Assessment Report

Customer Service Excellence

Argyll and Bute Council Corporate Template Argyll and Bute Council - Customer Support Services

Successful

12 January 2023

Assessment Summary

Overview

Overall Self-assessment   Unprocessed

Overall outcome   Successful

Remote RP2 2022:
Argyll and Bute Council - Customer Support Services (CSS) has a staff complement of around 170 and has been reshaped to include a mixture of external and internal customers. The external customer functions include Service Points, Call Centre and Registration. The internal customer functions include those covering: Human Resources (HR), ICT and Web Services and Communications (Comms).

The restructure of the service has been beneficial and it remains the focal point for all Argyll and Bute customers. The commitment to deliver customer focused services is obvious and the use of the CSE standard also remains a central function in delivering continuous improvement. There is a good balance of evidence across all parts of the business and this has been updated to show the current impact. The evidence also reflects the changing aspects of service delivery following the Covid 19 pandemic.

Maintaining and analysing in-depth customer insight remains a priority, which has been enhanced by the extent of consultation and systematic customer engagement undertaken, meriting Compliance Plus at 1.2.2. The culture of customer focused service delivery is prominent and staff contribution is highly appreciated by managers and customers. The level and quality of information and access channels provided together with outstanding co-ordinated working is extremely impressive, demonstrated by Compliance Plus being awarded, over time, to each element in sub-criterion 3.3 and 3.4. Staff deliver services in an efficient, inclusive. responsive and supportive manner.

Overall, the approach to customer service delivery remains first class and recommendation for retention of the CSE accreditation is well deserved. The Standard remains fully compliant, with a further 2 compliance plus ratings added making a total of 22 as follows: 1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.3.5, 2.1.1, 2.1.5, 2.2.2, 2.2.4, 3.1.1, 3.2.1, 3.2.3, 3.3.1, 3.3.2, 3.3.3, 3.4.1, 3.4.2, 3.4.3, 4.2.1, 4.2.4 and 5.2.2.

1: Customer Insight

Criterion 1 self-assessment   Unprocessed

Criterion 1 outcome   Successful

Remote RP2 2022:   Criterion 1 is about customer insight, customer engagement and customer satisfaction. Considerable effort continues to be made to gather meaningful and in-depth data on your customer groups, which is used very effectively to identify needs and preferences, including the desire of 33% of customers wishing to use e-mail as their preferred method of communication. Such useful data has been systematically obtained through intense and varied methods of consultation and engagement which is consistently applied across all parts of your business and with all customer groups. A variety of innovative outcomes include the Members Zone, ICT Group Assets Plan and development of MS365 applications, meriting Compliance Plus at 1.2.2. You continue to analyse customer satisfaction systematically, including useful comparative data through SOCITM and have published some proactive improvements in the 'You said we did' leaflet. Other improvements have been made with My Account, Self Service Portal and the Attendance paperwork. Overall your approach to customer insight is excellent meriting the 6 Compliance plus ratings at 1.1.1, 1.1.3, 1.2.2, 1.2.1, 1.1.2 and 1.3.5.

2: The Culture of the Organisation

Criterion 2 self-assessment   Unprocessed

Criterion 2 outcome   Successful

Remote RP2 2022:   Criterion 2 is about the culture of the organisation and the emphasis on customer focus. The culture of the organisation is completely customer focused throughout and you analyse customer insight thoroughly to identify areas for improvement. The outcomes are well segmented and integrated into action plans, which includes the introduction of working groups and webinars. You continue to provide totally secure services through thorough and tight processes, including some innovative work with funeral directors. You rightly take pride in still being one of only two organisations obtaining PSN accreditation. You also continue to provide a very polite and friendly service and you regard nothing is too difficult to tackle. Staff contributions are valued and appropriately rewarded through both formal and informal avenues, but there is a spirit of togetherness and co-operation across all parts of your business. Overall service delivery is culture driven, which merits the retention of Compliance Plus at 2.1.1, 2.1.5, 2.2.2 and 2.2.4.

3: Information and Access

Criterion 3 self-assessment	Unprocessed
Criterion 3 outcome	Successful

Remote RP2 2022:   Criterion 3 is about providing good communication on service delivery, being accessible to customers and having meaningful working relationship with partners.
You continue to provide a wide range of quality information including that on appropriate charges, which are set realistically. You also ensure that the information is both received and understood for both internal and external customers. You have done a lot of work to evaluate customer access channels and the information obtained on the usage of My Account was illuminating. You have addressed the concerns expressed by 300 customers on their lack of knowledge of the system. Access to the internet for schools has been improved by the increase in bandwidth. Your work with partners is wide ranging and geared to provide the best possible joined up approach. Accountability arrangements are first class to ensure uninterrupted delivery and a further example is the liaison with schools in developing a process for recruiting supply teachers. This level of heightened awareness and support merits new Compliance Plus at 3.4.2. Overall the outcome in Criterion 3 is exceptional with Compliance Plus at 3.1.1, 3.2.1, 3.2.3, 3.3.1, 3.3.2, 3.3.3, 3.4.1, 3.4.2 and 3.4.3.

4: Delivery

Criterion 4 self-assessment	Unprocessed
Criterion 4 outcome	Successful

Remote RP2 2022:   Criterion 4 is about delivering service according to set standards, measuring and analysing outcomes and dealing with problems.
The arrangements to monitor performance remains thorough and the outcomes are consistently good. You provide staff with the tools and support to deliver at this level and there is also a sense of belief by staff in their own capabilities, which is recognised by customers in the feedback received. The complaints system is well embedded and staff are trusted and take responsibility for customer concerns raised. You are also prepared to influence change in the complaints system and were active with the integration of the Social Care process into the Argyll & Bute corporate procedures. Overall Criterion 4 is fully compliant with Compliance Plus being retained and 4.2.1 and 4.2.4.

5: Timeliness and Quality of Service

Criterion 5 self-assessment	Unprocessed
Criterion 5 outcome	Successful

Remote RP2 2022:   Criterion 5 is about setting and performing against standards and targets for the timeliness and the quality of customer service.
Your approach to providing services on time and in a quality fashion remains totally focused. You continue to provide a wide range of information on the promises made to customers on service commitment. There is clarity and an openness in your communications. You also demonstrate this level of commitment by responding to initial enquiries promptly, with an attitude of only 'Today' will do. Likewise the level of commitment is demonstrated in the outcomes of all measures against the set standards, which show remarkable consistency across all parts of your business. Overall Criterion 5 is fully compliant with Compliance Plus being retained at 5.2.2.

1: Customer Insight

1.1: Customer Identification

1.1.1: We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS013: Using Customer Engagement Systems to Identify and Support High Risk Citizens	Assessor Acceptance:	Yes

In addition to our previously demonstrated capability to identify customer characteristics via our ACD/CRM, we partnered with Public Health Scotland to identify customers with the High Risk from covid characteristic (Shielded) to target information and services to them. This is updated fortnightly.

CSS113: Customer AUP Process and identification 2021	Assessor Acceptance:	Yes

We differentiate our customers via the information they give on the Acceptable Use Policy form that gives access to our systems. process commences which sets up new user account, allocates permissions and kit. It advises us what services/devices are required, e.g. phone, internet access.

CSS151: ICT Average Time to Resolve Incidents	Assessor Acceptance:	No

This evidence demonstrates our commitment to providing a wide range of robust and detailed information on our workforce (who are our customers in IHR), for our Senior stakeholders to inform decision making. This information is updated quarterly.

Corporate Evidence

C001: Website Visitor Report 2017	Assessor Acceptance:	Yes

Analysis of visitor usage of the website gives us an insight into activities that can inform future developments & ongoing improvement.This evidence is of our quarterly analysis of website usage with demographic breakdown by gender,age,channel preference etc that goes to our Customer Service Board

C002: Organisation Database on the CRM	Assessor Acceptance:	Yes

Our Corporate CRM not only hold comprehensive information about private customers, but also about every Organisation in Argyll and Bute and their specific characteristics. This allows us to segment them by area, organisation type etc and provided targeted services.

C113: Using CRM Customer Info For Proactive Engagement	Assessor Acceptance:	Yes

The council CRM holds comprehensive data on every customer in A&B. Ith appropriate GDPR permission we use those characteristics to send targeted information about service disruption and service changes,events and other beneficial info.Reports help us identify existing & potential target groups

1.1.1.1: We have an in-depth understanding of the characteristics of our current

Remote RP 1 2022 The evidence at CSS151 has been replaced with a Health of the Organisation Report, which provides a lot of detail on the current state of your organisation. You maintain a comprehensive range of data on a wide spectrum of channel traffic and systematically analyse and segment the data. This includes both internal and external customers and the quality of information about your customers is both deep and meaningful for delivering services efficiently and effectively. To obtain such quality of information your consultation and engagement has developed beyond the previous high standard. This clearly merits retention of Compliance Plus.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.1.1.2: and potential customer groups

Remote RP 1 2022 Likewise you pay close attention to the need for identifying future customers and their requirements. The example of introducing an exit survey for staff leaving council employment has provided you with valuable information for future recruitment and development.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.1.1.3: based on recent and reliable information.

Remote RP 1 2022 All research is highly relevant and current. The subsequent analysis and reports are shared with senior managers and stakeholders to drive forward the desire for first class service. Overall your approach to understanding customer characteristics is superb.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.1.2: We have developed customer insight about our customer groups to better understand their needs and preferences.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

New Evidence

CSS201: Face to Face Customer Analysis	Assessor Acceptance:	Yes

This shows how we used insight about customer groups that relied on face to face services and how their behaviours and needs were affected by covid so we could design services and apply resources to meet their needs efficiently.

CSS221: ICT Strategy and Emerging Customer Priorities	Assessor Acceptance:	Yes

Our Asset Management plan - Emerging Priorities extract and ICT Digital and Strategy doc reflects the preferences of the Service groups we consulted during the strategy doc compilation

CSS241: Employee Training Needs Insight	Assessor Acceptance:	Yes

We surveyed employees to gain insight about training needs and preferences, seeking to understand barriers to accessing training and preferences for learning delivery, this informed our approach for future training provision.

Corporate Evidence

C004: Your Voice Consultation 2018	Assessor Acceptance:	Yes

Throughout the summer of 2018 the council conducted a series of 9 public meetings and a webinar to gain direct insight into what our customers and communities wanted from their public services and how they felt decisions should be made

C025: Customer Care Toolkit	Assessor Acceptance:	Yes

Customer Journey Mapping gives excellent insight (Evidence C003) is now an established part of the business improvement methodology deployed council wide. It is contained in the Customer Service Toolkit that is evidenced here including a quick reference guide and case studies.

C114: 2017/18 Corporate Budget Consultation Outcomes	Assessor Acceptance:	Yes

We used customer insight about our customer groups to launch a multimedia budget consultation to inform the council's spending choices. This resulted in 770 responses and 2,500 comments. This report summarises the outcomes and the changes made to meet citizens' needs.

1.1.2.1: We have developed customer insight about our customer groups

Remote RP2 2022 Your comprehensive research and systematic analysis and segmentation of data continues to be impressive and it is interesting to note that 33% of your customers prefer to retain e-mail as their first choice channel of communication. However that is balanced with the move to providing more instant access through the development of a variety of digital channels, including promoting the use of the Self Service Portal. Your research on the future of Service Points was also illuminating and led to the structure of providing opening hours that suited the needs of customers.

Evidence Value: Fully Met

1.1.2.2: to better understand their needs and preferences.

Remote RP2 2022 All of the research and outcome solutions were aimed at providing channels that suited the needs and preferences of customers. Continued use of e-mail along side the newer channels such as Instant Messaging, Progress Reporting and the Self Service Portal has clearly demonstrated the commitment to researching, listening and implementing what customers actually need. Feedback during discussion with stakeholders, partners and customers confirms that service requirements are developed on the back of very useful and meaningful engagement. Compliance Plus is retained.

Evidence Value: Fully Met

1.1.3: 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.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliance Plus

Active Evidence

CSS018: 2016 SLA to provide services and support to Colonsay.	Assessor Acceptance:	No

Our remote small islands are challenging to support but this evidence is our 2016 SLA with the geographically hard to reach Colonsay island community for providing customer service support by providing funding, IT support and expertise from the Customer Service Centre.The SLA documents the agreement

CSS076: ICT - Connecting Scotland Project	Assessor Acceptance:	Yes

Connecting Scotland is a Scottish Government programme that gives iPads etc and support re digital skills for people who digitally excluded. We delivered Phase 1 to the Shielded with support from SCVO and volunteer 'digital champions'

CSS132: Equal access to training	Assessor Acceptance:	Yes

Particular efforts made to identify and service Employees who required to undertake mandatory training but did not have access to online learning due to the nature of their roles. Here a variety of formats for Equalities training were developed to address the needs of our non networked employees.

Corporate Evidence

C006: Website Accessibility Report and Guidance	Assessor Acceptance:	Yes

The Council's Web Team receives expert input from SOCITM (using specialist mystery shoppers),to ensure our website is as usable as possible for our visually impaired users. This evidence shows the most recent report which scored us highly as we've responsibly implemented all previous recommendations

C007: Engaging with our Gaelic speaking minority.	Assessor Acceptance:	Yes

The council area includes part of the Gaelic speaking heartland of Scotland so we make extra efforts to ensure their needs are met. This evidence shows the new 2018-22 Gaelic Action Plan with many actions to boost this marginalised community.

C038: Strategic Islands Group	Assessor Acceptance:	Yes

Our hard to reach island Communities have been given a new champion Group within the council administation. This evidence is the TORs but the most recent minute will be shown at assessment.

1.1.3.1: We make particular efforts to identify hard to reach

Remote RP3 2020: With enforced closure of the Customer Service Points serving 3000 customers, not digitally familiar, this was a major challenge. However many initiatives were introduced to reach out to the isolated customers, including the creation of a Caring for People strategy. Engagement with customers included telephone calls, firstly to those officially shielding, to establish needs and reassure customers of the support available. Other initiatives included co-ordination with the National Food Parcel programme and public health professionals. The development of the strategies for harder to reach customers included input from staff from all parts of the service. This demonstrates commitment to teamwork at its very best.
Remote RP1 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.1.3.2: and disadvantaged groups and individuals

Remote RP3 2020: The strategy to engage with disadvantaged customers, including those who were officially shielding was based upon a bespoke survey run at the outset of the Covid 19 pandemic. This established considerable data on needs and preferences, including those who could communicate more effectively through electronic channels. This valuable information assisted considerably with the allocation of iPads and Chrome Books, received under the Connecting Scotland Project. The Adult Learning Team were also involved in providing support to vulnerable customers.
Remote RP1 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.1.3.3: and have developed our services in response to their specific needs.

Remote RP3 2020: It was clear from the presented evidence and discussion with the applicant that, although the development of services was enhanced due to the Covid 19 pandemic, the on-going opportunities are maintained through comprehensive customer insight engagement. The geographic challenge faced by all in Argyll & Bute is immense but this creates a more focused incentive to reach out. The initiatives outlined above are extremely impressive and the whole approach and dedication deserves the award of a compliance plus rating.
Remote RP1 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.2: Engagement and Consultation

1.2.1: We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS019: DMT Report on CSP Service Redesign	Assessor Acceptance:	Yes

Service Points were closed for 16 months due to covid and this required a review of our Customer Service Strategy for servicing Hard to reach customers who used to use them. This report and equality impact assessment shows how that strategy was amended and a reduced face to face service introduced

CSS074: Wellbeing Strategy (2019 -2024)	Assessor Acceptance:	Yes

Our Wellbeing Strategy puts employee wellbeing at the centre of our organisation. We have used a wide range of methods to involve and engage our employees. This programme has included surveys, podcasts and a weekly wellbeing communication.

CSS118: ICT Strategy Extract - Vision and Action Plan	Assessor Acceptance:	Yes

This new ICT Strategy for 2020/24 shows how we will engage a range of internal Services using many channels to help provide an effective ICT platform from which they can deliver services. This extract shows the vision for 2020 and beyond and how it will be achieved.

Corporate Evidence

C039: MOWG on Communication	Assessor Acceptance:	Yes

In late 2017 the Council set up a Member-officer Working Gp specifically to totally review it Communication Marketing nad Web approaches to engaging all customer groups. This shows the scope and outcomes.

C049: Communication, Marketing and Web Strategy 2018-20	Assessor Acceptance:	Yes

A key outcome of the Comms MOWG (C039) was a new Communication, marketing and Web Strategy - Go to bottom of this document to see summsry of Plan on a Page.

C115: Assisted Digital Strategy 2016-19	Assessor Acceptance:	Yes

The council uses digital media to engage and involve customers but it recognises that not all have access to or can use digital media. Our Assisted Digital Strategy shows how we will help digitally disenfranchised customers by providing support appropriate to their needs, e.g. outreach support.

1.2.1.1: We have a strategy for engaging and involving customers

Remote RP1 2022 You have sound and detailed strategies in place for all wings of your organisation. They are fit for purpose and show a wide range of effective channels. You have also taken into account the impact on face-to-face restrictions and have effectively reviewed the role of front line staff at the Service Points. Feedback from stakeholders, partners and customers during discussion with the assessor indicated appreciation of the needs of customers who had previously relied heavily on direct physical contact and how service was maintained.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.2.1.2: using a range of methods

Remote RP1 2022 It is noted that the range of methods used have taken into account current restrictions, but the need for transformation has also been successfully considered. Some of the traditional survey campaigns have been suspended but very successfully replaced with on-line facilities. For example in the ICT plan there is a commitment to reviewing and enhancing digital platforms for customer and community engagement. All activity for development and improvement is embedded and integrated into your transformation agenda.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.2.1.3: appropriate to the needs of identified customer groups.

Remote RP1 2022 Your engagement strategies include both internal and external customers. Consequently the methods used are appropriate for the needs of each category. The enthusiasm in which consultation is carried out is reflected in the successful outcomes, such as the development of enhanced avenues in the Wellbeing Strategy for staff, which includes the introduction of surveys, podcasts and a weekly bulletin. Overall your engagement strategies are robust, meaningful, effective and widely used to promote the right environment for excellent service delivery. Compliance Plus is retained.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.2.2: We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliance Plus

New Evidence

CSS202: Member Zone and Sounding Board Design	Assessor Acceptance:	Yes

This evidence shows how we put member input at the heart of a new system designed to support their work and how a Sounding Board of members and officers is continuing that collaborative approach.

