Customer Support Services (2020-2023)

The principal purpose of the Service is to:

Customer Support Services provide a range of professional support to internal council services and externally to customers and communities across Argyll and Bute. These include ICT, Customer Service and Registration, Corporate Communications, Human Resources and Organisational Development. ICT supports the infrastructure and software to enable Council services to communicate and operate in a fast changing, digital environment, ensuring appropriate cyber security for our information assets. The Customer Engagement Team supports operational colleagues by providing first line contact facilities for council customers through a network of customer service points in the main towns, a central customer engagement centre and the council's web site/Hub. We are moving increasingly online to 24/7 self service. It undertakes statutory registration of births, deaths and marriages. The Corporate Communications Team delivers all proactive and reactive communications, safeguarding and promoting the Council's reputation and informing the public about our services. The team is increasing our online presence and achieving significant increases in online engagement, particularly through social media. The HROD service provides all people management, performance and employment related activities for the Council including Payroll, pensions, contracts. It deals with all employee relations issues, engagement with the Trades Unions and all policy and procedure development. The team provide all training and development, workforce, service and corporate planning as well as supporting best value and continuous improvement.

The Service employs   FTE 176

The Service faces the following significant challenges:

Customer Service Centre/Registration Service - Leading on the implementation of the new Customer Service Strategy and its related action plan whilst continuing to deliver on the Council's digital transformation programme and continue the shift to pro-active and self service customer contact management as a means of providing high quality customer service with reduced resources. Also to maximise income (e.g. from the Registration Service), and help other Services do the same through effective and secure digital request fulfilment.

Corporate Communications Team - Combining the need to promote the area, and so support the ABOIP aim of attracting people and jobs, with the need to promote and support the council through change; this challenge is one of resources - absorbing the promotion of the area into the workload of the existing team, and delivering promotion services without a promotion budget.

HR and Organisational Development: Supporting the services to ensure our employees are managed appropriately continues to be a challenge during times of change. Managers are facing greater demands on their time, whilst the support services are moving to more automated system support. Coaching and supporting managers to grow in confidence as well as simplifying our processes to free up capacity in the organisation are our aims.

ICT: Maintaining our high level of performance on improvement project delivery, cyber security and systems maintenance/operation, minimising downtime will continue to be the team's focus to support our frontline services.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO101	CSS101	We ensure information and support is available for everyone
BO108	CSS108	All our children and young people are supported to realise their potential
BO112	CSS112	Argyll and Bute is promoted to everyone
BO113	CSS113	Our infrastructure is safe and fit for the future
BO115	CSS115	We are efficient and cost effective
BO116	CSS116	We engage and work with our customers, staff and partners
BO117	CSS117	We encourage creativity and innovation to ensure our workforce is fit for the future

Customer Support Services (2020-2023): Success Measures

	SM Code	Success measures	Target	Timescale	Benchmark
BO101		**We ensure information and support is available for everyone**			
	CSS101_01	Improve the current accuracy rate for registration of births, deaths and marriages by the council's Registration Service.	< 2.1% error rate	Annually	2017 National rate: 2.15% 2018 ABC rate: 2.66%
		This is a quality measure for our statutory Registration Service.			
	CSS101_02	Increase the percentage of 'Tell Us Once' Death notifications that we share with other teams at the request of registration by customers.	84%	Quarterly	National rate: 81%
		Tell Us Once is an important, supportive service for customers at a difficult life event. It also improves efficiency and customer service by notifying teams of customer deaths.			
	CSS101_03	Increase the percentage of telephone service enquiries received by Customer Service Centres that are dealt with at the first point of contact by the Customer Service Centre.	82%	Quarterly	2018/19: 81%
		This illustrates how we aim to get it 'right first time' with contact through our Customer Service Centre.			
	CSS101_04	Reduce the average call waiting time for telephone customers.	>40 seconds	Quarterly	April - July 2019: average 36 seconds
		A lower waiting time indicates a more responsive customer service.			
	CSS101_05	Increase public use of corporate social media sites on three categories of information: council news, community success and general use.	10% increase on each platform	Quarterly	No benchmark, new measure
		We issue positive and informative articles on Council services and achievements as well as the area overall. This supports the overall objective of attracting people to the area and promotes a positive reputation for the Council.			

