



Assessment Report
Customer Service Excellence

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

Successful
24 December 2025

Assessment Summary

Overview

Overall Self-assessment Unprocessed

Overall outcome Successful

Remote Rolling Programme 2 (Remote RP2 2025)

Argyll and Bute Council - Customer Support Services (CSS) has a staff complement of around 170 to provide external service at Service Points, Call Centre and Registration. The internal customer functions include Human Resources (HROD), ICT, Web Services and Communications (Comms).

This assessment was carried out remotely, at the applicant's suggestion, due to travelling distance, time of year and adverse weather conditions forecast. The plan is have an on-site visit for RP3.

The commitment to deliver customer focused services remains in abundance and the use of the CSE Standard remains crucial in delivering continuous improvement. The evidence reflects the development of digital channels and applications, particularly in relation to responding to crises situations, such as cyber attacks.

The assessor met with senior leaders, service providers, stakeholders including a Councillor, customers and a selection of staff.

You make specific effort to analyse customer satisfaction in several areas, including web based information and feedback using Emojis and dropdown menus, on 1600 responses monthly. Customer satisfaction results, outlined in the comments for each Criterion summaries, is outstanding

You use customer insight intelligently to influence policy in a well structured Customer Service Strategy and a new ICT Priority Plan.

The value you place on staff is exceptional and the development of the new AB Recognition Scheme is encouraging substantially more nominations for reward, currently at around 60.

Your intensity of monitoring performance standards, reveals incredible results, with 100% satisfaction across Registration, high 90s in ICT, Service Points and call handling. Supported by initiatives in HROD, Communications and the Web team make customer journeys a pleasure.

Your intense monitoring shows where you meet service delivery standards across all areas. ICT responding within 3.72 hrs. (Target is 4 hrs), abandonment rate at 2.5% (Target 5%) and calls answered within 43 seconds (Target 60 secs).

Likewise your response to initial enquiries is consistently good, with procedures in place to identify improvements through proactive listening and analysis of real time information.

These achievements merit new C+ at 1.3.2, 2.1.2, 2.2.5, 4.1.2 and 5.2.5.

Elements previously C+ remain, although not reviewed.

The assessor recommends retention of CSE Accreditation.

1: Customer Insight

Criterion 1 self-assessment Unprocessed

Criterion 1 outcome Successful

Remote RP2 2025 Criterion 1 is about customer insight, customer engagement and customer satisfaction. You continue to gather in-depth insight, which is employee led and supported by managers. Enhancements in digitalisation and self-service are major thrusts, retaining C+ at 1.1.2.

Consultation at all levels continues with specific projects such as expansion of Community Hubs, in the light of Tiree Service Point being closed. Feedback on the visibility of senior leaders has also been addressed, retaining C+ at 1.2.2.

Your approach to analysing customer satisfaction is professional and has identified many areas of excellence including satisfaction at Service Points, Call Centre and Registration being 97%, 96.5% and 100% respectively. The introduction of Emojis and drop down menus on web pages has increased customer feedback to 1600 per month. This moves 1.3.2 to C+.

You enhance services as part of your continuous improvement ethos. There is a thrust to move to digital and to provide access with modern channels such as Chat Box and Digital Helpdesks. AI plays a significant part in the development of these channels. C+ remains at 1.3.5.

Criterion 1 remains compliant with now C+ in 10 of the elements, including those not reviewed.

2: The Culture of the Organisation

Criterion 2 self-assessment Unprocessed

Criterion 2 outcome Successful

Remote RP2 2025 Criterion 2 is about the culture of the organisation.

The considerable wealth of customer insight is used effectively in shaping policy, such as the Customer Service Strategy, containing 45 actions with 31 completed. The experience of the established Hub at Cove & Kilcreggan is influencing strategy with the closure of the Service Point in Tiree. The new ICT Priority Plan, with 13 actions, is firmly based on insight. 2.1.2 moves to C+.