CSS222: ICT Group Asset Management Plan	Assessor Acceptance:	Yes

CT Group Asset Management Plan compiled using information collated from our customers in particular each customers Emerging Service Priorities. This feeds into ICT Development Plan and directly informs our future investment plans. This extract contains the Departmental Emerging Priorities

CSS242: Area Committee and Wellbeing Consultation	Assessor Acceptance:	Yes

We consulted an Area Committee on their preference for the format of performance reporting and scorecards giving options for consideration. We surveyed our customers on provision of wellbeing services and used this feedback to improve our employee assistance programme.

Corporate Evidence

C011: Customer Service Strategy 2015-19	Assessor Acceptance:	Yes

This criterion requires evidence of how Customer input shapes policy etc, so the evidence attached is the new Customer Service Strategy that was the direct result of the feedback from the CS Survey (C010), so it incorporates many of the insights customers gave us e.g. new pledges in the CS Charter.

C050: Vision Values, Outcomes Consultation	Assessor Acceptance:	Yes

As part of the new Corporate Plan creation we consulted customers on the new Vision Values and Outcomes, including even the new Council Slogan. This report shows the results and these were adopted and are now in the Plan.

C114: 2017/18 Corporate Budget Consultation Outcomes	Assessor Acceptance:	Yes

We used customer insight about our customer groups to launch a multimedia budget consultation to inform the council's spending choices. This resulted in 770 responses and 2,500 comments. This report summarises the outcomes and was published on the website.

1.2.2.1: We have made the consultation of customers integral to continually improving our service

Remote RP2 2022 You have made a specific effort to increase the intensity of consultation and engagement with stakeholders, partners and customers. The development and implementation of the Members Zone, the creation of and use of the ICT Group Assess Plan and the research on the use of applications contained within MS 365 are just a few of the outcomes from this intense dialogue, testing and implementation. This desire for consultation and engagement is shared across your organisation with a joined up approach where required. Consequently this theme and element moves to Compliance Plus.

Evidence Value: Fully Met

1.2.2.2: and we advise customers of the results and action taken.

Remote RP2 2022 All channels of communication are used effectively during consultation and to inform about the outcomes. This level of dialogue happens both formally and informally. In a recent customer satisfaction survey the level of appreciation of systems analysis increased by 2 points. Feedback from stakeholders and customers during discussion indicated high appreciation of the continued involvement and in service developments. Likewise there was high praise for the levels of communication.

Evidence Value: Fully Met

1.2.3: 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 results.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS002: Review of Death Registration Satisfaction	Assessor Acceptance:	Yes

Due to Covid restrictions the National Records of Scotland introduced a new Remote Death Registration process and our existing survey was no longer reliable as it did not take account of the new process. So we reviewed and updated it to take account of the new approach. this evidence shows results.

CSS134: Employee Survey - Homeworking	Assessor Acceptance:	Yes

The significant, sudden change to ways of working due to Covid19 required different approach to engagement with Trade Unions and of consulting with employees; this evidence is examples of both revised approaches. Also demonstrates that we listen to our internal customers and act on their feedback.

CSS166: SOCITM Annual Benchmarking and Workshop Outcomes	Assessor Acceptance:	Yes

We participate in the annual Socitm Benchmarking & Customer Satisfaction survey. The cycle begins with a workshop to review the consultation based on past year's result. This is the 2019 workshop outcome covering the SOCITM Benchmarking survey.

Corporate Evidence

C013: Departmental Reporting Against ABOIP Targets	Assessor Acceptance:	Yes

In 2018 ABC reviewed its SOA and the updated version is now known as the AB Outcome Improvement Plan. Pages 28-31 detail the commitment to Engagement and Empowerment and outcomes are on the website.

C014: Review of Citizen's Panel Arrangements 2017	Assessor Acceptance:	Yes

The council recruits 1200 demographically representative volunteers from across Argyll and Bute to be a sounding board called the Citizens Panel. These are regularly consulted on a range of matters and this report shows the CSB giving input to a review of those Citizen's Panel arrangements.

C051: Helensburgh Waterfront Major Developement Consultation review	Assessor Acceptance:	Yes

Every major development in ABC is subject to major public consultaion and the approach to each one is reviewed beforehand and the strategy updated beforehand. This is the most recent example - See Appendix 1.

1.2.3.1: We regularly review our strategies and opportunities for consulting

Remote RP3 2020: The on-going commitment to reviewing the strategies for consulting with customers is clearly evident from the presented evidence across all parts of the service. However, due to the Covid 19 pandemic specific attention was directed to a number of areas including the Death Registration Service. This became a particularly sensitive area and the normal approach was enhanced with a bespoke survey, which revealed some very valuable information, confirming that the processes in place reduced the pain of families registering a death.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

1.2.3.2: and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.

Remote RP3 2020: The Managers and Employees survey was reviewed to take account of home and remote working. During discussion with staff who had experienced home working, it was established that they were appreciative of the opportunities to comment. Some specific issues raised included the support mechanisms introduced such as weekly Microsoft Teams chats. Overall, the whole approach to reviewing strategies remains very satisfactory.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

1.3: Customer Satisfaction

1.3.1: We use reliable and accurate methods to measure customer satisfaction on a regular basis.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS037: Registration Customer Satisfaction 2021	Assessor Acceptance:	Yes

The registration service has been particularly affected by covid, so ongoing customer satisfaction monitoring is vital. This report shows both regular ongoing satisfaction checking (137 customers) and a spot survey about new remote Death registration processes (29 customers).

CSS046: New Employee Exit Survey 2021	Assessor Acceptance:	Yes

Internal Audit recommended a new approach to exit questionnaires be developed to help identify the root causes for departures. We have now developed a more reliable way of gathering information from our departing employees to measure their satisfaction while employed and completed responses analysed

CSS100: CSS100 SOCITM ICT Satisfaction Form 2018/19	Assessor Acceptance:	Yes

We have participated in the Socitm Customer Satisfaction surveys since 2005. The Socitm process is recognised across the sector as the most effective and reliable means of measuring customer satisfaction for Scottish Local Authority ICT Departments. This is the questionnaire used in the survey.

Corporate Evidence

C001: Website Visitor Report 2017	Assessor Acceptance:	Yes

Analysis of visitor feedback from a pop up survey to every 100th website visitor is included in a wider quarterly report to CSB. This evidence is of our last quarterly analysis of website usage with customer satisfaction overall and specific features such as web search.

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Yes

The council uses the CSC's Automated phone survey capability to offer every caller to CSC a survey. This report summarises the findings for FQ1 2018. Headline satisfaction was 92.6%

C118: CS Target Monitoring	Assessor Acceptance:	Yes

The Council keeps track of over30 external + internal customer satisfaction measures and reports an average quarterly to senior managers and members on the Customer Service Scorecard.This evidence shows that we have reliable internal/external trend data for 4years that can be drilled into team level

1.3.1.1: We use reliable and accurate methods to measure customer satisfaction on a regular basis.

Remote RP1 2022 Over many years you have embedded a sequence of reliable methods to obtain customer feedback on satisfaction levels. Although some activity has been suspended during the Covid restrictions, you have continued to use and develop other methods of engagement, particularly in the digital field. Procedures in Registration have been adapted to include research on the on-line facilities, which had to be introduced. The results showed some considerably high scores in areas such as professionalism, helpfulness and fair treatment. The introduction of the exit survey for staff leavers has provided reliable information for the development of HR procedures. Overall your methods are sound and appropriate. This element remains fully compliant.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

1.3.2: 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.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

New Evidence

CSS203: CET Range of Satisfaction Surveys and Outcomes	Assessor Acceptance:	Yes

The Customer Engagement Team has a range of automated satisfaction surveys across channels and use the data and feedback from them to continually improve them and publishes the outcomes.

CSS223: SOCITM Gap Analysis Improvements	Assessor Acceptance:	Yes

The Socitm Satisfaction Survey results are published in reports to ITMT, DMT & SMT. This extract shows the gap between the importance placed on certain functions by our customers and their experience of the services we deliver reducing since the last survey and an Action Plan in place.

CSS243: Training Course and Wellbeing Improvements	Assessor Acceptance:	Yes

We used the information from feedback forms completed by training course attendees to offer off-site options for 1st aid courses that cut down travelling time. We surveyed customers on provision of wellbeing services and used feedback to improve our employee assistance programme.

Corporate Evidence

C017: Argyll and Bute Customer Service Charter	Assessor Acceptance:	Yes

This evidence is a snapshot of our Website page on the Customer Service Charter, which has at the bottom of the page resources showing the outcomes of the Performance against the Charter and the move to automated surveys and quarterly analysis with improvement actions tracked by CSB.

C118: CS Target Monitoring	Assessor Acceptance:	Yes

The Council keeps track of over 30 external and internal customer satisfaction measures and reports an average quarterly to senior managers and members via the Pyramid system including improvements made in comments boxes. Key results are published on performance page of website.

C119: Departmental Performance Reporting to Customers	Assessor Acceptance:	Yes

The council reports on all aspects of service delivery including satisfaction, complaints, Consultations, improvements etc through its Quarterly performance Reports on the Website. This evidence shows this analysis and improvements.

1.3.2.1: We analyse and publicise satisfaction levels for the full range of customers

Remote RP2 2022 The commitment to providing the best possible experience and service delivery remains core to all throughout your organisation. The outcomes for not only maintaining a high level of satisfaction, but improving delivery, emanates from thorough and in-depth analysis and subsequent publishing. You also make significant use of the outcomes from research through SOCITM.

Evidence Value: Fully Met

1.3.2.2: for all main areas of our service

Remote RP2 2022 All parts of the organisation are fully committed to and involved in the analysis of customer satisfaction research, with specific expertise being used in appropriate areas. Outcomes are shared to learn from each other.

Evidence Value: Fully Met

1.3.2.3: and we have improved services as a result.

Remote RP2 2022 All issues raised are analysed to identify areas for improvement, irrespective of the level of concern. Some examples shown in the most recent 'You said we did' show the attention paid to comments on the website and how you have addressed these issues, including navigation and time to perform functions.

Evidence Value: Fully Met

1.3.3: 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.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS003: Registration Service Satisfaction Survey	Assessor Acceptance:	Yes

The Quarterly Registration Service Satisafaction Survey has specific examples of the type required - see recent example. See CSS02 above which told us we did not need specific focus on Remote death registrations.

CSS047: HR Training Satisfaction	Assessor Acceptance:	Yes

On completion of online training, Managers are invited to participate in a survey that seeks to measure their satisfaction with the delivery, timeliness, information, access of the course and their overall views on its effectiveness.

CSS101: Socitm Satisfaction Survey 2019 - Findings Report	Assessor Acceptance:	Yes

The Socitm Satisfaction questionnaire was designed following a multi-council workshop whose purpose was to review the previous year's outcomes and refine them based on user responses and the evolving needs of the business. This evidence shows the amended questionnaire following the workshop.

Corporate Evidence

C005: Face to face Service Satisfaction Report	Assessor Acceptance:	Yes

This evidence shows the report on the last satisfaction survey for the CSP FTF Service including elements of Access, Satisfaction, Quality etc.

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Yes

This evidence is the report to CSB of the outcomes of the new automated telephony satisfaction survey that customer can opt to complete and which is offered to every caller. See section 3.4.2 for questions on information quality and delivery and the high scores achieved by CSC when taking calls.

C123: Avoidable Contact Insight Analysis	Assessor Acceptance:	Yes

The council's CRM system records quality of service by measuring avoidable contacts through failure of service. This is an excellent indirect measure of customer satisfaction as every contact is in effect a disatisfied customer. It gives a huge sample to analyse and improve from.

1.3.3.1: 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,

Remote RP3 2020: The wide range of surveys carried out include appropriate questions covering the five keys areas of delivery, timeliness, information, access and the quality of customer service. This is supported by appropriate questioning at the helpdesks operating in the HR and ICT departments.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

1.3.3.2: as well as specific questions which are informed by customer insight.

Remote RP3 2020: The issues, which have arisen with the massive increase in remote and home working, have necessitated the introduction of more support including on-line training. These improvements are monitored for effectiveness at the conclusion of delivery, but also in re-vamped questionnaires.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

1.3.4: We set challenging and stretching targets for customer satisfaction and our levels are improving.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS004: CSC Team Performance Scorecard 2021-22	Assessor Acceptance:	Yes

This updated evidence shows the range of customer satisfaction measures in the Customer Engagement Team's Pyramid Scorecard, with stretching targets that have increased and generally improving performance across a range of channels. See also CSS037

CSS073: HR contracts 5 working days Target	Assessor Acceptance:	Yes

A challenging target for 2019 -2022 Service plan of 90% of all contracts to be issues within 5 days of the SCF form being received. We have exceeded that target at 98%. This is important from a customer perspective it will be the first part of their employee journey.

CSS102: Socitm Gap Analysis & Satisfaction Levels	Assessor Acceptance:	Yes

ICT uses Socitm's Satisfaction survey to monitor satisfaction levels and has a target to reduce the weighted gap in performance and increase satisfaction levels. These have from 5.4 in 2016 to 5.56 in 2018/19. Which was the last full survey before covid.

Corporate Evidence

C015: CSC Key Telephony Indicators	Assessor Acceptance:	Yes

The Customer Service Centre has challenging targets for 3 key drivers of customer satisfaction: The % of calls answered at first point of contact, % calls abandoned and success of the council's automated switchboard. All 3 show increased targets and delivery.

C118: CS Target Monitoring	Assessor Acceptance:	Yes

This evidence shows that the corporate targets for internal and external customer service have been increased as performance has increased. This is tracked via 30 different satisfaction scores on the Pyramid system across the council.

C121: Corporate Cleaning Customer Satisfaction	Assessor Acceptance:	Yes

The council's Facilities Services team measures feedback on the cleanliness of council offices and schools and catering supplied to them. It reports this through the Pyramid reporting service. The target is high at 90% but is regularly exceeded so Facilities are increasing it to 92% for 2017-18

1.3.4.1: We set challenging and stretching targets for customer satisfaction

Remote RP1 2022 In addition to setting an overall target of 90% for customer satisfaction, you set a goal to achieve well above that at every opportunity. This culture is well embedded into every wing of your organisation and feedback during discussion with stakeholders, partners and customers indicates the desire is fully appreciated and high levels of performance are expected and received.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

1.3.4.2: and our levels are improving.

Remote RP1 2022 While continually performing at a high levels, margins of improvements are narrow. Nevertheless improvements have been shown. For example Web form/email satisfaction increased by 1% and Telephony increased by 2% in 2021/22. Overall the approach to ensuring customer satisfaction levels are set, monitored and improved where appropriate, remains sound. This element remains fully compliant.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

1.3.5: We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

New Evidence

CSS204: CET Driven by Data Briefing	Assessor Acceptance:	Yes

The Customer Engagement Team uses customer derived data insights to drive operational changes, continual improvements and strategic developments across all aspects of service delivery. This briefing tells that story. See also CSS212 re MyAccount improvements.

CSS224: Implemention of ICT Servicedesk Portal	Assessor Acceptance:	Yes

Customers asked for access to ICT support outside working hours, we have developed a self service portal 24x7 to access help information and raise calls with ICT Service Desk - Portal screenshots

CSS244: Improved Attendance Paperwork Process	Assessor Acceptance:	Yes

We capture and analyse results for completion of paperwork for a return to work meeting following sickness absence. We used this to improve the customer experience by developing an efficient and simplified online process for both employees and managers.

Corporate Evidence

C019: Website Customer Behaviour and Performance Analysis Tool	Assessor Acceptance:	Yes

The council has recently invested in a new customer behaviour and performance analysis tool to replace its old Socitm's Website performance service. The new tool tracks and analyses customer web journeys allowing numerous incremental improvements based on actual behaviour, not just feedback.

C025: Customer Care Toolkit	Assessor Acceptance:	Yes

Customer Journey Mapping is now an established part of the business improvement methodology deployed council wide. It is contained in the Customer Service Toolkit that is evidenced here including a quick reference guide and case studies and makes positive changes e.g.Social Welfare (Evidence C003)

C122: Tuning the Voice Automated Switchboard	Assessor Acceptance:	Yes

The council's voice auto switchboard has a tuning/learning capability shown in this guide that allows us to examine failed customer interactions, make tuning adjustments based on phonetics and make sure the customer is successful next time.

1.3.5.1: We have made positive changes to services as a result of analysing customer experience,

Remote RP2 2022 Within the presented evidence and enhanced during discussion there are several examples of improved services. They include analysis on Data Briefing leading to improvements to My Account facilities. This has resulted in a greater use of My Account. Likewise improvements to the Self Service Portal has resulted in increased usage.

Evidence Value: Fully Met

1.3.5.2: including improved customer journeys.

Remote RP2 2022 A significant improvement on the Attendance Paperwork, which is used by managers throughout Argyll and Bute Council to handle staff absence, has received significant praise. The support provided by the HR colleagues has also been highly appreciated.

Evidence Value: Fully Met

2: The Culture of the Organisation

2.1: Leadership, Policy and Culture

2.1.1: There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS006: Council Covid Recovery Plan - Customer Service Workstream	Assessor Acceptance:	Yes

The Council established a Covid Recovery Working Group that had a number of priority workstreams. The fact that Customer Service was one of them is testament to the commitment of our council to customers.This Evidence shows the workstreams and a Highlight Report to the Group for the CS Workstream.

CSS048: Vision for the HR Service Centre 2021/2022	Assessor Acceptance:	Yes

There is commitment to creating single access point to HR Services via the HR Service Centre and transform the way people access HR services giving choice as employees, managers & colleagues. The HRSC will put people at the centre of our service delivery models to improve their customer experience.

CSS165: ICT Strategy Board and Customer Led Strategy Development	Assessor Acceptance:	Yes

Extract from ICT Steering Board shows putting the customer (Services) at the heart of service delivery & strategy.ICT Steering Board shows the intent to have customer engagement in the ICT strategy,recommendation 2.2 is for Board Members to advise on key priorities.Para 1.2. shows pan council input.

Corporate Evidence

C022: Corporate Plan, Vision, Values and Strategic Outcomes	Assessor Acceptance:	Yes

The Council's Corporate Plan, Corporate Vision and Values are underpinned by the Strategic Outcomes. These have just been updated and include a number of customer focused outcomes (highlighted yellow) that show customers are core to strategic thinking.

C026: Leadership Commitment Strategic Customer Service Board	Assessor Acceptance:	Yes

The Council's leadership has set up a Customer Service Board of senior managers to manage customer service performance, ensure the CS development plan is implemented and to promote CS training. evidence is the Boards Terms of Reference reviewed and updated in 2015 as part of the CS Strategy review

C052: Elected Leadership Policy Lead	Assessor Acceptance:	Yes

The elected council leadership has appointed specific councillors to be Policy Leads for critical areas. Rory Colville is the Policy Lead for Customer Services. He receives a monthly update on key targets and developments.

