p>There is already an Annual Complaints Report with extensive data on complaints and their trends and an Action Plan action 6.4 "We will investigate the advantages of rebuilding our Corporate Complaints Management System on a new 'low code' platform to provide a more efficient and automated system for administering and reporting on complaints".</p>
	<p>Lets have clear statistical information about what services are delivered on time and if not then how long customers are having to wait for services they pay for.</p>	<p>There will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens and this timeliness of delivery aspect will be included in that.</p>
	<p>Go out into communities and engage in real dialogue with them about what customers want from a service, how customers think this could be best delivered, whether the existing structure/offering is likely to achieve that and ask for feedback that won't just be used to fill in a report but to inform design and operation of the service in question.</p>	<p>The Community Planning Team use this approach when developing local community plans and a number of other Services also use "Charettes" for gathering feedback on location specific initiatives. The Scottish Approach to Service Design also puts real customer experience at the centre of service design and Action Plan action 2.2 will roll this out to all our process/system designers.</p>
	<p>Response times/Time to deliver services promised</p>	<p>There will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens and this timeliness of delivery aspect will be included in that.</p>

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Response times/Time to deliver services promised	There will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens and this timeliness of delivery aspect will be included in that.
The council should audit its own services to identify areas of dissatisfaction and failure and take appropriate action.	The council has an Internal Audit Team with a full programme of audits and a key consideration in all of these is delivery to customers and against standards. All have improvement plans. Perhaps Audit outcomes need to be communicated more widely to customers. This will be raised with Internal Audit and Comms.
there is no such thing as a 'high standard' - all you need to do is set the standard and then measure the extent to which you deliver services to match it. 'Quality is conformance to requirements.'	Agreed re definition of quality, but there can be varying degrees of standards. We are aiming to set a high bar for customer service; albeit that does not mean we will get it right every time. We will retain OUR COMMITMENT - To provide high quality customer care in a fair and respectful manner".
A quick questionnaire, five tick box questions of the zero to ten type on feedback to a customer enquiry done through text or email.	There will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens and speedy feedback approach will be included in that.
you should issue the equivalent of 360 appraisal to an agreed percentage of the population each year to act as a benchmark	Action Plan action 2.5 is "We will establish an annual corporate customer satisfaction survey of all key council services and analyse responses to identify areas for improvement." We have over 5,000 customers who are subscribed to complete such surveys through our Keep in the Loop service.
If you have enough website traffic consider an AI analysis of Users activities to see how they use your website and have simple thumbs up or down 'are you happy' appraisal	We have recently implemented a new simple "Did you find what you are looking for" survey on the corporate website that has over 1000 returns a month. The suggestion to use AI to help analyse these will be passed to the Web Team to consider.
Maybe measurement data on response and resolution of customer questions/requests	There will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens and this timeliness of delivery aspect will be included in that.

Please tell us any additional comment you have on the actions in the Action Plan	Could do with one about actions taken against vexatious customers	The council already has an established Procedure on Unacceptable Actions by Customers. This is still regarded as fit for purpose so no action is included to review it.
	2.5 to specifically reference transport and in particular the failings of the ferries serving Jura?	Too granular a suggestion for a Strategy Action Plan but will be passed on to Transport Team for consideration.
	1.6 is perhaps a bit vague and you could add "make any necessary changes to ensure effective delivery of community hubs"	Action updated accordingly to read "1.6 We will pilot the deployment of Community Hub based Service Point resources starting with the Kilcreggan Community Hub and make any necessary changes to ensure effective wider delivery of community hubs"
	The Action Plan covers a lot of good stuff but lacks an explicit part of the learning loop whereby feedback steps identifies gaps and improves performance	Disagree, there are numerous actions that specifically refer to improving services following review or based on feedback e.g. 1.4, 2.5, 3.2, 6.2, 6.6 etc.
	No mention of an essential back up 'person to person' process is included	Action Plan action 2.1 will be the driver for establishing this: "We will survey our customers on their post pandemic contact preferences and insights (paying particular attention to ensuring the Hard to Reach cohort of customers is adequately represented), to inform the responsive evolution of our customer
	Not enough emphasis on 'how', that is staff training and quality of staff - which is the main element in customer service and where issues arise	Staff training for a range of customer service related skills is specifically referenced in actions 1.2, 1.3, 5.4, 5.5 and 6.7. Other review activities detailed in the plan may also make their own recommendations regarding training.
	You find innovative ways to report milestones in plain english	There will be measures in the Performance Framework related to the Customer Service Charter. An Action has been added to the Action Plan at 6.3 to ensure this happens and milestone reporting will be included in that.
	You dont mention how you will use the data you collect from citizens ... just that you're going to collect it. What is the use of this, if you dont have a follow up action plan ?	Data will be anonymised and used solely to improve existing services or assist in the effective design of new ones. There is extensive reference throughout the strategy to the safeguarding of personal data.
	No mention of providing child friendly information, engaging with children and young people or ensuring your staff are aware of children's rights and their responsibilities in this area.	A task has been added to the Action Plan at 1.7 regarding reviewing Customer Service delivery in light of UNCRC
	Everything is based on " we will " there is nothing to reassure the customers or even staff if "you don't" Nothing to outline any steps that can or will be taken to correct mistakes	This forms part of core employee training and also the Complaints Management system and there are actions in the Action plan to review and improve both of these.