Your protocols on customer security for face-to-face and digital storage remain first class, with clear processes and privacy statements, retaining C+ at 2.1.5.

Customer feedback confirms that your staff provide a very polite and friendly service, through survey outcomes such as 95% for calls and 100% for registration. C+ is retained at 2.2.2.

You value the contribution of staff in a variety of innovative ways, including a new AB Recognition Scheme, providing opportunity to nominate staff both internally and externally. Your Connect for Success process empowers staff to reach out to customers. The extensive work in Registration has received public acclaim. This moves 2.2.5 to C+.

Criterion 2 remains compliant with now C+ in 9 of the elements, including those not reviewed.

3: Information and Access

Criterion 3 self-assessment Unprocessed

Criterion 3 outcome Successful

Remote RP2 2025 Criterion 3 is about providing good communication on service delivery, being accessible to customers and having meaningful working relationship with partners.

Information on appropriate charges for services is reviewed clearly and published in a variety of ways including the website, which the assessor found easy to access. Compliance is retained at 3.1.2.

You have robust measures to ensure customers receive and understand information, confirmed through positive customer feedback, for example 94% satisfaction with calls and 97% at Service Points retaining compliance at 3.2.2.

You continue to evaluate access channels professionally and have improved services for Schools with enhanced bandwidths (8 to 30Mbps). Additional Digital Helpdesks have been deployed. This retains C+ at 3.3.2.

Your joint working arrangements are well embedded, with appropriate Service Level Agreements in place across a number of other service providers. Accountability is well established and demonstrated for example in the roll out of Community Hubs. You have developed an array of Dashboards to aid monitoring of joint provision. C+ is retained at 3.4.2.

Criterion 3 remains compliant with C+ in 8 elements, including those not reviewed.

4: Delivery

Criterion 4 self-assessment Unprocessed

Criterion 4 outcome Successful

Remote RP2 2025 Criterion 4 is about delivering service according to set standards, measuring and analysing outcomes and dealing with problems.

Monitoring of performance against standards is thorough and professional. You demonstrate consistent success, for example ICT responding on average within 3.72 hours against target of 4 hours, Calls answered within 43 seconds against target of 60 seconds. An array of other achievements are published on the website, which the assessor found easy to access. This moves 4.1.2 to C+.

Likewise you deliver promises to customers that can be met, which are well monitored, with positive customer feedback. Compliance is maintained at 4.2.2.

You have an easy to access complaints system, which is well published on the website. Confirmation of access was confirmed during discussion with stakeholders such as Elected Members. The Members' Zone also provides an easy route. Compliance is maintained at 4.3.2 and 4.3.5.

Although the main review of the complaints procedure is at corporate level you have taken time to look at some processes through the Sounding Board and opened up access through My Council Works.

Criterion 4 remains compliant with now C+ in 3 elements, including those not reviewed.

5: Timeliness and Quality of Service

Criterion 5 self-assessment Unprocessed

Criterion 5 outcome Successful

Remote RP 2025 Criterion 5 is about setting and performing against standards and targets for the timeliness and the quality of customer service.

You continue to provide good quality information on the standards set for timeliness and the quality of customer service. There is clarity on what customer can expect.

You justly pride yourselves in responding to enquiries promptly. This ethos applies across all parts of your service. You are proactive with appropriate engagement to respond fully, wherever possible. Service delivery measurement again is thorough and outcomes across the board are very positive. You place a lot of emphasis on measurement through the use of real time information and customer feedback, such as 100% in Registration and ICT consistently responding within target. This confirms overwhelmingly your dedication to this aspect of service delivery. This moves 5.2.5 to C+.

Likewise the delivery of service against the full range of timeliness and quality of customer service is equally consistent. Compliance is maintained at 5.2.1 and 5.3.2.

Criterion 5 remains compliant with now C+ in 3 elements, including those not reviewed.