2.1.1.1: There is corporate commitment to putting the customer at the heart of service delivery

Remote RP1 2022 The commitment from senior leaders remains extremely strong and that approach permeates throughout the entire organisation. There is also a strong sense of teamwork, which stems from the encouragement of leaders to be inclusive and supportive. Digital transformation and proactive responses to the Covid pandemic are led from the top, but with a lot of input from staff across all areas of the business.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

2.1.1.2: and leaders in our organisation actively support this and advocate for customers.

Remote RP1 2022 Senior leaders and managers lead by example and they are visible, approachable, respected and offer a lot of help and encouragement. Consequently the whole ethos of delivering first class customer service is a top priority. The introduction of the Wednesday Wellbeing message is a huge encouragement to staff, particularly during the tough times of lockdown. The retention of Compliance Plus is well deserved.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

2.1.2: We use customer insight to inform policy and strategy and to prioritise service improvement activity.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

New Evidence

| **CSS205: Customer Insight Driving Customer Engagement Strategy** | Assessor Acceptance: | Yes |

The major post pandemic survey of customer engagement attitudes has driven our customer engagement strategy since - this evidence shows how and many examples of resultant improvement activities from the Strategy Action Plan.

| **CSS225: ICT GAMP Future Service Delivery Aspirations** | Assessor Acceptance: | Yes |

The ICT Group Asset Management Plan (GAMP) has a section on the Departmental Emerging Priorities, developed in conjuction with each department. This forms the basis of the ICT Department's stratgey and is used to prioritise investment plans and improvement activities.

| **CSS245: Performance Career Conversations Hybrid Working** | Assessor Acceptance: | Yes |

Two strategic policy changes have been implemented which contribute to improvements in customer experience and service delivery, we used customer insight to develop improved outcome measures and a new hybrid working policy to reflect new approaches to working.

Corporate Evidence

| **C004: Your Voice Consultation 2018** | Assessor Acceptance: | Yes |

Throughout the summer of 2018 the council conducted a series of 9 public meetings and a webinar to gain direct insight into what our customers want from the Future of their public services and how they felt decisions should be made on service delivery.

| **C027: Customer Driven Community Improvements** | Assessor Acceptance: | Yes |

Following a successful trial of participatory budgeting in 2017 the Council decided to have its entire £150k Community Grants budget allocated in this way in 2018. 4686 citizens voted and this shows the chosen projects.

| **C114: 2017/18 Corporate Budget Consultation Outcomes** | Assessor Acceptance: | Yes |

We used 770 responses and 2,500 comments of customer insight from our budget consultation to inform the council's spending choices. This report summarises the outcomes and how it was influenced by that insight.

2.1.2.1: We use customer insight to inform policy and strategy

Remote RP2 2022 The wealth of data gathered through customer insight is systematically analysed and used effectively to inform policy and strategy. The outcome from the post Covid survey shows 17 proactive actions to take forward. You have also established a number of working groups, to increase customer and staff involvement. The introduction of Staff Conversations has been appreciated as a much better way for staff and managers to assess performance.

Evidence Value: Fully Met

2.1.2.2: and to prioritise service improvement activity.

Remote RP2 2022 The analysis of the post Covid survey, in addition to identifying the 17 major areas for improvement, shows that all aspects of customer engagement are being reviewed. You have introduced a number of webinars and drop ins for customers to learn and discuss issues of concern or obtain more information. Feedback during discussion indicates that customers find the atmosphere comfortable and easy to engage.

Evidence Value: Fully Met

2.1.3: We have policies and procedures which support the right of all customers to expect excellent levels of service.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS020: CSC Fulfilment of Winter Maintenance Policy 2020	Assessor Acceptance:	Yes

CSC acts on behalf of Roads Service Helps to fulfill the Winter Maintenance Policy, using Web and the Oracle system to triage service requests using gritting treatment, standby/Daily Action Plan procedures. Ensures communities across Argyll & Bute receive service according to the approved policy.

CSS050: Recruitment Procedures	Assessor Acceptance:	Yes

Our Recruitment Policy specifies how recruiting managers and applicants applying for a role with the Council will receive a professional and satisfactory experience. In the event that someone does wish to raise an matter in relation to their experience, a complaints procedure is in place.

CSS136: ICT monthly Performance Targets	Assessor Acceptance:	Yes

ICT Service incident fix times, infrastructure availability and projects success are set in line with SOCITM benchmark targets and recorded within the Council's performance

Corporate Evidence

C016: Copy of our Customer Service Charter Poster	Assessor Acceptance:	Yes

Our Customer Service Charter tells customers what they are entitled to in terms of customer service whenever thay contact us and in whatever way they contact us. It applies corporately and is widely promotedat service points, offices and on the web (just search for Customer Chater on our A-Z)

C056: Ensuring GDPR Law and Standards are Met 2018	Assessor Acceptance:	Yes

New laws on Data Protection were introduced in May 2016 with stringent service standards on data retention, usage and consent. This shows the efforts made to ensure customer rights are met act=ross the council.

C090: Complaints Handling Procedure	Assessor Acceptance:	Yes

Our Complaints handling procedure explicitly states its aim is "We welcome and value complaints because this feedback helps us improve our services and ensures our customers are treated fairly"
This is a copy of that procedure and the Introduction explains that aim and the standards of response.

2.1.3.1: We have policies and procedures which support the right of all customers to expect excellent levels of service.

Remote RP3 2020: The sound procedures that have been in place for a number of years remain focused on customer service delivery. The information covering all aspects of customer requirements have been updated with Covid 19 related improvements such as additional staff and extended hours at helpdesk facilities. The Website and internal Hub have been updated with the amended information. Customer feedback from surveys and during discussion with the assessor, confirms that customer expectations are clearly outlined and more than matched with excellent delivery.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

2.1.4: We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of customer experience.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS007: Customer Experience through Avoidable Contact	Assessor Acceptance:	Yes

Our default position when measuring customer satisfaction in the Engagement Team is to include a question as to fairness of treatment. This evidence is a digest of that question and the responses to it across a number of survey types and how we also track it through avoidable contacts.

CSS051: Argyll and Bute Council Equalities Mainstreaming Report and Equality Outcomes 2021	Assessor Acceptance:	Yes

The IHR Performance and Improvement team ensure that equality/diversity are integrated into the organisation's day-to-day working. in order to meet our to meet our Public Sector Equality Duty: we report annually and we can assess fairness through this.

CSS060: Connecting Scotland Update and Medical wi-fi access	Assessor Acceptance:	Yes

ICT Digital Manager led the assessment and award process of all Connecting Scotland allocations Argyll and Bute ensuring devices were allocated fairly to support recipients in the various vulnerability groups identified by the Scottish Government. Council added £10k to funds.

Corporate Evidence

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Yes

As a result of CSE the council is introducing a fairness question to its corporate satisfaction surveys. This one is for anyone who calls the council's contact centre and this report shows that (3.4.2) all 68 respondents said they had been treated fairly.

C020: Automated Complaints process Satisfaction Survey	Assessor Acceptance:	Yes

In May 2017 the council set up an automated satisfaction survey for customers who have lodged a formal complaint.They are offered it 5 days after their complaint has been marked as resolved and the purpose is to evaluate how the process was for them including if they felt they were treated fairly.

C022: Corporate Plan, Vision, Values and Strategic Outcomes	Assessor Acceptance:	Yes

Argyll and Bute Community Planning Partnership is committed to promoting equality and has a key aim that people are treated fairly and with respect. This evidence shows the new ABOIP and web and hub pages with policies, guidance and training to put this into practice.

2.1.4.1: We ensure that all customers and customer groups are treated fairly

Remote RP1 2022 You ensure that all policies and procedures include the commitment to treating customers fairly, irrespective of their circumstances or community status. This has been demonstrated in a number of ways, including distribution of wi-fi devices to remote customers, engaging with vulnerable customers and ensuring all equality/diversity protocols are in place.
Remote RP2 2022 Not reviewed.

Evidence Value: **Fully Met**

2.1.4.2: and this is confirmed by feedback and the measurement of customer experience.

Remote RP1 2022 Considerable feedback has been received through a variety of channels, including consultation and engagement forums, surveys and day-to-day contact with customers at the Call Centre, ICT helpdesk, Registration and Service Points. Scores in several surveys show satisfaction rates consistently above 98% and feedback to the assessor during discussion with stakeholders, partners and customers confirms this level of service delivery. In addition scores in the most recent surveys for Registration and Customer Engagement show outcomes at 100% and 89% respectively against the question asked about fairness. Overall you ensure that all are treated very fairly and compliance is maintained.
Remote RP2 2022 Not reviewed.

Evidence Value: **Fully Met**

2.1.5: We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

New Evidence

CSS206: DPIA and Privacy Statement - Funeral Service	Assessor Acceptance:	Yes

The Registrars in Campbeltown are piloting doing funeral services in addition to wedding ceremonies. They will handle sensitive personal data so completed bit a Data Protection Impact Assessment and a Privacy Notice. Other recent DPIAs can be provided.

CSS226: PSN & Cyber Essentials Plus Certificates	Assessor Acceptance:	Yes

The Council's ICT systems and networks are accredited under the Cabinet Office's code of connection to the Public Services Network to be secure enough for the transfer of public information. The Council is one of only TWO Scottish Councils to be re-accredited for Cyber Essentials Plus.

CSS246: Disciplinary guidance and security of personal data	Assessor Acceptance:	Yes

We have procedures and a commitment of behaviours in place to protect employees privacy during the disciplinary process. We also have standard operating procedures in place for the safe transfer and storage of personal customer data during reporting and FOI processes.

Corporate Evidence

C030: Secure computer systems	Assessor Acceptance:	Yes

No employee is granted access to any council computer system until they have read the council's ICT Acceptable Use Policy (detailing customer data privacy and security) AND their Head of Service has completed the AUP form specifying what systems and what levels of access they are permitted.

C056: Ensuring GDPR Law and Standards are Met 2018	Assessor Acceptance:	Yes

New laws on Data Protection were introduced in May 2016 with stringent service standards on data retention, usage and consent. This shows the efforts made to ensure customer rights are met acRoss the council.

C068: Code of Conduct - Data Protection	Assessor Acceptance:	Yes

The UK Government introduced new standards for cyber security called Cyber Essentials. The highest standard that can be achieved is Essentials Plus and Argyll and Bute Achieved that in 2018

2.1.5.1: We protect customers' privacy both in face-to-face discussions

Remote RP2 2022 Robust policies and practices remain in place to ensure complete privacy in all face-to-face interaction. Staff are well aware of their responsibilities and customer feedback, both formally and informally, shows that customers are treated with care, sensitivity and integrity. This applies to staff in all parts of your business.

Evidence Value: Fully Met

2.1.5.2: and in the transfer and storage of customer information.

Remote RP2 2022 You are well aware of the responsibilities associated with on-line and digital information. Your procedures are extremely tight and functions carried out professionally. You are rightly proud of still being one of only two holders of the PSN accreditation. You have made specific effort to increase confidentially arrangements with funeral directors, which has been highly appreciated. Overall your whole approach to privacy remains first class, which merits retention of Compliance Plus.

Evidence Value: Fully Met

2.1.6: We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS008: Staff insight to CSP/Registration Service Redesign 2021	Assessor Acceptance:	Yes

The Dunoon Registration Service team were empowered to lead on Social Media promotion for Marriage registration Services. Did such a creative and customer focused job and won a Gold Award at the 2019 council Excellence Awards. Here is their Award Entry. Their social media sites are hugely popular

CSS052: Customer Focus in HROD Performance Mgt	Assessor Acceptance:	Yes

Our HR & OD employees demonstrated customer focus in their servicing of the Equalities Forum and in creating a statutory British Sign Language plan by ensuring hard to reach customers had full input. They are empowered to promote and improve both these important areas of customer focused work.

CSS138: ICT Strategy Development 2020	Assessor Acceptance:	Yes

The development of the Councils ICT Strategy outlines the ICT roadmap for the next years which impacts on our customers. We engage employees across other key areas of the Council to actively engage with the process and provide strategic input.

Corporate Evidence

C023: Customer Care Training	Assessor Acceptance:	Yes

The council provides comprehensive and multilevel customer care training for employees both at induction and right through to professional accreditation. This evidence shows the nature and scope of that.Recently SMT introduced a new video called Positive Customer Care that all employees must watch.

C057: 2018-21 Website Strategy	Assessor Acceptance:	Yes

In Early 2018 a number of consultations were held to inform the new Website Strategy, which was approved by SMT in May and is on the website. Staff were encouraged to influence the future and 199 did so as shown in this evidence.

C099: Employee Excellence Awards	Assessor Acceptance:	Yes

The Council has an annual Employee Awards competition with awards categories linked to corporate priorities and Every employee is encouraged to take part. One of the key recognition categories is EXCELLENT CUSTOMER SERVICE to reinforce how important this is to what we do. This is from the last event

2.1.6.1: We empower and encourage all employees to actively promote

Remote RP3 2020: The engagement strategies and management directives provide a solid platform for encouraging all staff to focus on first class service delivery. This includes bespoke development on the Website and internal Hub. Comments to the assessor from staff during discussion, indicate a sense of trust and full empowerment to deliver service to and beyond requirement.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

2.1.6.2: and participate in the customer focused culture of our organisation.

Remote RP3 2020: There is clear commitment from all, throughout this service, to be customer focused. The strategies that have been built to cope with the additional strain of the Covid 19 pandemic, have in many instances been based on staff experience. Many of these bespoke strategies revolve around digital platforms. It was established at an early stage that input at all levels was essential, so that informed decisions could be made at the highest level.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

2.2: Staff Professionalism and Attitude

2.2.1: We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS009: Digital Learning Framework, action plan and new Learning Mgt System 2022	Assessor Acceptance:	Yes

Our Digital Learning Framework sets out ambitious plans for our digital learning offering. In order to provide high quality learning for all our employees, we need a system which will provide enhanced learning features. Our new learning management system launched in January 2022.

CSS010: GDPR Mandatory Refresher Training	Assessor Acceptance:	Yes

To ensure our customer focused training for customer data privacy meets the highest standard, Corporate policy is for ALL staff to complete an online course on it. This is followed by mandatory refresher training at 2 yearly intervals as shown.

CSS027: CSC/Registration Structured Development of Employees.	Assessor Acceptance:	Yes

The CSC Agents and registrars need to be skilled in Service Knowledge and how to work on the different channels that customers contact us on. This evidence shows how we develop our agents and registrars from recruitment through to professional qualification.

Corporate Evidence

C023: Customer Care Training	Assessor Acceptance:	Yes

This evidence is the access on our intranet to customer service specific training courses for employees, including base level online self learning modules and the SQA recognised Customer Service Professional Qualification for CS professionals. 1955 employees have done this and 27 have achieved CSPQ

C032: Customer Focused Performance Appraisal & Development	Assessor Acceptance:	Yes

The corporate Performance appraisal and development system (PRD); links development to required job outcomes and core competencies required for each post. Customer focus is a competence across all posts and grades as shown by this evidence.

C070: Example Recruitment Job Description 2018	Assessor Acceptance:	Yes

Every recruitment requires a Job Description to be created specific to the new post, even temporary ones. These all include elements of customer focus and this example shows a recent new post. Every employee has a JD.

2.2.1.1: We can demonstrate our commitment to developing and delivering customer focused services through our recruitment,

Remote RP1 2022 All recruitment policies and procedures show that the focus on delivering good customer service is well embedded. In areas requiring specific skills and qualifications such as Registration, the recruitment processes are tight and appropriate.
Remote RP2 Not reviewed.

Evidence Value: Fully Met

2.2.1.2: training and development policies for staff.

Remote RP1 2022 Likewise the existing training and development procedures are well embedded. However you have taken the opportunity, particularly in the light of more home working, to develop more on-line training and development opportunities. These are prominent in areas such as induction, managing induction, freedom of information, equality/ diversity and positive customer service. The assessor spoke to a number of staff who had benefited from development opportunities. Their feedback was very positive and appreciative. Overall you provide good recruitment, training and development opportunities, consequently this element remains fully compliant.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

2.2.2: Our staff are polite and friendly to customers and have an understanding of customer needs.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

New Evidence

CSS207: Agent Evaluations Assessing Call Quality	Assessor Acceptance:	Yes

CSC have introduced a new automated Agent Evaluation quality check by supervisors of Agent Call responses to complement our exisiting customer survey checks. Politeness, Professionalism and understanding of needs are a significant part of this and score solidly over 96% in surveys and evaluations.

CSS227: ICT Customer Feedback	Assessor Acceptance:	Yes

ICT Staff are polite and friendly and understand the pressures our customers are under - examples of positive feedback on work we do when engaging with customers

CSS247: Customer focused learning, service and good feedback	Assessor Acceptance:	Yes

We provide mandatory learning to ensure all employees (including HROD), obtain good customer service skills and are equipped to assist customers in the GLAD way!

Corporate Evidence

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Yes

This survey from April 2018 shows 95.6% satisfaction with staff attitude and profressionalism and para3.4.3 has many comments on politeness and courtesy of staff.

C028: Our Polite and Friendly Standards	Assessor Acceptance:	Yes

The Council's Customer Service Charter has a specific standard on polite and friendly service and this evidence shows that and how performance against it is monitored by the Customer Service Board and it is reported on the Customer Service Scorecard with a challenging target of 96% that is being met

C032: Customer Focused Performance Appraisal & Development	Assessor Acceptance:	Yes

The corporate employee development approach has core competencies at its heart and customer focus is the first one, including 1,1,3 requiring polite customer service.

2.2.2.1: Our staff are polite and friendly to customers

Remote RP2 2022 You remain highly committed to ensuring all staff provide a polite and friendly service. This is done through robust policies and procedures but more so through the commitment and delivery by staff in all parts of your business. Positive customer feedback, both formally and informally, is a constant confirmation and the praise offered to the assessor during discussion with stakeholders, partners and customers adds to this level of appreciation.

Evidence Value: Fully Met

2.2.2.2: and have an understanding of customer needs.

Remote RP2 2022 As a consequence of this very polite and friendly approach you are able to easily establish and understand customer needs. Your agent evaluations are thorough and in-depth, which captures both very positive service delivery and areas for improvement. Likewise, the work in ICT through support and upgraded equipment and HR with the detailed training provisions, is highly appreciated by managers and staff. Overall you continue to provide a first class service, which merits retention of Compliance Plus.

Evidence Value: Fully Met

2.2.3: We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS038: Customer Engagement Team Focus and Performance During Lockdown   Assessor Acceptance: Yes

During the recent coronavirus lockdown the customer engagement team had to drastically refocus its priorities on the most vulnerable customers and on government led priorities. Evidence shows the team manager thanking the team's commitment and excellent perfomance + performance reports showing this.