SM Code	Success measures	Target	Timescale	Benchmark
CSS101_06	The percentage of media enquiry deadlines that we meet.	85%	Quarterly	2018/19: 85%

The Council is promoted though positive social media promotion, there is a reduced priority on responding to media enquiries.

SM Code	Success measures	Target	Timescale	Benchmark

BO108 **All our children and young people are supported to realise their potential**

| CSS108_01 | The percentage of Modern Apprentices that go on to a positive destination after completing the Argyll and Bute Council Modern Apprentice Programme. | 90% | FQ4 Annually | 2018/19: 95% |

We have created Modern Apprenticeship opportunities, it is important that we measure their success in terms of gaining work or further training as a result of our investment.

	SM Code	Success measures	Target	Timescale	Benchmark
BO112		**Argyll and Bute is promoted to everyone**			
	CSS112_01	Increase awareness and use of #abplace2b and www.abplace2b.scot.	10% increase of both	Quarterly	No benchmark, new measure

These budget-free marketing resources promote the area as a great place to live, work and visit. Increasing their use is increasing the awareness of Argyll and Bute.

	SM Code	Success measures	Target	Timescale	Benchmark
BO113		**Our infrastructure is safe and fit for the future**			
	CSS113_01	Our IT capital programme projects are delivered on time and within budget.	100%	Quarterly	2018/19: 100%
		It is important that our capital projects are managed and delivered efficiently.			
	CSS113_02	Deliver the ICT and Digital Strategy Action Plan.	Complete	FQ4 2023/24	No benchmark
		The actions delivered in the strategy ensure we continue to provide an efficient and effective ICT service to support the organisation.			
	CSS113_03	The percentage of seasonal upgrades requested by our users that are completed on time.	100%	Quarterly	2018/19: 100%
		We tailor the service we provide to support the need of our customers			
	CSS113_04	Unscheduled application down-time during service specific 'core-time' is minimised.	<0.8%	Monthly	SOCITM: <1.0%
		To deliver an effective service we keep application disruptions to a minimum during the specified core time.			
	CSS113_05	Unscheduled infrastructure down-time during service specific 'core-time' is minimised.	<1%	Monthly	SOCITM: <1.0%
		To deliver an effective service we keep infrastructure disruptions to a minimum during the specified core time.			
	CSS113_06	Maintain the average time to resolve ICT incidents.	< 4.5 hours	Quarterly	2018/19: <3.0 hours
		To support the Council to operate in effectively and efficiently any unforeseen ICT incidents are resolved as quickly as possible.			
	CSS113_07	Maintain our high average success score achieved for our IT projects.	>82%	Quarterly	SOCITM KPI3: 80%
		Our high scores demonstrate we continue to deliver effective IT projects.			

	SM Code	Success measures	Target	Timescale	Benchmark
BO115		**We are efficient and cost effective**			
	CSS115_01	The cost of Strategic Organisation Development operation per Council employee. The Headcount calculation includes casuals.	£155.74	FQ4 Annually	FQ4 2017/18 head count: £115.74 per head

This measure allows an assessment of the cost of the Organisation Development function. Coupled with satisfaction measures it can indicate cost effectiveness of the unit.

	SM Code	Success measures	Target	Timescale	Benchmark
	CSS115_02	The cost of our Human Resource operation per Council employee. The Headcount calculation includes casuals.	£270.03	FQ4 Annually	FQ4 2017/18 head count: £270.03 per head

This measure gives us a benchmark of the cost of the Human Resource function. Coupled with satisfaction measures it indicates the cost effectiveness of the unit.

	SM Code	Success measures	Target	Timescale	Benchmark
	CSS115_03	The percentage of Employment Contracts issued within 15 working days from receipt of the Successful Candidate form.	90%	Quarterly	FQ1 2019/20: 47% within 5 days

This measure is a good indicator of how well processing resource is coping with demand and meeting this statutory requirement. The statutory requirement is that contracts are issued within 28 days of the person commencing employment.

	SM Code	Success measures	Target	Timescale	Benchmark
	CSS115_04	Increase the percentage of all Self-Service and automated contacts though both the Customer Service Centre and the Web.	62%	Quarterly	Previous year performance: 61%

Increasing the volume of self-service and automated contacts reduces the use of other higher cost channels and improves our efficiency.