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

CSS360: AUP New Corporate User Process 2024	Assessor Acceptance:	Yes
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We differentiate our customers via the information they give on the Acceptable Use Policy form that gives access to our systems, sets up new user account etc. From that database of data we have the power to analyse the ICT requirements of our users by team, by device, by software etc.

CSS361: Employee Experience Survey	Assessor Acceptance:	Yes
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We conducted an extensive employee experience survey that segmented our workforce into distinct workforce planning categories. This segmentation allowed for a more tailored analysis of various demographic factors such as age, gender tenure and ethnicity, among others.

CSS362: CRM Informing Citizen and Business Segmentation	Assessor Acceptance:	Yes
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The council's Oracle CRM hold comprehensive information on many characteristics of households, businesses and visitors to Argyll and Bute that is reportable and constantly updated and used to increase our understanding of their needs, as is a current Customer Contact Preferences survey.

Corporate Evidence

C201: CRM Citizen and Business Database	Assessor Acceptance:	Yes
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The council's Oracle CRM hold comprehensive information on many characteristics of households, businesses and visitors to Argyll and Bute that is easily reportable and constantly updated and used to increase our understanding of their needs and activities.

C202: ABC Data Reporting Landscape	Assessor Acceptance:	Yes
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The council recently reviewed its numerous data reports sent to Scotgov and many of these show characteristics of current and potential customer gps, from those with a Private Water Supply to Looked After Children. See red highlights.

C203: Full Council Workforce Report	Assessor Acceptance:	Yes
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Council employees are 24% of A&B employees and internal customers, so it is vital to know their key characteristics. This is a Workforce Report that shows this at Corporate and team Level and lets internal teams tailor their services to them.

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

Remote RP1 2024 Your understanding of the characteristics of your current customers remains extremely deep and detailed across all parts of your business. You use technology to the maximum benefit in researching and analysing the data. For example from the AUP user process, Employee Survey, iTrent, CRM and in a very safe way AI. From this considerable research you carry out audit trails, set security priorities, provide considerable information in a Dashboard and produce a very detailed Action Plan, which includes details on tackling disruptions to service and contact preferences. Retention of Compliance Plus is clearly appropriate. Remote RP2 2025 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 RP1 2024 Likewise you continue to pay close attention to the need for identifying future customers and their needs and preferences. All employees of Argyll & Bute Council are both current and potential customers of your service and the HR department has this very much in mind during their engagement with staff from recruitment right through to retirement. There is also considerable engagement with local communities through Service Points and the new HUB in Kilcreggan and Cove. Remote RP2 2025 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 RP1 2024 The range of activity described above is very comprehensive and reliable. It could almost be regarded as 'real time' information which is acted upon quickly and professionally. Remote RP2 2025 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

CSS441: Customer Communities	Assessor Acceptance:	Yes
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This evidence shows how HROD developed customer insight through employee communities, enabling us to better understand needs and tailor services effectively.

CSS420: CET eForms Audit and Digital Opportunities survey	Assessor Acceptance:	Yes
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Customer Engagement Team works constantly with Services to understand their needs and those of their customers. These recent examples of an audit of eForms and a Digital Opportunity Survey are evidence of this.

CSS460: ICT Digital Strategy and Emerging Departmental Priorities	Assessor Acceptance:	Yes
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Our ICT Digital Strategy and Emerging Departmental Priorities reflects the preferences of the Service groups we consulted during the strategy's compilation. The strategy links with Scotgov's Digital Strategy and National Digital Priorities. It lets us plan and focus resources to support Services.

Corporate Evidence

C204: Post Pandemic Customer Contact Survey and Action Plan	Assessor Acceptance:	Yes
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In 2021 we held a survey of customers (making special efforts to include Hard to Reach Groups) to inform our Post Pandemic Customer Engagement Delivery Plan based on their needs and preferences. This is a copy of the Report and Action Plan.

C205: Customer Input to Budget Making Decisions	Assessor Acceptance:	Yes
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ABC has a long history of seeking customer insight to influence budget decisions and in 2023 we are using a sophisticated Budget Simulator with Demographic Info to allow citizen participation and so better understand needs and preferences.