CSS121: Extract PRD   Assessor Acceptance: Yes

ICT Monthly Performance Targets ex Pyramid - ICT performance in key metrics is monitored monthly and revised at ICT Management meetings and individually through the PRD process we evaluate how staff and meet needs of customers.

CSS168: Customer Focus in HROD Performance Mgt   Assessor Acceptance: Yes

The PDR process addresses how the individual employee approaches their role from a customer focus perspective and assesses that performance, with a golden thread from Service Plan to individual's PRD, much of it customer service related.

Corporate Evidence

C052: Elected Leadership Policy Lead   Assessor Acceptance: Yes

The elected council leadership has appointed specific councillors to be Policy Leads for critical areas. Rory Colville is the Policy Lead for Customer Services. He receives a monthly update on key targets and developments.

C099: Employee Excellence Awards   Assessor Acceptance: Yes

The Council has an annual Employee Awards competition with awards categories linked to corporate priorities. One of the Categories was INVOLVING AND LISTENING TO CUSTOMERS. The Screenshot below shows the award winners for all the categories and a picture from the Award Ceremony

C132: Corporate Customer Service Scorecard   Assessor Acceptance: Yes

Corporate Customer Service Scorecard is a dashboard of key customer service measures used by the Customer Service Board, Strategic Management Team and policy and Performance Committee to monitor performance. It is published internally and externally every quarter.

2.2.3.1: We prioritise customer focus at all levels of our organisation

Remote RP3 2020: The ongoing commitment to prioritise service delivery at all levels is evident. However, the efforts to maintain, and wherever possible excel on that commitment, is outlined in the actions taken to make proactive contact with customers during the Covid 16 pandemic. Over 3000 calls were made, across a variety of needs, with a further 500 follow up calls to retain the established link. This is impressive.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

2.2.3.2: and evaluate individual and team commitment through the performance management system.

Remote RP3 2020: It is acknowledged that a tremendous amount of strain was placed on resources and adjustments made to the helpdesk support by the ICT and HR departments has been appreciated. Leaders and managers have been very proactive in, not only supporting and acknowledging good work, but also by being available and taking responsibility where appropriate. There is a sense of pride throughout the service on the achievements of putting the customer first at all times.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

2.2.4: We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS008: Staff insight to CSP/Registration Service Redesign 2021	Assessor Acceptance:	Yes

Evidence CSS019 Shows the new Service Design for Face to Face Services in the post covid world and staff and Service Point Manager's were integral to infuencing that final service delivery design the operation of it. This evidence shows how that insight was achieved

CSS029: Revised Medical Redeployment Guidance	Assessor Acceptance:	Yes

Employees being supported through the medical redeployment procedure gave constructive feedback as to how they the guidance could be improved. The employees' insight led to revisions and amendments to the newly revised medical redeployment guidance.

CSS053: Staff Engagement in Development of ICT Digital Strategy	Assessor Acceptance:	Yes

There was extensive staff and manager input to preparation for the development of our new ICT and Digital Strategy and Action Plan including workshops, DMT inputs and how CAB and customer input via Client Liaison Officers.

Corporate Evidence

C031: Corporate Employee Surveys 2018	Assessor Acceptance:	Yes

Council culture is to consult staff on significant issues that affect them and the way do business and then to use the insight to change things from internal mechanisms,to communication,our corporate culture and service delivery.This evidence shows 2 large surveys that had over 1500 responds each

C035: Employee Suggestion Scheme	Assessor Acceptance:	Yes

The corporate staff suggestion scheme incentivises employees to identify and contribute ideas. managers must consider and document their reasons for accepting/ rejecting employees' ideas. It was recently promoted by The Chief Exec to relaunch.

C057: 2018-21 Website Strategy	Assessor Acceptance:	Yes

In Early 2018 a number of consultations were held to inform the new Website Strategy, which was approved by SMT in May and is on the website. Staff were encouraged to influence the future and 199 did so as shown in this evidence.

2.2.4.1: We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.

Remote RP1 2022 Staff are fully involved in using customer insight with opportunities for staff to influence policy. The pressures of the pandemic have not interrupted this approach, but enhanced the ethos of inclusion. For example, following review of footfall at Service Points by staff, resources were re-allocated. Similarly feedback from Marriage officers, resulted in more strategic planning on available resources. There is a lot of collaborative working, which drives forward change with pride throughout. Changes made in handling enquiries, on-line forms and speed of service, which have been communicated to customers. There is flexibility in how services are delivered and you learn from staff experience on home and hybrid working. You encouraged maximise effort, during difficult times, to improve customer experience. Staff contribution merits Compliance Plus.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

2.2.5: We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

New Evidence

CSS208: Doing Great Things! Comms	Assessor Acceptance:	Yes

We value and acknowledge the efforts our employees go to, to learn and deliver high standards of Service. Hence Comms have made the Doing Great Things a centre piece of the new staff website – mycouncilworks.co.uk – recognising employees' successes.

CSS209: A Culture of Recognition	Assessor Acceptance:	Yes

Customer Engagement Team Staff frequently go above and beyond to help customers and communities and to get the qualifications and training needed to ensure that they can provide the an exemplary service. It is important therefore that there is a culture of recognition in the team

CSS248: Annual Learning Award	Assessor Acceptance:	Yes

The HROD team deliver the Learning Awards, an annual ceremony where employees are recognised for their commitment and willingness to develop their talent and improve the services we provide. Our Head of Service Chairs the Awards

Corporate Evidence

C033: Employee Recognition for CS Excellence	Assessor Acceptance:	Yes

The Senior Management Team continually promote customer focus and use employee and team recognition to do this. This evidence shows the Chief Exec's Blog praising service delivery and our Hub "Celebrating Success feature which often has customer service related articles including CSE Awards!

C058: Council Leader's Report on CSE Achievers.	Assessor Acceptance:	Yes

Leaders Report on CSE: "so those teams who, like Governance and Law, have come through the process with flying colours, are to be congratulated – and thanked for their contribution to the council's business and service delivery"

C099: Employee Excellence Awards	Assessor Acceptance:	Yes

he Council has an annual Employee Awards competition with awards categories linked to corporate priorities and Every employee is encouraged to take part. One of the key recognition categories is EXCELLENT CUSTOMER SERVICE to reinforce how important this is to what we do. This is from the last event

2.2.5.1: We value the contribution our staff make to delivering customer focused services,

Remote RP2 2022 The culture of recognition continues to be provided in a variety of ways, including formal awards and personal notes of thanks. Although, throughout your organisation, staff are self-motivated, the various ways of expressing appreciation is appreciated. The process of publishing achievements by the Communications Team on the website is also appreciated.

Evidence Value: Fully Met

2.2.5.2: and leaders, managers and staff demonstrate these behaviours.

Remote RP2 2022 Leaders and managers throughout your organisation are very active in supporting staff at all levels. New recruits receive the appropriate support and at the other end of the scale, experienced staff appreciated the opportunities for development. There is an atmosphere to co-operation and togetherness throughout, which helps to promote the culture of providing the best possible customer experience.

Evidence Value: Fully Met

3: Information and Access

3.1: Range of Information

3.1.1: 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.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS001: Tell Us Once Service Information Provision (Covid)	Assessor Acceptance:	Yes

Tell Us Once is a fundamental part of Death Registration. When Covid forced Registrars to register deaths remotely we needed to find better ways to let customers know about the service and so maintain take up of it. This shows how we did that with good results

CSS079: Asset Tagging and ICT Contact Information	Assessor Acceptance:	Yes

All IT Assets are tagged with info on how to call the Service Desk, including the asset number of the device to speed issues resolution. Customised Desktop Backgrounds also contain asset tags and contact details for the ICT Servicedesk, again ensuring users can readily contact ICT.

CSS141: MyCouncilWorks website launched 2021	Assessor Acceptance:	Yes

The launch of MyCouncilWorks provided an internet rather than intranet based offering to our employees making inportant information available to them on HROD and other services and contacts. thus our non networked employees can access key information when they need it. www.mycouncilworks.co.uk

Corporate Evidence

C004: Your Voice Consultation 2018	Assessor Acceptance:	Yes

As part of its consultation on the future of public service delivery the Chief Exec and officers toured Argyll and held roadshows, telling citizens about current services and governance and asking how it might be improved.

C034: Who is in Charge?	Assessor Acceptance:	Yes

We make Customers Aware of who is in charge in the 'About Your Council' section of our website and specifically the 'See How My Council is Structured Pages' and also the information about political composition and who runs the various committees etc. This shows screenshots of relevant resources.

C124: Corporate Website Contact Us Page	Assessor Acceptance:	Yes

the Corporate Website Contact Us Page with details of the many ways that customers can get in touch with us. Please also note that all the main web pages also have a pane with easy navigation to the contact us detail.

3.1.1.1: We make information about the full range of services we provide available to our customers and potential customers,

Remote RP1 2022 You have maintain a systematic approach to providing a wide range of quality information. It is provided in a variety of ways including digitally on the website, but also through innovative channels such the development of Alexa for a variety of customers. This has been introduced through safe and secure methods and the take up was swift reaching over 1000 subscribers. You have also make specific efforts through the Tell us Once system at Registration, where a 2% increase in take up was recorded during lockdown. You have also improved communications to staff, particularly for those who have not got access to the intranet hub. Information was placed on the internet, which in some instances is available to customers in addition to staff, through My Council/Works. Overall this is a significant improvement, which warrants a Compliance Plus at 3.1.1

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.1.1.2: including how and when people can contact us,

Remote RP1 2022 All contact information is systematically provided to customers through publications such as leaflets, but much more through digital channels. Feedback from stakeholders, partners and customers during discussion with the assessor indicated that all throughout the organisation are easily contactable and make themselves available.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.1.1.3: how our services are run and who is in charge.

Remote RP1 2022 Information provided includes details on how services are run, particularly where changes are introduced. Overall the range of information provided is first class and is provided to the right people at the right time and in the right format.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.1.2: Where there is a charge for services, we tell our customers how much they will have to pay.

Applicant Self Assessment:　　　Not Rated

Compliance to Standard:　　　Compliant

New Evidence

CSS210: Effective Customer Charges Information	Assessor Acceptance:	Yes

The Customer Engagement Team is at the forefront of ensuring customers have effective charging information, across different channel types and by calculating correct fees where there are variables.

CSS228: Internal Print Charges	Assessor Acceptance:	Yes

Print Room re-charges - table of charges - all print jobs require a form to be completed by requester and copy of charges is advised and agreed before prints are done so all customers are clearly aware of charges for work needing done

CSS249: Recharges for non attendance at training	Assessor Acceptance:	Yes

If an employee cancels a place on prebooked training without the required notice, their department is recharged the cost of the course. A note advising this and the cost of the course is displayed on the booking system used by employees.

Corporate Evidence

C040: The Council's "Pay It" Facility.	Assessor Acceptance:	Yes

All invoices for council services can be paid online or via a 24/7 automated payment service or at Customer Service Points. All details are available on the website by clicking the "Pay It" button on the homepage. This evidence screenshots those web pages, which are updated with price rises.

C100: The Council's A-Z of Licences and Fees	Assessor Acceptance:	Yes

The council has various licensing powers and tells customers about these, how to apply and the licence costs via an online Licensing A-Z.

C126: Downloadable Fees and Charges	Assessor Acceptance:	Yes

The council website has a full list of all council fees and charges as authorised annually in the council budget. These are easy to find using fees and charges in the search engine. It is updated annually

3.1.2.1: Where there is a charge for services, we tell our customers how much they will have to pay.

Remote RP2 2022 Appropriate charges are set for both external and internal customers. Revision of charges are well explained and published in a variety of ways, including the website, brochures and at public locations. Customer feedback indicates complete satisfaction with the level of information provided with regard to charges being set and the ways in which payment can be made.

Evidence Value:　　　Fully Met

3.2: Quality of Information

3.2.1: We provide our customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS015: Customer Engagement Survey 2021- Outcomes Report	Assessor Acceptance:	Yes

We need to know customers' needs and preferences so they can be met. SO the evidence is the outcome of a survey of post covid customer service with insight from nearly 1000 customers that has resulted in many changes to information services See Section 2 and Action Plan.

CSS025: HR Multiple Contact Channels and roll out sessions.	Assessor Acceptance:	Yes

HROD offer a wide variety of different channels to customers through which they can be provided the information or services. These include automated information channels and mediated helplines. In 2021 drop in sessions were used frequently to update our customers on new and revised policies

CSS169: ICT Service Page on the Hub and MyCouncilWorks	Assessor Acceptance:	Yes

The Council provides a variety of guidance on the Hub on how to use ICT services including self service functions and a range of guides are available on how to best use key systems. This is now also available on MyCouncilWorks Website for secure information.

Corporate Evidence

C059: An Array of Channels	Assessor Acceptance:	Yes

This evidence shows the array of mediated and automated channels we use to inform and transact with customers. Note the volumes.

C112: Corporate Social Media Policy 2016	Assessor Acceptance:	Yes

Social Media is an increasingly important way for us to get real time information to customers and in 2018 we added Instagram to our Facebook and Twitter channels. Twitter alone has 12000 followers.

C125: Display Screen Network	Assessor Acceptance:	Yes

The council has 16 display screens across its estate in public buildings that it displays changing info on for customers who do not use the web. This evidence is the invoice for £17k for the network's recent upgrade.

3.2.1.1: We provide our customers with the information they need in ways which meet their needs and preferences,

Remote RP1 2022 You continue to provide the wide range of information in ways to suit individual needs. Those who perhaps relied on information from Service Points have been directed to receiving information through digital channels, such as Alexa, webchats and social media. You have also made significant effort to reviewing methods for providing information and the survey feedback shows positive results with customer comments such as convenient and simple.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.2.1.2: using a variety of appropriate channels.

Remote RP1 2022 The range of methods include traditional channels such as telephone messages and written communications. However significant effort has been made to expand the digital routes. This has developed through both an on-going desire for transformation but also to meet the difficulties imposed during lockdown periods. You have also taken time to consult on customer desires going forward and it is interesting to note that the top areas identified were e-mail, web based, webchat and social media. This fits in very well with your own transformation agenda. Overall your approach to information provision is excellent and continues to be developed, which merits the retention of Compliance Plus.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.2.2: We take reasonable steps to make sure our customers have received and understood the information we provide.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

New Evidence

CSS211: Message Received and Understood	Assessor Acceptance:	Yes

Our automated telephone survey asks customers about the quality of the information they received and if it met their outcome needs In the last survey 90% of 392 customer gave us the highest score for this. Supporting our Agent Evaluation (CSS007) checks on the same topics.

CSS229: ICT Security Awareness Training Mimecast	Assessor Acceptance:	Yes

We have a MimeCast service that tests whether staff have received and understood the security information they have received. It is presented in an easily understood way.

CSS250: Health of the organisation dashboard and workforce planning	Assessor Acceptance:	Yes

We have reviewed and adapted workforce reporting based on feedback from service managers. This information is published quarterly and depending on need is followed on up an annual or 6 monthly basis.

Corporate Evidence

C005: Face to face Service Satisfaction Report	Assessor Acceptance:	Yes

The Council has a suite of automated surveys and a key role of these is to check understanding and completeness of the information provided. This Oct 2017 survey explicitly asks "I received all the information that I required and it was easy to understand" and scored 91% of 77 respondents.

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Yes

As a result of CSE the council has introduced a fairness question to its corporate satisfaction surveys. This one is for anyone who calls the council's contact centre and the latest April 2018 report shows that 98% of 44 respondents affirmed they received a high quality of info

C041: Smart Assistant	Assessor Acceptance:	Yes

Smart Assistant is a new online aide which customers use to search for answers to their common council related questions .A key feature is that it checks to see if the customer has received the information they were looking for.If not the answer goes to experts in the back office to respond fully to

3.2.2.1: We take reasonable steps to make sure our customers have received

Remote RP2 2022 Sound procedures remain in place to ensure that appropriate information is received. This includes the agent evaluations at the Call Centre, checks by the ICT team and HR feedback forms on the level of information provided during training sessions. External verification is also provided through surveys and during the wide variety of consultation processes.

	Evidence Value:	Fully Met

3.2.2.2: and understood the information we provide.

Remote RP2 2022 Likewise the procedures in place include verification that the information provided is fully understood. Customer feedback is very positive with scores in the high 90's in surveys and comments such as 'gave me a lot of information, wonderful' and 'took time to explain everything'. All aspects in this element are fully compliant.

	Evidence Value:	Fully Met

3.2.3: We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of customers.

| Applicant Self Assessment: | Not Rated |
| Compliance to Standard: | Compliance Plus |

Active Evidence

CSS035: Evidence of ICT Guides and Policies on HUB Intranet	Assessor Acceptance:	Yes

ICT policies and guides have been updated on HUB to enhance customer experience and access to services.

CSS036: Meeting customers' Coronavirus Information needs.	Assessor Acceptance:	Yes

At the outbreak of the Coronavirus and lockdown the council had to meet significant, fast changing and complex information needs for citizens and businesses. This evidence shows how our website and CSC provided relevant quality info to digitally enabled and Hard to reach customers throughout.

CSS143: Coronavirus Guidance for Employees.	Assessor Acceptance:	Yes

The provision of information and updates in different formats and via different media has allowed use provide relevant and timely Covid communications and Guidance out our to our council employee customers. (INTRANET DEMO ALSO)

Corporate Evidence

C049: Communication, Marketing and Web Strategy 2018-20	Assessor Acceptance:	Yes

A key outcome of the Comms MOWG (C039) was a new Communication, marketing and Web Strategy - Go to bottom of this document to see summary of Plan on a Page.

C057: 2018-21 Website Strategy	Assessor Acceptance:	Yes

In Early 2018 a number of consultations were held to inform the new Website Strategy, which was approved by SMT in May and is on the website. Staff were encouraged to influence the future and 199 did so as shown in this evidence.

C127: New eMail and Letter Writing Guidance	Assessor Acceptance:	Yes

This is the new Guidance on eMail and letter writing developed by our Communication team for use across the organisation and which sets out best practice and standards. It is an update on a previous version that was in the Corporate Comms Strategy.

3.2.3.1: We have improved the range, content and quality of verbal,

Remote RP3 2020: Significant effort was made at the outset of the Covid 19 pandemic to establish the areas where fresh or amended information would be required. This was obtained through a major consultation exercise including both customers and staff. The outcome for verbal communications was considerable, including a programme of proactive calling and follow up contacts requiring a revamp of scripts and prompts. The outcomes from these interventions required the logging of additional outcome information on the Customer Relations Management (CRM) system.
Remote RP1 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.2.3.2: published

Remote RP3 2020: Considerable effort was also made to ensuring published information was fit for purpose. This included both internal and external publications. Areas reviewed and updated included, security issues for both customers and staff, home working implications and the best ways of maintaining digital connectivity. Both the Website and the internal Hub were upgraded to include a wider range of Frequently Asked Questions.
Remote RP1 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.2.3.3: and web based information we provide to ensure it is relevant and meets the needs of customers.