Are there any additional actions that you believe should be added to the Action Plan that would help the council to enhance customer service delivery to citizens and businesses?	Please provide a way of saying thanks to the Council. Our scheme was gritted when it normally isn't on the list, but there was no way of saying thanks, only complaints	There is shortly to be launched a new employee/team recognition scheme that will include a way for customers to tell us about positive outcomes, so this can be passed back to the employees responsible.
	How to engage with those who do not use the internet. Online digital services are fine but loose track of personalisation. Not all citizens have the understanding or means to access online services.	Change the wording in Principle 1 of 'Customer Experience Interaction Choice' to read "Inclusive Choice of How to Contact Your Council" and in Principle 3 add "Person to person contact" as an area of focus.
	More interaction with smaller communities and little villages who feel disconnected and forgotten	This is more for Community Planning and will be picked up in Local Outcpme Improvement Plans.
	Send your department heads out into communities served by the Council at least once a year e.g. to Community Council meetings, to actually speak to real people and respond to their questions/comments	The Community Planning Team use this approach when developing local community plans and a number of other Services also use "Charettes" for gathering feedback on location specific intitatives. The Scottish Approach to Service Design also puts real customer experience at the centre of service design and Action Plan action 2.2 will roll this out to all our process/system designers.
	if possible introduce some sooner, the dementia, trauma and Alzheimer's training especially	Customer Service Centre and Service Point Staff have all undertaken the Dementia Friendly award training and Action Plan action 1.3 states 1.3 "We will roll out appropriate mental health/neurodivergent awareness training to all service centre and service point agents including dementia awareness and
	Action to improve the service for the islands or to train the staff better about the islands	Will be included in Action Plan action 6.7 "We will fully review and update our corporate customer training for employees including the Positive Customer Care and Argyll and Bute Manager Customer Care training".
	There is nothing in your Action Plan about Accountability; surely this is vital? As a body being paid for and acting on behalf of its citizens, you should have a section on Council Accountability included in your Charter	This is laid out in detail in the Council Constitution. However Principle 3 narrative to be changed to read" Provides a culture of openness and accountability where we provide proactive and discreet information appropriately"
	Better facilities for the public to meet with the council face to face.	The council's Our Modern Workspace has already improved facilites at Islay CSP and provided a new CSP in Rothesay. Other CSPs are in the work plan, so no action is required on the Strategy Action Plan.

Please tell us any additional comments you have on whether our Strategy and Action Plan will help meet the needs of our less digitally able customers	Talk to them and publicise widely how to do this with one simple phonecall.	New Action added as Action Plan Action 3.7 "We will improve signposting to non-digital access channels for digital strugglers as part of our inclusive approach".
	As long these people can talk to a real person on a phone they should receive the necessary support so provide a printed list of whom to contact about what if need be?	New Action added as Action Plan Action 3.7 "We will improve signposting to non-digital access channels for digital strugglers as part of our inclusive approach".
	Could identify mechanisms for flagging the less digitally able at early stage in planning of interactions and so motivate ways to assist ?	Training on Scottish approach to Service Design, should ensure provision is made for less digitally able customers. See also Action 4.6 regarding making greater use of instructional videos and animations to help digital strugglers.
	Provide training if that is acceptable to them. There needs to be better communications available including training places for customers who want to learn digital systems	Action Plan action 1.1 will encompass this: "We will review the findings of the Audit Scotland review on Digital Exclusion due in 2024 and implement relevant customer service related recommendations."
	There still needs to be face to face direct contact	New Action added as Action Plan Action 3.7 "We will improve signposting to non-digital access channels for digital strugglers as part of our inclusive approach".
	There needs to be a greater attention to how this would link up with digital access programmes and say library access. Without some joined up thinking this isn't going to work, especially in rural areas.	Action Plan action 1.1 will encompass this: "We will review the findings of the Audit Scotland review on Digital Exclusion due in 2024 and implement relevant customer service related recommendations."
	Consider having a video button on your main website that takes people to a human being if they get stuck online.	We will include online video as a survey option in Action Plan action 2.1 "We will survey our customers on their post pandemic contact preferences and insights (paying particular attention to ensuring the Hard to Reach cohort of customers is adequately represented), to inform the responsive evolution of our customer
	Improve signposting of non digital channels e.g. do we have helplines contact details at the bottom of invoices/bills?	New Action added as Action Plan Action 3.7 "We will improve signposting to non-digital access channels for digital strugglers as part of our inclusive approach".