	SM Code	Success measures	Target	Timescale	Benchmark
	CSS115_05	Increase the Website Search Success Rate based on customer feedback.	71%	Quarterly	No benchmark, new measure

An effective web search facility is crucial to ensuring self-service success. The better the search engine the more efficient our contact management is. This in turn means there is less need for our customers to contact us by phone, email or in person.

SM Code	Success measures	Target	Timescale	Benchmark
CSS115_06	Maintain high customer satisfaction levels (satisfied or very satisfied) across the customer engagement teams.	95% for face to face 90% emails/web 95% registration 90% telephone	FQ1 FQ3 Quarterly for telephone	Previous year performance: 96% face to face 88% emails/ web 96% registration 91% telephone

We monitor agent quality to continually improve our customer service, which improves our reputation as a Council and gives the public confidence in service delivery.

	SM Code	Success measures	Target	Timescale	Benchmark
BO116		**We engage and work with our customers, staff and partners**			
	CSS116_01	The percentage of You Said/We did actions are reported to the public following consultations.	80%	Quarterly	No benchmark, new measure

We support on-going engagement with the public. It is important to people that the time and views they give us in consultations matter and have influence, or else they question the value of getting involved. Regular feedback on engagement builds confidence amongst communities that the Council is listening to them.

	SM Code	Success measures	Target	Timescale	Benchmark
BO117		**We encourage creativity and innovation to ensure our workforce is fit for the future**			
	CSS117_01	The percentage of delegates who have reported an increase in their knowledge and/or confidence following completion of the Argyll and Bute Manager Programme (Managing Teams).	90%	FQ4 Annually	No benchmark, new measure

It is important that the investment in the Argyll and Bute Manager Programme delivers the expected and effective outcomes.

	SM Code	Success measures	Target	Timescale	Benchmark
	CSS117_02	The percentage of learners who agree that our corporate training courses, both online and face to face, have met their learning needs.	85%	Quarterly	No benchmark, new measure

Corporate training has to meet the needs of the learners and the organisation. This informs the training programme content ensuring training remains appropriate.

	SM Code	Success measures	Target	Timescale	Benchmark
	CSS117_03	The percentage of delegates who have reported an increase in their knowledge and/or confidence following completion of the Argyll and Bute Manager Programme (Preparing to Manage).	90%	FQ4 Annually	No benchmark, new measure

It is important that the investment in the Argyll and Bute Manager Programme delivers the expected and effective outcomes.

Customer Support Services (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO101	**We ensure information and support is available for everyone**			
CSS101_01i	Contribute to CSS retaining Customer Service Excellence Accreditation at Re-assessment in September 2020.	FQ2 2020/21	Customer Service Action Plan	CSE Assessment
CSS101_02i	Ensure year 3 Web Strategy tasks are completed.	FQ4 2020/21	Customer Service Action Plan	Web Strategy Action Plan
CSS101_03i	Manage Customer Service Board and associated scorecard and CS Development Plan.	FQ4 2020/21	Customer Service Action Plan	CSB Minutes
CSS101_04i	Implement Actions on Annual Registration Improvement Plan.	FQ4 2020/21	Customer Service Action Plan	Registration improvement plan
CSS101_05i	Review the joint Communication, Marketing and Web Strategy to incorporate the role of the Research and Engagement Officer, reflect the loss of the Marketing Officer post, and agree key actions for 2020/2023.	FQ1 2020/21	Other	Current joint Strategy which runs until 2020

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO112	**Argyll and Bute is promoted to everyone**			
CSS112_01i	Review the joint Communication, Marketing and Web Strategy to recognise the increased demand on the Communications Team to promote the area as well as the council (given for example the loss of Economic Development's Marketing Officer).	FQ1 2020/21	Other	Current joint marketing strategy

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO113	**Our infrastructure is safe and fit for the future**			
CSS113_01i	ICT Development Plan is reviewed and delivered, enabling digital progress across council services.	FQ4 2020/21	Other	

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO115	**We are efficient and cost effective**			
CSS115_01i	Implement agreed digital transformation tasks for 2020/21.	FQ4 2020/21	Digital Action Plan	Digital Transformation Action Plan
CSS115_02i	Implement allocated tasks from new 2020 Customer Service Strategy Action plan.	FQ4 2020/21	Customer Service Action Plan	Customer Service Strategy Action Plan
CSS115_03i	Establish procurement path for replacement of current ACD/CRM Contract, due to expire in 2020/21.	FQ2 2020/21		CRM Procurement Scoping paper