Remote RP3 2020: The Website and internal Hub are used extensively and much of the information was mirrored on both platforms. All departments in the service played their roles in developing this level of information. The Call Centre and Registration staff provided valuable customer contact needs. ICT and HR provided the background to issues needing to be addressed and Comms provided the professional touch to style and clarity. During Covid 19 specific information has been accessed 386,000 times. With a population of around 60,000 in the whole of Argyll & Bute this is a remarkable ratio of access and a testimony of the good work carried out. Overall, a splendid effort by all, which merits a compliance plus rating.
Remote RP1 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

Active Evidence

CSS026: Registration Accuracy Checking and Improvement   Assessor Acceptance: Yes

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Registration accuracy is scrupulously monitored and independently by NRS. Our Accuracy dipped in 2019 albeit only from 2.66% to 3.01% compared to 2018. Full review of practice was undertaken, evidence shows the Lessons Learned and improvement actions put in place to get the accuracy rate back up.

CSS058: Procurement Lessons Learned from Helensburgh Bus Contract Assessor Acceptance: No

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CSS073 shows most tender info is accurate and complete, but here concerns were raised surrounding a recent tender, which was cancelled and reviewed to ensure the information was accurate before being reissued.Bidders were informed a revised tender would be done after a lessons learned report.

CSS171: Vital ICT Info provided to Tactical Group During Lockdown Assessor Acceptance: Yes

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During Covid 19 national lockdown, the Council and strategic partners such as NHS participated in joint Tactical Group meetings to manage the Council's response to the pandemic . ICT were asked to provide a range of information to help decision making within the group.

Corporate Evidence

C044: Fixing Avoidable Contacts   Assessor Acceptance: Yes

When a customer contact (from any channel) is due to a failure of information provision (See C123), the request is handled and classified by the CSC, who provide or arrange for the info to be provided . This is a real example of where this happened.

C113: Using CRM Customer Info For Proactive Engagement   Assessor Acceptance: Yes

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The council CRM holds comprehensive data on every customer in A&B. We use those characteristics to send targeted information about service disruption, service change and info provision failure e.g. it was used to notify customers of incorrect bin calendars.

C123: Avoidable Contact Insight Analysis   Assessor Acceptance: Yes

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The corporate approach for identifying and analysing failure demand or avoidable contact includes a specific measure for information provision failure e.g.when customers contact us about not being given info or given bad information. inFQ1 2018 there were 38/48327 contacts,info is largely accurate

3.2.4.1: We can demonstrate that information we provide to our customers is accurate and complete,

Remote RP3 2020: CSS 058 is replaced with fresh evidence on the Health of the Organisation reports, which shows how information is validated before being submitted to senior managers. This process has identified a number of improvements, including information being provided to stakeholders. The evidence on the checks for accuracy with Registration processes, which showed a very slight drop in performance, demonstrates the effectiveness of these monitoring measures. Although the dip was small, remedial action was taken in the form of training workshops and additional checks introduced.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

3.2.4.2: and that when this is not the case we advise customers when they will receive the information they requested.

Remote RP3 2020: It is clear from presented evidence and discussion with managers and staff that where information is not complete or accurate at the outset, procedures are in place to ensure customers are kept informed of progress. This was particularly important during the Covid 19 pandemic and the structures were enhanced with the creation of various levels of tactical groups. These groups met regularly, daily, at the outset of the pandemic, to review information being provided to the next level.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

3.3: Access

3.3.1: We make our services easily accessible to all customers through provision of a range of alternative channels.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliance Plus

Active Evidence

CSS059: Comms Team Alternative Channel Information Provision	Assessor Acceptance:	Yes

We provide Comms to our customers in a range of alternative ways from a Weekly News Round Up to out of hours Social Media Posts on hot topics. This is in addition to our normal in hours comms service.

CSS083: Provision of Zoom based meeting facilities	Assessor Acceptance:	Yes

This shows provision of Zoom meetings functionality for Live Argyll who had requirement to reassign duties of staff to host Zoom based training and fitness classes via Zoom app. This alsi required provision of a mobile device solution.

CSS162: Our New ALEXA Channel and service.	Assessor Acceptance:	Yes

Part of our Digital Inclusion agenda influenced by the survey at CSS013 was the provision of a new channel - ALEXA smart speaker access to council information. This Evidence shows its introduction in July 2021 and take up by over 1000 customers

Corporate Evidence

C041: Smart Assistant	Assessor Acceptance:	Yes

The council has introduced a new Smart Assistant Service on its website to assist people who are less digitally able or who cannot find the info they. Need. It works out of hours when webchat is not available and if the customer still cannot find what they need it notifies an agent to help them.

C059: An Array of Channels	Assessor Acceptance:	Yes

This evidence shows the array of mediated and automated channels we use to inform and transact with customers. Note the alternative channels such as voiceforms.

C115: Assisted Digital Strategy 2016-19	Assessor Acceptance:	Yes

.The council has a current Assisted Digital Strategy and action plan that shows how we recognise and will address the needs of those who are hard to reach and who have difficulty contacting us via the Web.

3.3.1.1: We make our services easily accessible to all customers through provision of a range of alternative channels.

Remote RP1 2022 You continue to provide the wide range of services in an easy and accessible way. Although lockdown restrictions created some difficulties for customers, particularly those in remote locations who relied heavily of Service Point facilities, you have more than compensated with the introduction of innovative digital channels. The introduction of Alexa, again is a good example here. However for your wider range of customer groups such as stakeholders and partners, you have reviewed the use of technology such as MS Teams, Skype Business, Google and MS 365 to provide alternative access and communication channels. Feedback to the assessor during discussion indicates that these developments are highly appreciative and efficient. Overall your whole approach to providing accessible services is superb and merits the retention of Compliance Plus.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value:	Fully Met

3.3.2: We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements, and offer better choices

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

New Evidence

CSS212: MyAccount Survey and Improvement Plan	Assessor Acceptance:	Yes

Our 13,000 customers subscribe to our personalised web service; MyAccount but only 25% used it regularly so we surveyed them and to see what could be done to improve it and other digital offerings. Attached Report details findings and Improvement Plan. See also CSS204

CSS230: Bandwidth Analysis in Schools	Assessor Acceptance:	Yes

To improve digital services to schools and other sites ICT did a bandwidth analysis and service availability check to determine the appropriate circuits for each school. The SWAN contract allows upgrades to circuits where the national infrastructure and budgets allow.

CSS251: Improvements to wellbeing access on MCW	Assessor Acceptance:	Yes

Customers currently access wellbeing content via two routes. We have established the most popular and are making changes to improve and increase the content that is provided. We have thought about the information that customers need and the easiest way for them to access it.

Corporate Evidence

C043: 2018 Channel Shift Report	Assessor Acceptance:	Yes

This report shows the continual analysis that we undertake to check how customers are contacting the council and the ever increasing shift to digital channels. It captures the new digital channel choices we have offered such as webchat, smart assistant and voice forms.

C063: Advice Services Review	Assessor Acceptance:	Yes

In 2018 the council carried out a full review of its face to face advice services such as Welfare Rights, Homelessness and debt counselling - this report details the new approach using partner outlets for best value.

C107: SOCITM Feedback and Our Response	Assessor Acceptance:	Yes

The SOCITM Annual assessment of our website gives us a benchmark against other councils and great feedback on where we can improve. This evidence shows the outcome of the 2018 Assessment and an example action plan for recycling that we put in place to enhance the service.

3.3.2.1: We evaluate how customers interact with the organisation through access channels

Remote RP2 2022 You continue to make considerable effort to evaluate interaction through access channels. This includes web based activity, digital routes, telephony and face-to-face. The evaluation is carried out in all parts of your business, and the outcomes are used to identify areas for improvement, such as .....

Evidence Value: **Fully Met**

3.3.2.2: and we use this information to identify possible service improvements,

Remote RP2 2022 .... the review of My Account. In a recent review 300 customers said they did not use it fully due to a lack of knowledge. A further 126 customers said the system is complex. Consequently an action plan has been developed to assist customers with their concerns. Some schools have indicated that the bandwidth for IT was inadequate and a programme of enhancement has been implemented with in many instances the bandwidth has been doubled. Customer feedback has been very positive with comments such as 'loving it'. This level of activity merits the retention of Compliance Plus.

Evidence Value: **Fully Met**

3.3.2.3: and offer better choices

Remote RP2 2022 Service improvements include the provision of choice for customers. Some examples include the provision of two factor authentication for some internet activities and providing the choice of traditional forms of access alongside modern digital applications.

Evidence Value: **Fully Met**

3.3.3: We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS040: Covid Secure Premises for Customers	Assessor Acceptance:	Yes

The Council completed Risk Assessments for all its buildings and implemented many Covid Secure Changes. This evidence shows the measures implemented ay Helensburgh and Kilmory to make them hygeinic for customers.

CSS041: Safe and Clean Covid Secure Weddings	Assessor Acceptance:	Yes

The council had to introduce strict new protocoals to allow safe on premise weddings once lockdown was eased and 90 of these have been completed with social distance layouts, use of PPE and new cleaning arrangements.

CSS086: Customer Access to Kilmory ICT Service Desk and Kilmory Print Mail Room	Assessor Acceptance:	Yes

This evidence shows that the ICT Desktop/Service Desk room and print and mail room at Kilmory are operating in a clean and comfortable way in particular throughout recent events which provide a safe environment for our customers to engage with us

Corporate Evidence

C005: Face to face Service Satisfaction Report	Assessor Acceptance:	Yes

This recent 2017 survey of Customer Service Points had a question on whether the office that I visited was clean and tidy and 90% affirmed they were, 8% did not know and only 2% said they were not. This is a twice yearly survey and in this 46 customers gave their feedback.

C036: Customer Service Point Checklist	Assessor Acceptance:	Yes

The Customer Service Point Managers use a checklist to determine that key features of the CSPs are up to standard and conform to a corporate standard. This evidence is a copy of the 2018 checklist updated to include new kiosks

C121: Corporate Cleaning Customer Satisfaction	Assessor Acceptance:	Yes

The council's Facilities Services team measures feedback on the cleanliness of council offices and schools and catering supplied to them. It reports this through the Pyramid reporting service. The target is high at 90% but is regularly exceeded.

3.3.3.1: We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.

Remote RP3 2020: The assessor was unable to observe the processes, or view the cleanliness and comfort of premises. However, on previous visits the arrangements were very satisfactory. The evidence shows the extent to which arrangements were made and particularly for secure weddings and ceremonies, where all Covid guidelines were diligently applied. In addition, some incredible work was done to ensure the cleanliness and safety of the Mail Room facilities. While a restricted and secure area, with no access allowed to other council service staff, the arrangements are outstanding. To ensure maximum protection all mail received and printing is processed centrally. Overall, this is an impressive approach and merits the award of compliance plus.

Remote RP1 2022: Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.4: Co-operative working with other providers, partners and communities

3.4.1: We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS087: ICT Partnership Working with HSCP and NHS.	Assessor Acceptance:	Yes

This evidence shows joint working with HSCP allowing NHS Highland staff to access the Council's Carefirst system securely and a second example providing HSCP Finance improved reporting and data analysis in support of operational decisions around Care Services.

CSS144: CSC Emergency Support for NHS Highland Vaccination Hub	Assessor Acceptance:	Yes

See also evidence CSS013. In addition to work with Public Health the CSC aided NHS Highland when it was being overwhelmed with Vaccination Enquiries. This report shows how in December 2021 at short notice the CSC dealt with 2738 overflow voicemails for Argyll and Bute Citizens.

CSS145: Launch of the Employee Benefits Portal with Vivup.	Assessor Acceptance:	Yes

We worked with a partner Vivup to launch a new employee benefits portal in July 2021 and expanded to teaching staff in Aug 2021. We have plans to work in partnership in 2022 to offer our employees a wide range of benefits to support their wellbeing.

Corporate Evidence

C048: Community Planning Partnership	Assessor Acceptance:	Yes

The Council in partnership with NHS, Police, Fire & Rescue Service, 3rd Sector, Highlands and Islands Enterprise, and seeks to deliver co-ordinated services for the benefit of the residents of Argyll and Bute. This is managed through the Community Planning Partnership, which this evidence shows.

C063: Advice Services Review	Assessor Acceptance:	Yes

In 2018 the council carried out a full review of its face to face advice services such as Welfare Rights, this report details the new approach using partners such as Citizens and Money Adice. Para 7.3 shows benefits for customers.

C065: Business Growth Partnerships 2018	Assessor Acceptance:	Yes

The council works closely with Highland Island Enterprise and Enterprise Scotland to help business customers grow and prosper, this newsletter provides many recent examples.

3.4.1.1: We have made arrangements with other providers and partners to offer and supply co-ordinated services,

Remote RP1 2022 Your range of partnership working continues to be impressive and is highly effective. The support provided by your staff to ensuring the smooth running of joined up services is thorough and effective. The collaboration that exists between you and your partners is extensive and this was specifically commented upon during discussion with the assessor. You have also demonstrated the ability to assist other local councils and the example of assisting Highland Council during the vaccination role out is commendable.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.4.1.2: and these arrangements have demonstrable benefits for our customers

Remote RP1 2022 All joined up arrangements are designed to meet the needs of customers. A lot of up-front planning takes place to ensuring the best possible outcome, but where problems arise there is quick interface and resolution. Service level agreements are in place, where appropriate. You are very willing to share information with partners and the development of the Share Point facility demonstrates this commitment. You are also prepared to make use of digital channels to enhance service delivery within partnership arrangements. Overall the approach to partnership working is superb and has demonstrated service enhancement, which merits the retention of Compliance Plus.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3.4.2: We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliance Plus

New Evidence

CSS213: Customer Engagement Team Partnership SLA and MOUs	Assessor Acceptance:	Yes

The Customer Engagement Team works with a wide range of partners to provide quality services to Argyll and Bute Citizens. Accountability is describes in SLAs and MOUs evidenced here.

CSS252: Employee counselling and employee benefits service	Assessor Acceptance:	Yes

We have developed and maintain clear working arrangements with our partners providing employee support and employee benefits. We publish this information on our employee website and intranet so that employees understand who they need to contact.

Active Evidence

CSS145: Launch of the Employee Benefits Portal with Vivup.	Assessor Acceptance:	No

Evidence is the contract in relation to the ESF/BLF project Money Skills Argyll. The Council were the lead contractor and subcontracted to 8 partner organisations providing them with clear roles and responsibilities and accountability for delivering the MSA Project. Back to Back contract attached.

Corporate Evidence

C066: CPP Progress Bulletins	Assessor Acceptance:	Yes

As part of the new ABIOP arrangements we publish regular bulletins describing who is doing what to deliver the outcomes, so customers have a clear understanding.

C075: TellUs Once	Assessor Acceptance:	Yes

The Tell Us Once Service is done in conjunction with Registrars of Scotland and DWP and is designed to ensure customers who notify a birth/death only need to notify this once and the info is then cascaded to all relevant teams etc in the participating organisations. Active arrangements check quality

C090: Complaints Handling Procedure	Assessor Acceptance:	Yes

The complaints procedure documents accountability for service (e.g. the social work complaints have a different statutory process) and the demarcation with the Scottish Public Services Ombudsman who supervise quality and are 2nd tier of appeal.

3.4.2.1: We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.

Remote RP2 2022 It was agreed with the applicant that evidence at CSS145 be replaced by CSS233 which better demonstrates the joint working arrangements. CSS233 shows the detailed work carried out with local schools in developing a system for booking supply teachers. Other Service Level Agreements remain in place and are updated appropriately. There is conscious endeavour throughout your organisation to ensure joint working arrangements work efficiently, which includes appropriate liaison with the right people. Consequently this element moves to Compliance Plus.

Evidence Value:	Fully Met

3.4.3: We interact within wider communities and we can demonstrate the ways in which we support those communities.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS076: ICT - Connecting Scotland Project	Assessor Acceptance:	Yes

Connecting Scotland is a Scottish Government programme that gives iPads etc and support re digital skills for people who digitally excluded. We delivered Phase 1 to the Shielded with support from SCVO and volunteer 'digital champions'

CSS157: Caring for People & Business Covid Contact Management Processes	Assessor Acceptance:	Yes

When lockdown happened Caring for People Shielding effort was created overnight, it had to support all vulnerable groups in our communities and co-ordinate delivery of suport on the ground by council/HSCP staff and volunteers. CSC Managed that effort:CSS038 detail on volume of support delivered.

CSS172: Collage of community focused Charitable Activities	Assessor Acceptance:	Yes

Customer and Support Services employees use workplace participation to fund raise for a number of charities (local and national community based) with the support of the council they use the intranet and email service to enlist support. This evidence is a montage of some recent examples.

Corporate Evidence

C027: Customer Driven Community Improvements	Assessor Acceptance:	Yes

We interacted through participative budgetting to fund all these local projects voted for across all 4 areas, without us none would progress.

C053: Grants to Voluntary and Community Groups	Assessor Acceptance:	Yes

The Council votes a significant amount of money each year for local voluntary and community groups via Area committees. This is a screenshot of the webpage encouraging applications and providing all the info groups need to do so. It also administers a number of Windfarm Trusts, a minute is attached.

3.4.3.1: We interact within wider communities and we can demonstrate the ways in which we support those communities.

Remote RP3 2020: The collage of community focused charitable activities shows the ongoing commitment to support causes. The personal engagement and activities undertaken, show that the commitment is widespread with innovative approaches. The Covid 19 pandemic has opened up a large number of opportunities to engage and support vulnerable and isolated people. The work to reach out through the Connecting Scotland Project, in conjunction with SCVO and by the volunteer 'digital champions' is excellent. The creation of the Argyll and Bute Partnership Coronavirus Caring for People Helpline Service is another excellent example of shared responsibility. Overall the arrangements and extent of community support is worthy of a compliance plus rating. Remote RP1 2022: Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

4: Delivery

4.1: Delivery standards

4.1.1: We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

Active Evidence

CSS023: Registration Accuracy Targets	Assessor Acceptance:	Yes

National registrars of Scotland carry out annual audits and collate statistics on all LA's Registration Accuracy.The Target for Registration Accuracy is 98% but in 2020 the Pandemic put huge pressure on Death registration and guidance changed frequently. Nevertheless ABC achieved 96.6% 2 less errors

CSS078: PSN Certificate & Cyber Essentials Plus Certificate	Assessor Acceptance:	Yes

Our ICT security infrastructure is measured against the rigorous national standard for the Public Services Network, with annual accreditation. This evidence is our current certificate of compliance. for 2021/22. We have been compliant since 2018-19

CSS148: LGBF Indicators 2021	Assessor Acceptance:	Yes

HROD collates people statistics for the national benchmarking service. The LGBF tool helps to develop better measurement and comparable data as a catalyst for improving services, targeting resources and enhancing public accountability.

Corporate Evidence

C013: Departmental Reporting Against ABOIP Targets	Assessor Acceptance:	Yes

The council delivers a range of Services to national and ABOIP related targets, this shows the quarterly reports of performance for each Dept that relate to those ABOIP targets. It replaces old SOA targets.

C091: 2017/18 Corporate Complaints Report	Assessor Acceptance:	Yes

We have a number of targets for complaints that comply with SPSO guidelines, This report fully details those targets and our performance against them . It is published on the website.

C119: Departmental Performance Reporting to Customers	Assessor Acceptance:	Yes

This evidence shows the Public Performance Reporting across all our services and depts on the web, how we are doing against internal and national targets and SOA. It is regularly updated and goes to PRS Commitee & is subject to a Public Performance Reporting Improvement Plan review by Audit Scotland

4.1.1.1: We have challenging standards for our main services,

Remote RP1 2022 You continue to maintain a good range of meaningful and measurable standards across all parts of the organisation. This includes both those serving internal and external customers, where requirements are different but follow the same principles of commitment to service delivery. Some are specific to turn around targets while others major on the quality of response and outcomes. However all are appropriate to the needs of your customers. For example response rates at the Call Centre are first point resolution 82%, call answer time 40 seconds and call abandon rate is at 6.25%.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.1.1.2: which take account of our responsibility for delivering national and statutory standards and targets.

Remote RP1 2022 Where appropriate, national and statutory requirements are built into your standards. Registration is a good example where the national target for accuracy is set at 98%, which is very high despite the pressures of the pandemic being placed upon staff. It is noted that the rate of failure is 2 fewer than in the previous year. Overall the approach to setting meaningful standards is comprehensive and compliance is maintained.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.1.2: We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

New Evidence

CSS214: Customer Engagement Team Standards and their Monitoring	Assessor Acceptance:	Yes

The Customer Engagement Team has a wide range of Standards covering all contact centre activity, website effectiveness and Registration accuracy. The standards cover timeliness, quality and customer satisfaction. They are widely reported as shown here.

CSS231: ICT Performance Targets	Assessor Acceptance:	Yes

Screenshot from Pyramid performance management system shows ICT Average Fix Times for Incident resolution, all services with Pyramid access can see our published fix times and targets, we openly include monthly comments on the fix times and any other targets.

CSS253: HROD and organisation-wide performance indicators	Assessor Acceptance:	Yes

We have produced a performance indicator framework, using this for measuring our own and council performance. We publish this in our performance reporting system and the council website. Our staff receive feedback from customers in response to excellent customer service.

Corporate Evidence

C013: Departmental Reporting Against ABOIP Targets	Assessor Acceptance:	Yes

The council delivers a range of Services to national and ABOIP related targets, this shows the quarterly reports of performance for each Dept and is updated quarterly on the PPF repeorting on the website and to the P&R Committee.

C091: 2017/18 Corporate Complaints Report	Assessor Acceptance:	Yes

We have a number of targets for complaints that comply with SPSO guidelines, This report fully details those targets and our performance against them . It is published on the website.

C104: Corporate Annual Report 2017-18	Assessor Acceptance:	Yes

All key ABOIP and national indicators are monitored and reported through an annual report -this fully details The Difference We Make. It is published to community partners and on the website.

4.1.2.1: We monitor and meet our standards, key departmental and performance targets,

Remote RP2 2022 Your robust systems for monitoring performance remain in place. They are designed and fit for purpose and activity is carried out diligently. There is no fear factor in reviewing the results irrespective of the projected outcome. Overall the standards are met regularly including the very tough targets on the quality of registrations. There is clearly a desire to perform to the best possible standard.

	Evidence Value:	Fully Met

4.1.2.2: and we tell our customers about our performance.

Remote RP2 2022 Likewise the systems for informing customers about the outcomes of monitoring performance are well embedded. Formal and informal customer feedback indicates that people are well informed. This was also confirmed during discussion with stakeholders, partners and customers.

	Evidence Value:	Fully Met

4.1.3: We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS034: ICT Issues Management 2 case studies	Assessor Acceptance:	Yes

SOCITM survey 2019 feedback for respondees. We take time to respond to all feedback received, positive or negative including on our Service standards See also CSS101.

CSS123: Customer and Support Services Service Plan Target Consultation 2017-18	Assessor Acceptance:	Yes

This evidence shows employees being consulted on the reviewing and setting of targets for the year ahead. It is an email from the Head of C&SS to staff seeking their input. Also attached is a snapshot of the outcome of the consultation, which is targets in the Annual Service Plan.

CSS173: Colonsay CSP SLA and Blue Badge Service SLA 2020	Assessor Acceptance:	No

The service provided at Colonsay and Jura CSP in partnership with Colonsay Community Development Company are reviewed annually in partnership, as is that with HSCP for Blue Badge examinations. This evidence shows the SLAs icluding reviwed and agreed service standards

Corporate Evidence

C004: Your Voice Consultation 2018	Assessor Acceptance:	Yes

The Your voice public consultation on representation covers all aspects of governance including performance reporting and target monitoring.e.g this evidences the Isle of Jura Development Plan socio economic development targets.

C010: Customer Service - Customer Consultation Report	Assessor Acceptance:	Yes

All of the outcomes and targets in the new ABOIP (previously SOA) were agreed in consultation with the Community Planning Partnership and through the community consultation framework. SeeP14 for outcomes and p.28 re engagement.

C130: 2018-19 Service Plan - Customer & Support Services	Assessor Acceptance:	Yes

Every year all services follow a corporate template and deliver their Service Plans – a key feature of which is that Targets are set for every service, following consultation with key staff responsible for delivering them. Shown are the 2017/18 and 2016/16 targets for the Customer Service Centre

4.1.3.1: We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.

Remote RP3 2020: The Colonsay CSP SLA and Blue Badge Service SLA 2020 at item CSS 173 , although still valid and in place, is replaced with fresh evidence on the consultation with managers and trade union representatives on setting standards for grievance arrangements for HR policy setting. This includes the review of procedures for equality and grievance resolution. This sets the basis for a new Equality Network. The Comms department were also heavily involved in the production of the final documentation.
Remote RP1 2022: Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.2: Achieved Delivery and Outcomes

4.2.1: We agree with our customers at the outset what they can expect from the service we provide.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliance Plus

Active Evidence

CSS030: Marriage and Ceremony Guidance (COVID)	Assessor Acceptance:	Yes

Normally marriage packs and wedding brochures are issued to prospective couples re our marriage ceremonies. 2020/21 saw rapidly changing restrictions around ceremonies so Registrars made big efforts to update customers so there was less stress, friction and misunderstanding. This evidence shows how.

CSS062: Agreed roles and resps in TUPE transfer with external organisation	Assessor Acceptance:	Yes

HROD were involved in complex TUPE transfer in 2021. It was therefore important for the success of the project to agree with the external customers at an early stage what they could expect from the team members (and what they could not).

CSS151: ICT Average Time to Resolve Incidents	Assessor Acceptance:	Yes

Our commitment to provide the highest possible service standards is reflected in our performance targets, which are reviewed each year and set out in our service plan. Performance is measured and reported via the Pyramid Performance Management System and in Policy Lead updates.

Corporate Evidence

C010: Customer Service - Customer Consultation Report	Assessor Acceptance:	Yes

All of the outcomes and targets in the new ABOIP (previously SOA) show what customers can expect from the council and its community partners over the years ahead. These are reported on in the Annual Report C104.

C017: Argyll and Bute Customer Service Charter	Assessor Acceptance:	Yes

The corporate customer service charter standards clearly set out what standards customers can expect regarding service via a number of channels and it is widely publicised. The standards were determined following an extensive consultation. They will be reviewed in 2019.

C094: Corporate Complaints Leaflet	Assessor Acceptance:	Yes

The corporate complaints process has well documented timescales and stages. It was reviewed in 2017 to bring it in line with new national guidelines and this leaflet details (pages 4 and 5) the timesacles customer should expect depending on the stage the complaint is at.

4.2.1.1: We agree with our customers at the outset what they can expect from the service we provide.

Remote RP1 2022 In all parts of your business you ensure that customer expectations are clearly set out at the start of engagement. You assess needs, appreciate situations, accept circumstances, alleviate concerns and provide a first class service. You have taken into account the impact of the pandemic on a wide variety of issues including remote access, staff working from home and the fear factor of many customers. In delicate areas such as the registration of deaths, you ensured that customers were treated with the utmost care and customer feedback indicated complete satisfaction with a score of 96.35%. A further example is the dedication of the ICT help desk team, to respond to help required during the role out of new devices and home working facilities. You have maintained a very high standard in handling customer expectations and Compliance Plus is retained.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

4.2.2: We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

New Evidence

CSS215: Annual Registration Report and Satisfaction Survey outcomes	Assessor Acceptance:	Yes

Our Registration Service is second to none and our pledge to customers is to deliver a professional and caring service for Birth's Deaths and Marriages (Your Day, Your Way). The evidence below testifies to that positivity of outcome.

CSS232: ICT Customer Satisfaction & Project Scorecards	Assessor Acceptance:	Yes

The Satisfaction Survey is an opportunity for customers to score and comment on the IT Service. KPI scores are out of 7 and customers can use a free text comment box . We received many comments with most of our customers positive about outcomes

CSS254: Delivery of the employee benefits programme	Assessor Acceptance:	Yes

We committed to and delivered an employee benefits scheme. Since launch we have monitored employee engagement to ensure that the experience has been beneficial and positive for employees.

Corporate Evidence

C005: Face to face Service Satisfaction Report	Assessor Acceptance:	Yes

The Customer Service Board has commissioned a quarterly survey of customers who visit our Customer Service Points in a conscious effort to ensure these largely non-digital users continue to receive a service that meets their needs.This evidence is the Oct.2017 report shows high satisfaction level.

C117: Ongoing Web Satisfaction Surveys	Assessor Acceptance:	Yes

The council subscribes to a web survey service provided by the Society of IT Managers (SOCITM) whereby every 100th visitor to the website is invited to take a short survey on their web experience. This feedback is analysed and presented to the Customer Service Board quarterly with improvement recs.

C119: Departmental Performance Reporting to Customers	Assessor Acceptance:	Yes

The corporate Public Performance Reporting system keeps customers up to date with performance across every council service and shows service delivery across all ABOIP agreed outcomes. It reports on all the positive performance and improvement initiatives for customers. C104 details these.

4.2.2.1: We can demonstrate that we deliver the service we promised to individual customers

Remote RP2 2022 The presented evidence shows the commitment that exists throughout your organisation in delivering promises that are made throughout customer journeys. Expectations are established at the outset and adjusted where necessary along the way.

	Evidence Value:	Fully Met

4.2.2.2: and that outcomes are positive for the majority of our customers.

Remote RP2 2022 The outcomes from formal and informal channels show very positive results, which are a credit to the hard work and commitment displayed by everyone. Feedback to the assessor during discussion with stakeholders, partners and customers confirms this level of appreciation. There is a sense of belief and trust in the workforce to deliver to requirement.

	Evidence Value:	Fully Met

4.2.3: We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS070: Silktide Website Accessibilty Benchmarking	Assessor Acceptance:	Yes

New Legislation has been introduced regarding website accessibility and the Web Team used a SOCITM recommended independent auditor (Silktide) of websites to check progress and benchmark best practice to identify common issues. The Silktide score increased from 46 to 93 out of 100 in 6 months.

CSS091: Socitm benchmarking 2019 Outcome report	Assessor Acceptance:	Yes

We've participated in the Scottish Socitm Benchmarking club since 2005. The Socitm process is recognised as the most effective and reliable means of benchmarking performancefor Scottish Local Authority ICT Departments. This report shows us in top 25% in UK and improvement based in better training.

CSS152: CIPFA DWP and IRRV Benchmarking of Performance	Assessor Acceptance:	No

Benefits team benchmark using CIPFA stats, DWP comparative performance stats and at IRRV and we use these inputs to identify best practice and refine service delivery.Yellow highlights show this for collection rates, Scottish Welfare Fund and cost of collection where we excel despite our geography.

Corporate Evidence

C045: Scottish Local Gvt Digital Partnership	Assessor Acceptance:	Yes

The Council joined and cofunds the Scottish Local Gvt Digital Office, made up of most other councils & Scottish Gvt whose purpose is to benchmark digital service performance & coordinate digital development.The most recent improvement is to make all managers complete a Digital Maturity Assessment.

C107: SOCITM Feedback and Our Response	Assessor Acceptance:	Yes

The council subscribes to the national Socitm benchmark report on every council's website. This is a copy of our outcome for 17/18 and shows how we are top 5 in Scotland but can still improve e.g our online recycling info.

C136: Local Gvt Benchmarking Framework	Assessor Acceptance:	Yes

The council benchmarks its performance against all other Scottich councils across a range of service indicators and uses that information to review and improve services. E.g. cost of CT collection was above the natioanal average so we invested in a new Revs and Bens System to help drive down costs.

4.2.3.1: We can demonstrate that we benchmark our performance against that of similar or complementary organisations

Remote RP3 2020: Evidence at CSS152 is replaced with fresh documentation on Local Authority Benchmarking, particularly relating to performance on website access and outcomes on Covid 19 related arrangements. The benchmarking with the Scottish Local Government Digital Partnership (Socitm) has been a long standing arrangement and, in addition, a new arrangement has been introduced through an independent auditor.

Remote RP1 2022: Not reviewed.

Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.2.3.2: and have used that information to improve our service.

Remote RP3 2020: All benchmarking activity is thoroughly analysed to identify areas for improvement. In particular, the new work with Silktide, in relation to website access, has seen a remarkable increase in scoring from 46% to 93% within 6 months. The ongoing work with Socitm places this service within the top 25 in the UK, and has identified opportunities for sharing best practice as well as providing more training for staff, particularly around home working.

Remote RP1 2022: Not reviewed.

Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.2.4: We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliance Plus

Active Evidence

CSS064: Caring For People & Keep in the Loop Learning and Sharing Exemplars	Assessor Acceptance:	Yes

The CSC Team has been part of the West Scotland Shielding and Test and Protect Groups since April.Learning and working together to then put in place the best support practice like proactive comms. This has been so successful we were shortlisted for Smarter Working Lives and Scottish Health Awards.

CSS092: External Published Success re Benchmarking 2019	Assessor Acceptance:	Yes

Learned from SOCITM Benchmarking and CE+ standards what good practice is, adapted our service by performing well (Top Ranking in UK for Cost and Performance 2019) in Benchmarking and attaining CE+ Cyber Essentials plus, one of only a few Scottish LA's. We share this with other councils via SOCITM

CSS153: Use of Consultants to Improve Benefits Service	Assessor Acceptance:	No

The Benefits Team used ex DWP expert consultant John Giblin to review the Fraud Error Reduction Incentive Scheme. We learned from external best practice and implemented a number of improvements. This evidence shows that learning in a slide show at a team day and were shared via IRRV.

Corporate Evidence

C046: National Innovation Exchange	Assessor Acceptance:	Yes

The Scottish Government recently opened a national online innovation exchange where public bodies can publish examples of leading innovations. The council subscribes to this and has posted a number of entries from different Services. Updated evidence shows a case study on out use of Skype.

C086: Customer Service Board Minute	Assessor Acceptance:	Yes

The role of the Customer Service Board is to provide a forum for Services to work together to identify common CS problems, solutions, standards and developments. Its Service champions share best practice and continually drive forward CS excellence.This minute from July 2018 Board shows its dynamism.

C107: SOCITM Feedback and Our Response	Assessor Acceptance:	Yes

The Annual SOCITM Better connected Report evaluates the performance and compares standards of websites for all councils in the UK. We carefully scrutinise it and adopt the best practices of those councils that score better than us for specific tasks. We are the No1 exemplar council for Libraries.

4.2.4.1: We have developed and learned from best practice identified within

Remote RP3 2020: The considerable work on re-vamping guidance and procedures affected by the Covid 19 pandemic, has been thoroughly reviewed to identify areas of best practice. This has been a joint effort across all parts of the business and the introduction of HR and Comms has added a new dimension to the knowledge of existing service staff.
Remote RP1 2022: Although not formally reviewed, Compliance Plus is retained, as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

4.2.4.2: and outside our organisation,

Remote RP3 2020: CSS 153 is replaced with fresh documentation on the new managers guidance on menopause, which was identified externally. Work with the West of Scotland Shielding and Test and Protect Groups was shortlisted for Smarter Working Lives and Scottish Health Awards. Best practice is around smarter working, with improved and proactive communications. Comparisons with Socitm has provided greater insight to the cyber security world, and the work done by the ICT team merited a Cyber Essentials Plus rating. This merits a compliance plus rating. In a review, the work by the ICT team, has been recognised nationally as 3rd for cost effectiveness, 3rd for efficiency and, more rewarding, 1st overall.
Remote RP1 2022: Although not formally reviewed, Compliance Plus is retained, as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

4.2.4.3: and we publish our examples externally where appropriate.

Remote RP3 2020: All developments are consistently acknowledged and integrated into practices and procedures, which are appropriately published on the internal Hub and on the Website.
Overall, the activities in relation to learning from best practice are outstanding and merits a compliance plus rating.
Remote RP1 2022: Although not formally reviewed, Compliance Plus is retained, as nothing has arisen to indicate otherwise.
Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

4.3: Deal effectively with problems

4.3.1: We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS034: ICT Issues Management 2 case studies	Assessor Acceptance:	Yes

This shows how ICT deals effectively with system performance issues.Following introduction of MS Teams a significant number of laptops were having performance issues - so disks/memory upgrades were implemented across over 100 devices. The second shows how a network outage is updated with users.

CSS094: Performance Related issues re upgrade to our HR and Payroll system 2021	Assessor Acceptance:	Yes

We had a number of issues with performance related to our HR and Payroll systems following on from an upgrade in late 2021. Regular updates were provided and a follow up session with the external supplier arranged to ensure that action could be taken to prevent similar from occurring again.

CSS124: CET Performance Monitoring and Reporting 2021	Assessor Acceptance:	Yes

CSC/Registration/Web Performance is closely managed with monthly/quarterly reports to the Management Team, Elected Councillor Lead and via the Pyramid performance system. We notify customers directly if dips in performance affect them or via website disruption page, Keep in the loop See CSS017/045

Corporate Evidence

C113: Using CRM Customer Info For Proactive Engagement	Assessor Acceptance:	Yes

We use our new Corporate Outreach service to proactively alert customers to variations in service and unforseen disruptions that cause our service performance to dip. This is an extension to our unified disruption service and is new for 2018.

C119: Departmental Performance Reporting to Customers	Assessor Acceptance:	Yes

Our corporate PPR Reporting on the website includes reporting where our performance has dipped or not been as expected and how we aim to address this. It covers every Service and Department. This shows a recent Example.

C132: Corporate Customer Service Scorecard	Assessor Acceptance:	Yes

Our corporate customer service scorecard shows performance against standards in 4 main dashboard including indicators for whether the performance is improving or falling and has narratives explaining how the latter will be addressed. It is scrutinised by the Performance Committee of members

4.3.1.1: We identify any dips in performance against our standards

Remote RP1 2022 You continue to thoroughly and systematically monitor performance and in the process identify dips, which are analysed and reviewed. This includes, for example the ITC and HR teams reacting to feedback on issues relating to inefficient computer equipment and systems which subsequently impacted on service to customers. Similarly the Customer Service Centre, Web team and Registration also review performance. All systems are geared to improve performance and, ...
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.1.2: and explain these to customers,

Remote RP1 2022 ... explain where dips have occurred. These are explained to individual customers and customer groups in a variety of ways including on the website. Monthly, quarterly and annual reports are also issued to senior managers and stakeholders. Specific issues of a personal nature are also issued to customers directly.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.1.3: together with action we are taking to put things right and prevent further recurrence.

Remote RP1 2022 Specific information is also provided to inform customers of the action taken to resolve issues. For example where computer hardware issues arise, upgrades are arranged and explained. Similarly, software issues are also reviewed, corrected and customers informed of the appropriate timetable for update. Failures in response times at the Call Centre was identified as a staffing issue and vacancies filled as quickly as possible.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.2: 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.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

New Evidence

CSS216: Speedy CSS Complaints Resolution	Assessor Acceptance:	No

Customer Support Services adheres to the corporate complaints system but receives very few complaints – just one each in the past two recorded quarters and both were completed within SLA.

CSS255: Training centre complaints and conflict toolkit	Assessor Acceptance:	Yes

A Training Centre complaints procedure is in place and contains clear information on how the process and a commitment to providing a written response within 7 days. We have also developed a Manager's Toolkit to support line managers to handle workplace conflict and grievance at an early stage.

CSS220: Employee Quick Guide 2021	Assessor Acceptance:	Yes

CSS Staff all follow the Corporate Complaints Guidance which was updated in 2021 and is attached. New Supporting aids to enhance speed and consistency of response are letter templates - to be shown at the Assessment.

Corporate Evidence

C062: Corporate Approach to Complaints Mgt	Assessor Acceptance:	Yes

The council operates a simple to use centralised complaints process for customers with a single phone number 01546605514, a single web form and single email address for customers to use. This evidence shows the 2017 reviewed guidance on the Intranet for employees and managers that is still current.

C088: Complaints Performance Monitoring	Assessor Acceptance:	Yes

The council's focus on speedy, open complaints resolution is shown by the fact it features on the Customer Service Scorecard, used by the Senior Management Team. This gives info on resolution times and volumes and improvements made as a result of complaints. This shows the FQ4 2017/18 scorecard.

C094: Corporate Complaints Leaflet	Assessor Acceptance:	Yes

The Council's complaints procedure ensure acknowledgement letters are issued to complainants which advise of date by which response will be issued and details of the officer dealing with complaint. This is a copy of the leaflet given to customers.

4.3.2.1: We have an easy to use complaints procedure,

Remote RP2 2022 It was agreed with the applicant that evidence CSS216 be replaced with CSS218, which provides more detailed information from customers about the processes involved in complaint handling. Your systems are well embedded with clear channels of communication for customers to follow.

Evidence Value:	**Fully Met**

4.3.2.2: which includes a commitment to deal with problems fully

Remote RP2 2022 Your policies and procedures include the commitment to deal with issues fully and this is more than matched by staff in handling all levels of customer concerns. Staff are trusted to take responsibility at the outset and aim to resolve issues at the first attempt.

Evidence Value:	**Fully Met**

4.3.2.3: and solve them wherever possible within a reasonable time limit.

Remote RP2 2022 All records indicate that issues are resolved quickly, but where delays are inevitable customers are well informed about the progress of their complaint. Overall there is a commitment to deliver and learn from mistakes.

Evidence Value:	**Fully Met**

4.3.3: We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS033: Complaints Officer Guide and Reporting Manual 2020	Assessor Acceptance:	Yes

The corporate complaints management system is managed on the CRM and it is regularly updated to reflect changes in practice. The training for users is also updated and new specialist reporting guidance was created to meet user demand. This evidence shows excerpts of both.

CSS127: Annual complaints Performance Report 2019-20 etc	Assessor Acceptance:	Yes

Annual Complaints Report For 2019/20. Shows staff are empowered to deal with mistakes at stage 1 by the fact 80% were dealt with at this stage. Against that Corporate back drop only 27 complaints were received by Customer Support Services and of those 23 resolved at Stage 1, only 4 going to Stage 2

CSS154: Example of staff empowered to resolvwe a complaint in Revs and Bens	Assessor Acceptance:	No

This complaint response to a customer was written by a manager who attended the ABC Manager Complaints training and shows her empowered to remove a summary warrant and to instigate training for CSC agents on a stages in the dent recovery process. It fully explains the decision in an objective way.

Corporate Evidence

C023: Customer Care Training	Assessor Acceptance:	Yes

The council's core Positive Customer Service Training provides the core skills for handling complaints e.g. listening to what the customer's issues are,act on them,going the extra mile for resolution etc and the Mgt Training includes complaint management empowering original officer to fix issues.

C047: Complaints Co-ordinator Bulletin	Assessor Acceptance:	Yes

The Council rebuilt its Central complaint Mgt system on Oracle CRM and introduced the role of Complaints Co-ordinator to ensure that cases were actioned correctly and timeously. They receive dedicated system training and are empowered to request enhancements which are included in Update Bulletins.

C062: Corporate Approach to Complaints Mgt	Assessor Acceptance:	Yes

All staff are made aware of the corporate complaints system as part of induction and those who operate it are given full training. The second screenshot on this evidence shows the full range of supporting materials (guides etc) available to customers on the council's intranet Hub.

4.3.3.1: We give staff training and guidance to handle complaints

Remote RP3 2020: Evidence at CSS154 is replaced with fresh documentation on-line training for discipline and grievance procedures. This is in addition to the statutory training for all staff in the handling of all levels of complaint. An extensive programme of mentoring is also in place to ensure training provided is fully understood and applied.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.3.2: and to investigate them objectively,

Remote RP3 2020: The commitment to providing a high level of customer service is extended to complaint handling across all parts of the business. There is a professional approach to all levels of enquiry, and while customers are reminded of their requirements, responses are thorough but applied sensitively.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.3.3: and we can demonstrate that we empower staff to put things right.

Remote RP3 2020: The level of complaints reaching stage 2 is very low, which demonstrates the level of skill and desire to satisfy customers at the first attempt. This is a feature that permeates the entire organisation.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.4: 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.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

Active Evidence

CSS065: Published SOCITM survey comments and Hub responses.	Assessor Acceptance:	Yes

As part of our regular Socitm Customer Satisfaction surveys, we receive lots of "free standing"comments on our service from our customers. We read and respond to every comment and publish all comments and responses on the HUB.

CSS095: Revision of Suspension Guidance and Procedures	Assessor Acceptance:	Yes

Following an informal complaint a review of suspension guidance and accompanying forms was undertaken and a newly revised copy drafted and shared with our TU partners in advance of finalising.

CSS128: Complaints Reporting - Analysis and Improvement 2021	Assessor Acceptance:	Yes

The council's default approach is to use Complaints as a rich source of continual improvement. This particularly true in the Customer Engagement Team as this evidence shows. We also link into the corporate process and reporting which is also shown here.

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey	Assessor Acceptance:	Yes

We introduced a satisfaction survey to identify patterns of issues with our own complaint handling process and analyse this quarterly to identify improvements and we publicise these throught our Pyramid and online reporting systems.

C088: Complaints Performance Monitoring	Assessor Acceptance:	Yes

The council's focus on speedy, open complaints resolution is shown by the fact it features on the Customer Service Scorecard, used by the Senior Management Team. This not only gives info on resolution times, but also improvements made as a result of complaints. The scorecard is published to PRS Ctte

C123: Avoidable Contact Insight Analysis	Assessor Acceptance:	Yes

The council has sophisticated software that captures data on all failure demand or avoidable contact. These are all informal complaints and this evidence shows the capture and analysis of that data to try and prevent obvious causes of informal complaints via reports to the Customer Service Board.

4.3.4.1: We learn from any mistakes we make by identifying patterns in formal

Remote RP1 2022 Although formal complaints are rare, the opportunity is taken to learn. Serious complaints are handled corporately, but lessons are obtained from the exchanges with customers and all service providers involved in the delivery chain. All complaints or expressions of dissatisfaction continue to be logged on the CRM systems, which provides the opportunity for detailed analysis.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.4.2: and informal complaints and comments from customers

Remote RP1 2022 You also ensure that customer feedback from consultation, surveys, forums and day-to-day customer interaction is recorded. A lot of this information is also stored on the CRM system, which has been demonstrated to the assessor during several previous on-site visits.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.4.3: and use this information to improve services and publicise action taken.

Remote RP1 2022 Your presented evidence shows your willingness to review issues, irrespective of how minor they may be, to identify improvements in service delivery. This includes issues, where service delivery is provided by other parts of Argyll & Bute Council. It is noted that the analysis of surveys, such as SOCITM, are placed on the Hub for all staff to view and learn.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

4.3.5: We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

New Evidence

CSS217: Amalgamating Corporate and Social Care Complaints Systems	Assessor Acceptance:	Yes

Customer were often confused that Social Care had its own separate Complaints Process and it made extra work for staff. Both system processes have now been amalgamated and the Oracle CRM System adapted to handle both. The process and procedures below were developed with input from staff and managers

CSS218: Complaints Survey feedback and action	Assessor Acceptance:	Yes

The council surveys all customers with an upheld complaint to ask for feedback on the process and puts in place improvements where indicated. This is a case study example.

CSS256: Review of grievance procedure	Assessor Acceptance:	Yes

The Grievance Procedure (How staff complain about managers) is regularly reviewed against codes of practice taking into account feedback from employees and TU's.

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey	Assessor Acceptance:	Yes

In May 2017 the council set up an automated satisfaction survey for customers who have lodged a formal complaint.They are offered it 5 days after their complaint has been marked as resolved and the purpose is to evaluate how the process was for them including if they felt they were treated fairly

C047: Complaints Co-ordinator Bulletin	Assessor Acceptance:	Yes

The Council rebuilt its Central complaint Mgt system on Oracle CRM and introduced the role of Complaints Co-ordinator to ensure that cases were actioned correctly and timeously. They received dedicated system training and are empowered to request enhancements which are included in Update Bulletins.

C067: Complaints Annual Report 16/17	Assessor Acceptance:	Yes

We engage customers and elected members throught the production of an annual complaints report that covers process, performance and improvements. This is the most recent report and coverrs feedback from SPSO.

4.3.5.1: We regularly review and improve our complaints procedure,

Remote RP2 2022 In the main, the review of the complaints system is carried out corporately. However it is clear that you are involved in that process, particularly in relation to the integration of the Social Care system into your corporate procedures. However the HR department have reviewed the internal grievance procedures to streamline procedures for managers through the Council.

Evidence Value:	Fully Met

4.3.5.2: taking account of the views of customers, complainants and staff.

Remote RP2 2022 It was clear from the presented evidence and discussion with customers that views of all are taken into account. Customers are free to express opinion in specific complaints surveys and staff are consulted on the handling of complaints. Overall the complaints system works well.

Evidence Value:	Fully Met

4.3.6: We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS129: Feedback from Customer on complaints	Assessor Acceptance:	Yes

In addition to an automated survey Emails showing we asked customers if outcome was ok for them C&SS officers often contact the customer to check that the outcome and process has been satisfactory. These are some real examples.

CSS130: CSS Complaint Survey Outcome Management	Assessor Acceptance:	Yes

Following the CSE Pre-Assessment CSS implemented a new automated complainant survey for ALL corporate complaints. Every complainant can now tell us their thoughts on the process as well as service improvements. This evidence shows that input being analysed and followed up.

CSS175: Survey Analysis and Feedback to Complaint Managers	Assessor Acceptance:	Yes

Outcomes of Complainant feedback on the complaint process (CSS130) is regularly collated and analysed and the findings sent to the Complaints Managers Meeting for a decision on improvement actions, this evidence shows collated results and suggested process

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey	Assessor Acceptance:	Yes

In May 2017 the council set up an automated satisfaction survey for customers who have lodged a formal complaint.They are offered it 5 days after their complaint has been marked as resolved and lets us assure and improve the complaints process. \we track if respondents complaints are upheld or not

C090: Complaints Handling Procedure	Assessor Acceptance:	Yes

This procedure shows the council operates a 2 tier compliants system, so that if a customer is not satisfied with how their complaint is handled we ensure it isto be reviewed by a second officer, even if it is upheld.69 out of 367 complaints went to S2 in 2017/18 of which 21 were upheld.

C129: SPSO Complaints Stats 2017-18	Assessor Acceptance:	Yes

A key indicator of how satisfied customers are with the outcome of their complaint is the number that go to the SPSO. This evidence shows only 5% do and only 1% of those are upheld, 2 complaints out of 420!

4.3.6.1: We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.

Remote RP3 2020: All procedures to ensure that where formal complaints are upheld, customers are invited to comment on the complaint process. This is done systematically and outcomes are reviewed by managers and shared with staff.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

5: Timeliness and Quality of Service

5.1: Standards for Timeliness and Quality

5.1.1: We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS045: CSC Timeliness Standards and Performance Monitoring 2021	Assessor Acceptance:	Yes

The CSC uses its systems to monitor a wide range of standards that are directly or indirectly related to timeliness and speed of service. . The actual performance is monitored and reported and remedial action taken on an ongoing basis alongside continual improvement.

CSS066: Grievance Procedures Standards	Assessor Acceptance:	Yes

Appropriate and measurable standards for timeliness are set for Grievance procedures. The Grievance flowchart provides the customer with the detail of these. When these cannot be met an explanation is provided parties are kept. We report on performance too.

CSS151: ICT Average Time to Resolve Incidents	Assessor Acceptance:	Yes

ICT has a challenging 4hr average fix time covering incidents, problems and service requests.   We then report our actual performance against that target time every month in Pyramid and to Policy Lead - Time to fix figures. This evidence shows improving performance and target achievement.

Corporate Evidence

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Yes

Every caller to the corporate CSC is offered an satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the call experience This report for April 2018 shows that 93% (44 took part) were satisfied or very satisfied with it.

C017: Argyll and Bute Customer Service Charter	Assessor Acceptance:	Yes

Council's charter outlines the protocols for responding to all forms of customer contact including telephone calls, letters, e-communications and personal callers Section 3 shows the measures and performance against them.

C064: FOI Response Monitoring	Assessor Acceptance:	Yes

Customers can make an FOI request by any channel and all must be responded to in 20 Days. This evidence shows how ABC abide by that standard and monitor and meet them, by measuring training, capacity and responsiveness.

5.1.1.1: We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.

Remote RP1 2022 You have ensured that the standards in place for timeliness include all areas of customer contact. You recognise the need for slick, but also detailed responses. This applies to both internal and external customers. The standards are set at appropriate, challenging and measurable levels.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

5.1.2: We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

Active Evidence

CSS032: Web Site and CSC Quality Standards and Outcomes 2021	Assessor Acceptance:	Yes

This evidence shows a range of website quality standards and performance against them and also how CSC/CSP Agent quality is monitored through agent evaluations against quality standards. Both are drivers of continual improvement.

CSS107: End Project Report - Housing System	Assessor Acceptance:	Yes

ICT sets high quality standards for their ICT Projects that are detailed in Project initiation Documents and then reported against in End Project Reports. This evidence is a recent ICT End Project Report with project success indicators including Quality and delivery against planned outcomes.

CSS176: Living Wage Project - Reporting	Assessor Acceptance:	Yes

HROD set high standards for the delivery of significant projects. The Living Wage Project successfully rolled out in Juy 2021 was a complex, multi year project with multiple The reporting to Senior Leadership evidences these high standards.

Corporate Evidence

C005: Face to face Service Satisfaction Report	Assessor Acceptance:	Yes

The Customer Service Board has commissioned a quarterly survey of customers who visit our Customer Service Points in a conscious effort to ensure these largely non-digital users continue to receive a service that meets their needs.This evidence is the most recent report shows high quality standards

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Yes

Every caller to the corporate CSC is offered an satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the quality of call experience This report for FQ4 16/17 shows that 93% (44 took part) were satisfied or very satisfied with it.

C017: Argyll and Bute Customer Service Charter	Assessor Acceptance:	Yes

The council's corporate customer service charter covers not only timeliness but also quality of service delivery AND continual improvement to try and improve quality as part of our culture. THis shows an extract from the CHarter scorecard.

5.1.2.1: We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.

Remote RP1 2022 Similar to those for timeliness the range of quality standards that you have in place cover both internal and external customers. They are set a high level, but with customer expectation and styles of engagement in mind. The standards are also measurable, at various stages of customer journeys, which allows for detailed and meaningful analysis.
Remote RP2 2022 Not reviewed.

Evidence Value:	Fully Met

5.2: Timely Outcomes

5.2.1: We advise our customers and potential customers about our promises on timeliness and quality of customer service.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

New Evidence

CSS214: Customer Engagement Team Standards and their Monitoring	Assessor Acceptance:	Yes

The Customer Engagement Team has a wide range of Standards covering all contact centre activity, website effectiveness and Registration accuracy. The standards cover timeliness, quality and customer satisfaction. They are widely reported as shown here.

CSS257: Data and Freedom of Information Requests	Assessor Acceptance:	Yes

We provide services for the supply of data on various subjects. We advertise expected and realistic timescales and monitor our performance. Should a delay occur, we contact customers to explain.

CSS233: Supply Teacher Booking System	Assessor Acceptance:	Yes

Formal projects have PIDs which outlines what we expect to do, the quality and when - uploaded example 2022 PID covering supply teacher system

Corporate Evidence

C042: Easy read charter	Assessor Acceptance:	Yes

Customer Service points have standard and easy read posters showing the Customer Service Charter Standards and over 5,000 copies of the credit card sized Z card of the charter pledges have been handed out and are available at counters. This is a copy of the newly updated easy read poster.

C064: FOI Response Monitoring	Assessor Acceptance:	Yes

Customers considering making a Subject Access Request under FOI are informed of the time scales and nature of the response they will receive both on the council website and on the acknowledgement send registering their request.

C090: Complaints Handling Procedure	Assessor Acceptance:	Yes

This is a copy of the council's Complaints Handling Procedure and at page 11 it details the timeliness element of what customers can expect when they make a complaint and the way in which their complaint should be handled, along with examples and templates to ensure quality of response.

5.2.1.1: We advise our customers and potential customers about our promises on timeliness and quality of customer service.

Remote RP2 2022 All communication channels are used to inform customers regarding promises on timeliness and quality. There is clarity and openness in the way you tell people and you are prepared to work with people to deliver what is required.

Evidence Value: Fully Met

5.2.2: We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS067: Procurement Contact details on webpage and monitored inbox	Assessor Acceptance:	No

Procurement section of website contains relevant contact details of appropriate officers so they are easily identified by area of responsibility and contactable by either telephone or email. Monitoring of Procurement inbox - queries directed to most relevant member of the team.

CSS097: Service Desk call logging message	Assessor Acceptance:	Yes

We take full details from callers and log them in the TopDesk system before allocating the call to the most appropriate IT group. This is one example - others to be shown with system on the day.

CSS157: Caring for People & Business Covid Contact Management Processes	Assessor Acceptance:	Yes

When lockdown happened and Caring for People Shielding effort was created overnight, it was vital the contacts coming through out Helpline and eform were routed to the right Multi Agency team. We did this using technology, training and shared processes.

Corporate Evidence

C006: Website Accessibility Report and Guidance	Assessor Acceptance:	Yes

The Council's Web Team receives expert input from SOCITM (using specialist mystery shoppers), to ensure our website is as usable as possible on accessibility and navigabilitity,customers can find the information or person that they need.This evidence shows us passing Stages 1&2 of the national test

C041: Smart Assistant	Assessor Acceptance:	Yes

Smart Assistant is a new online aide which customers use to search for answers to their common council related questions, so removing the need to find an Appropriate Person, If it fails however it goes to experts in the back office to respond fully to and improve the signposting.

C078: CSC Contact Handling System	Assessor Acceptance:	Yes

The council has invested in an omnichannel contact management system that helps control contacts from 10 different channels and routes them to the appropriate agent with relevant expertise. If they cannot assist they make sure it goes an appropriate service officer who can deal with it.

5.2.2.1: We identify individual customer needs at the first point of contact with us

Remote RP3 2020: The commitment to identifying customers needs at the first point of contact remains outstanding in relation to the Call Centre and ICT. However from review of evidence and discussion with partners and customers it was clear to the assessor that this standard applies equally to HR and Comms.

Remote RP1 2022 Although not formally reviewed, Compliance Plus is retained, as nothing has arisen to indicate otherwise.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

5.2.2.2: and ensure that an appropriate person who can address the reason for contact deals with the customer.

Remote RP3 2020: The evidence at CSS 067 is replaced with fresh documentation on the HR Helpline, which shows how enquiries are directed to the correct person. There is also considerable signposting guidance on the internal Hub and Website, which provides first class navigation routes for all levels of service users. The presentations on the documents are very professional and easy to use.

The level of commitment and delivery merits the retention of compliance plus.

Remote RP1 2022 Although not formally reviewed, Compliance Plus is retained, as nothing has arisen to indicate otherwise.

Remote RP2 2022 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

5.2.3: We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS031: Data Sharing To Help the Vulnerable During Covid	Assessor Acceptance:	Yes

Following Lockdown sophisticated but GDPR compliant way of sharing information about details & needs of Shielded & other vulnerable groups set up; includs cloud based case system for community groups (this evidence). Has continued with sharing of Test and Protect Self Isolation customers.

CSS044: Collaborative process for clothing grants and FSM.	Assessor Acceptance:	No

To minimise the need for customers to produce evidence of eligibility for Clothing Grants and Free School Meals the Benefits Service and CSC collaborate to issue a mailshot to parents who prequalify. This is that procedure and an extract from the data file.

CSS158: Leavers Joiners Process	Assessor Acceptance:	Yes

HR service notifies ICT of new starters and leavers. Combination of Service Desk system and automatic process also send reminders to other process owners e.g contact centre voice directory.

Corporate Evidence

C075: TellUs Once	Assessor Acceptance:	Yes

In 2012 the council implemented the "Tell Us Once Service" whereby information related to Registrars by customers about key life events is copied to council services. This stops customers having to call lots of different services at a difficult time. This new presentation gives an update on takeup.

C103: Minute of CSC- Reg. Services SLA Meeting 2017	Assessor Acceptance:	Yes

The CSC provides services on behalf of numerous council teams and in order to maintain clarity over mutual responsibilities and accountabilities they have documented SLAs and hold quarterly SLA review meetings. This is the minute from one Ops Working Gp in July 2018.

C123: Avoidable Contact Insight Analysis	Assessor Acceptance:	Yes

The council's new CRM system records avoidable contacts through failure of service and identifies for Services where the hotspots are so that they can address them. This in turn reduces needless contacts for customers.

5.2.3.1: We promptly share customer information with colleagues and partners within our organisation whenever appropriate

Remote RP3 2020: Evidence at CSS 044 is replaced with fresh documentation on absence notification and triggers. The procedures have been streamlined and an automatic trigger has been introduced to help managers deal with absences more timely and efficiently. An interface between HR and ICT has also been upgraded to assist in the smooth transition with procedures for staff joining and leaving the service. The extent of exchange of information necessary to handle the implications of the Covid 19 pandemic have been considerable. An internal digital platform was built by ICT within 4 days, at no extra cost, to cope with the additional digital traffic.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: **Fully Met**

5.2.3.2: and can demonstrate how this has reduced unnecessary contact for customers.

Remote RP3 2020: The use of the existing Golden Number and introduction of the digital channels to cope with the increased level of enquiries has had a major impact on avoiding unnecessary contact.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: **Fully Met**

5.2.4: Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS068: Procurement timetable	Assessor Acceptance:	No

When a tender is advertised a procurement timetable is published. This contains indicitive dates for contract award and performance of the cotnract.

CSS099: ICT Service Desk Customer Update System - Example	Assessor Acceptance:	Yes

The ICT Servicedesk has an advanced automated system to acknowledge issues raised by users, give them a unique reference and track and provide update all activity on that call. This is an example showing that the customer has been provided a comprehensive update and next steps.

CSS159: Keeping Customers Informed	Assessor Acceptance:	Yes

All referrals from CSC to back office trigger a confirmation to the customer of likely timescales and variables. This shows how the CRM sytem provides this information but also tracks performance against pledged timescales so managers can ensure conformance. Also shows majority resolved at 1st PoC

Corporate Evidence

C017: Argyll and Bute Customer Service Charter	Assessor Acceptance:	Yes

The Corporate customer service charter details all of our response times for the major channels and these are used by all services and monitored via the Customer Service Scorecard.

C062: Corporate Approach to Complaints Mgt	Assessor Acceptance:	Yes

Our Complaints Process details the timescales for dealing with stage 1 and stage 2 complaints and these too are monitored on the customer service scorecard and reported back via the PPR and complaints web pages

C064: FOI Response Monitoring	Assessor Acceptance:	Yes

FOI SARs can rarely be completed at 1st point of contact so it is important that next steps and timescales are clear, so this evidence shows how we do that and how we monitor performance against what we promise.

5.2.4.1: Where service is not completed at the first point of contact we discuss with the customer the next steps

Remote RP3 2020: The evidence at CSS 068 is replaced with fresh documentation on managing expectations for recruitment. The impact on recruitment of new staff during the Covid 19 pandemic has been well managed, despite some delays with PVG checks. The existing arrangements for ensuring that customers, at the first point of contact, are fully informed about further actions required, continue to be effective. This commitment is well embedded in the culture throughout the service.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

5.2.4.2: and indicate the likely overall time to achieve outcomes.

Remote RP3 2020: Appropriate time scales are provided to customers, should follow up action be required. This is generally a rare occasion, but during discussion with the assessor, customers confirmed their satisfaction with this aspect of service delivery.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

5.2.5: We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

New Evidence

CSS219: Response Management in Customer Engagement Team	Assessor Acceptance:	Yes

The Customer Engagement Team uses an array of tools to both ensure prompt response but also to alert customers when there are delays or other issues. If there is a major incident our Critical Action Recovery Plan details actions to restore services.

CSS234: IT Service News disruptions and Top Desk Actions	Assessor Acceptance:	Yes

Alert emails to all users from ICT notifying them of a significant service outage and the steps taken to rectify it. History of email updates enclosed. These are sent for all significant ICT issues affecting multiple users.

CSS258: Job Evaluation and FOI - delay resolution	Assessor Acceptance:	Yes

We monitor customer inboxes regularly, when an enquiry is received we take ownership in resolving this and keep customers updated of the progress and expected outcome. We advertise timescales for services we provide, and if a delay occurs we contact customers to explain.

Corporate Evidence

C041: Smart Assistant	Assessor Acceptance:	Yes

Smart Asssitant allows us to respond to customers even out of hours and if it has to be remitted to an expert we use the learning to programme the system to be more successful next time, thus rectifying the failure. Success has grown from 18% to 29% in 6 months.

C078: CSC Contact Handling System	Assessor Acceptance:	Yes

The Customer Service Centre's Netcall Automatic Call Distribution Service is feature rich in ways to inform and assist customers when call volumes are causing delays, This includes in queue messaging, options to leave messages, etc. Assessor has had a demo of the real time web based console.

C113: Using CRM Customer Info For Proactive Engagement	Assessor Acceptance:	Yes

The council CRM holds comprehensive data on every customer in A&B and the reasons they have been in touch.We use those characteristics to send pro-active communications about service disruption and delays plus info about how and when we will fix the issues.

5.2.5.1: We respond to initial enquiries promptly,

Remote RP2 2022 There is commitment throughout your organisation to respond to enquiries promptly. Systems to monitor performance show that you do perform well, which was also confirmed during discussion with stakeholders, partners and customers. There is an attitude that only 'Today' will do.

Evidence Value: Fully Met

5.2.5.2: if there is a delay we advise the customer and take action to rectify the problem.

Remote RP2 2022 Customer Service Support, particularly the Call Centre and Service Points, is the front facing part of Argyll & Bute Council. You take this responsibility seriously and where delays occur and anticipated you are both quick and comprehensive with the supply of appropriate information.

Evidence Value: Fully Met

5.3: Achieved Timely Delivery

5.3.1: We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.

Applicant Self Assessment:	Not Rated
Compliance to Standard:	Compliant

Active Evidence

CSS032: Web Site and CSC Quality Standards and Outcomes 2021	Assessor Acceptance:	Yes

Evidences CSS032 (quality) and CSS045 (timeliness) Included evidence of both the standards set AND the monitoring of those standards in order to address and dips in performance/problems (see also CSS124 re addressing dips in performance).

CSS111: ICT Performance Monitoring - Quality and speed of Service	Assessor Acceptance:	Yes

Service desk was restructured to improve ICT average fix times and quality of response for customers. We took significant steps to analyse the service desk performance and over 24 month period improved significantly already good fix times further enhancing our customer service.

CSS161: HROD Phonelines Performance Monitoring	Assessor Acceptance:	Yes

Updated   HROD phonelines Monitoring We monitor our performance in relation to we receive to HROD via dedicated phone lines. We can also call listen for quality and look for opportunities for improvement actions including how we could use other channels and automation to manage volumes.

Corporate Evidence

C005: Face to face Service Satisfaction Report	Assessor Acceptance:	Yes

The Customer Service Board has commissioned a quarterly survey of customers who visit our Customer Service Points in a conscious effort to ensure these largely non-digital users continue to receive a service that meets their needs.This evidence is the most recent report shows high quality standards

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Yes

Every caller to the corporate CSC is offered an satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the call experience This report for FQ4 16/17 shows that 98% (68 took part) were satisfied or very satisfied with it.

C026: Leadership Commitment Strategic Customer Service Board	Assessor Acceptance:	Yes

Every Customer Service Board Reviews customer service performance against standards of timeliness and quality e.g. in the customer charter and where there are issues it directs remedial action. This minute is an example showing performance as a standing item for discussion at a senior level,

5.3.1.1: We monitor our performance against standards for timeliness

Remote RP1 2022 Your monitoring systems cover both delivery and customer service standards for internal and external customers. They include surveys, complaints and concerns, management reviews and a lot of analysis from your CRM system. All monitoring is done systematically, regularly and very diligently.
Remote RP2 2022 Not reviewed.

Evidence Value: **Fully Met**

5.3.1.2: and quality of customer service

Remote RP1 2022 Similarly the quality issues are integrated with the systems outlined above, but a greater emphasis is placed on surveys and forums for detailed information on the quality of service delivery. All customer comments are captured and analysed to identify both positive and negative aspects.
Remote RP2 2022 Not reviewed.

Evidence Value: **Fully Met**

5.3.1.3: and we take action if problems are identified.

Remote RP1 2022 You have also demonstrated that you are prepared to take appropriate action, where service levels can be improved. Demands on staff in all parts of your organisation, during the pandemic, have been substantial, and the analysis of delivery outcomes has helped you to address issues such as staff re-deployment, training, introduction of fresh guidance and simple stepping up to the challenge.
Remote RP2 2022 Not reviewed.

Evidence Value: **Fully Met**

5.3.2: We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

New Evidence

CSS214: Customer Engagement Team Standards and their Monitoring	Assessor Acceptance:	Yes

The Customer Engagement Team has a wide range of Standards covering all contact centre activity, website effectiveness and Registration accuracy and meets them. The standards cover timeliness, quality and customer satisfaction. They are publicised, as are exceptions.

CSS235: ICT Fix Stats covering incident resolution	Assessor Acceptance:	Yes

Our average time to resolve incidents is recorded and published on the Council Performance Management System with comments where required, for example shown, Average time to fix target is 4.5 hours and performance each month is recorded against this in the system

CSS259: Publicising HR performance and improvement data	Assessor Acceptance:	Yes

HR are meeting standards for performance and improvement and information requests and we publish our results on the council website.

Corporate Evidence

C013: Departmental Reporting Against ABOIP Targets	Assessor Acceptance:	Yes

Every Department publishes a quarterly report of performance against standards required to meet targets on the ABOIP; both time, cost and quality. This example shows the huge range being achieved for D&I

C055: Performance Reporting to Customers	Assessor Acceptance:	Yes

We make it easy for customers to see our performance. We have set up a single page on the website where customers can view outcomes on all aspects of service delivery including customer services. There is also a comment on this page button that allows customer to give us feedback on what they see.

C132: Corporate Customer Service Scorecard	Assessor Acceptance:	Yes

Our corporate customer service scorecard shows performance against standards in 4 main dashboard including indicators for timeliness and quality rising or falling and has narratives explaining how the latter will be addressed. It is scrutinised by the Performance Committee of members

5.3.2.1: We are meeting our current standards for timeliness

Remote RP2 2022 All the records show that you are meeting standards for both timeliness, and ....

Evidence Value: Fully Met

5.3.2.2: and quality of customer service

Remote RP2 2022   .... the quality of customer service. There is consistency in performance across all processes and parts of your business.

Evidence Value: Fully Met

5.3.2.3: and we publicise our performance against these standards.

Remote RP2 2022 You continue to communicate outcomes through a variety of channels appropriate to the needs of customers: reports to senior managers and elected members; outcomes of consultation and surveys on the website and digital displays at public offices. Feedback during discussion with stakeholders, partners and customers confirms complete satisfaction with the level and quality of communication on service delivery outcomes.

Evidence Value: Fully Met

5.3.3: Our performance in relation to timeliness and quality of service compares well with that of similar organisations.

Applicant Self Assessment:　　　Not Rated

Compliance to Standard:　　　Compliant

Active Evidence

CSS023: Registration Accuracy Targets	Assessor Acceptance:	Yes

The council's contact centre has excellent call response performance and quality of call handling performance that compares very well with public and private sector comparators. This evidence shows that performance and benchmarks.

CSS070: Silktide Website Accessibilty Benchmarking	Assessor Acceptance:	Yes

Average ICT Fix Times are measured monthly and assesed against SOCITM Benchmarking metrics and compared with other organisations. Our average monthly fix times are recorded in Pyramid, the Council performance management system.

CSS163: DWP Benefit Processing Statistics	Assessor Acceptance:	No

These national DWP stats show we average 6 days to process change in circs- 6th shortest of 32 Scottish LAs and 2 days less than the national average of 8 days. For new claims it takes an average of 19 days to process; also inside the top 10 nationally and 3 days quicker than the national average

Corporate Evidence

C107: SOCITM Feedback and Our Response	Assessor Acceptance:	Yes

The council subscribes to the national Socitm benchmark report on every council's website. This one for 2-17/18 shows us achieving the top mark possible and being one of only 4 councils in Scotland to do so..

C129: SPSO Complaints Stats 2017-18	Assessor Acceptance:	Yes

A key indicator of quality is of service is how few complaints are generated in the first place and then the quality of complaint handling by how few go to SPSO. This evidence shows only 25 complaints went to SPSO and only 2 upheld - amongst the lowest in Scotland

C136: Local Gvt Benchmarking Framework	Assessor Acceptance:	Yes

The council benchmarks its performance for SOA outcome indicators for a wide range of council services and the benchmark is against Scottish national standards - average of other Scottish councils. This evidence shows we have performed well for many time/quality indicators across a range of services

5.3.3.1: Our performance in relation to timeliness

Remote RP3 2020: The existing arrangements through Socitm and in addition by Silktide show that the average fix times for ICT remain very competitive. There is also ample other evidence on the call response rates, which despite the pressures of the Covid 19 pandemic, has been maintained at figures well below target and benchmark comparisons.
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met

5.3.3.2: and quality of service compares well with that of similar organisations.

Remote RP3 2020: Evidence at CSS 163 is replaced with fresh documentation on winning an S1 Award. This shows that the arrangements for apprenticeship/graduate was considered to be first class. The quality of customer service delivery has clearly been maintained, as this was obvious from comments made during discussion with partners and service users. Comments included accolades such as "exceptional" and "over and above requirement".
Remote RP1 2022 Not reviewed.
Remote RP2 2022 Not reviewed.

Evidence Value: Fully Met