C206: Scottish Approach to Service Design and Consultation of Groups	Assessor Acceptance:	Yes
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The Council has embraced the Scottish Approach to Service Design (Design with and not for) and now widely consults Customer Groups re needs and preferences - see list of consults from past 12 months and SATSD rollout.

1.1.2.1: We have developed customer insight about our customer groups

Remote RP2 2025 Your continued in-depth programme of customer insight gathering, consultation and analysis of outcomes remains extremely impressive. A lot of the activity is employee led, and discussion with a variety of process owners, confirms the enthusiasm and commitment to customer experience delivered by staff. The insight is used very effectively to cascade messages from senior leaders, such as Pippa's Podcast, expansion of My Council Works, a huge push for support in schools through MS 365 and promoting the self-service facilities available across council processes.

Evidence Value: Fully Met

1.1.2.2: to better understand their needs and preferences.

Remote RP2 2025 All of the research and outcome solutions continue to be aimed at providing channels that suit the needs and preferences of your internal and external customers. You have expanded the use of e-mail for non-digital internal customers such as those in the Roads and Waste Departments. To aid the development of on-line facilities, including self-service, you have reviewed a wide range of digital forms. You are very keen on developing a wide range of web capability and your ICT Digital Strategy and Emerging Departmental Priorities is in the process of being updated, taking on-board guidance and steer from the Scottish Government. Overall this element merits the retention of Compliance Plus.

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

CSS301: KITL Outreach Engagement 2023	Assessor Acceptance:	Yes
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Keep In the Loop is our Outreach medium used extensively for geographically or demographically hard to reach customers. This evidence shows a use case regarding a whole community cut off after a recent severe weather event.

CSS320: Medical Wi-Fi Access	Assessor Acceptance:	Yes
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We provide tailored wi-fi access for staff and pupils with specific medical needs for devices to access online services. Where someone may be using an app on a phone in an office or school to monitor a medical condition/communicate with medical services/guardians. Once this is done ICT enable access

CSS340: Support for Disadvantaged Groups	Assessor Acceptance:	Yes
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We engaged identified disadvantaged employee groups via surveys, impact assessment and pilot programme and used the results to address barriers to work. We provided digital skills support for deskless workers, targeted recruitment for apprenticeships and physiotherapy support for employees.

Corporate Evidence

C204: Post Pandemic Customer Contact Survey and Action Plan	Assessor Acceptance:	Yes
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We paid for 500 postal surveys with reply paid envelopes to be sent to hard to reach customers as part of our post pandemic Customer Contact review and 200 replied. The Action Plan on this document strongly reflects their input.

C207: Keep in the Loop Notification Service	Assessor Acceptance:	Yes
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This service is a powerful, pro-active means to engage with Hard to reach (geographically and other attributes) groups to both seek their input to service design and to alert them to issues so they can help us manage specific needs. (Demo on day)

C208: Community Planning Partnership Outcome Improvement Plan	Assessor Acceptance:	Yes
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The CPP Outcome Improvement Plan is the result of extensive consultation (detailed here) that deliberately reaches out to marginalised groups and includes their insights into future services, such as the Gaelic Language Actions Plan.

1.1.3.1: We make particular efforts to identify hard to reach

Remote RP3 2023 You continue to strive to reach out to as many customers as possible who are in remote locations, some very often cut off due to severe weather conditions, or are vulnerable for a variety of reasons. This includes the very valuable tool known as KITL (Keeping people In The Loop). You now have 545 customers who have subscribed to this service and during the most recent publication, following road closures, 76% of subscribers used the service within a period of 48 hours. Also some interesting analysis of the system shows that 84% of subscribers have viewed other disruptions, 81% have viewed changes and 52% have viewed consultations. This clearly demonstrates the value and trust placed in this worthwhile digital communication system.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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 2023 People with medical conditions, particularly in the more remote areas and islands, have been consulted on digital access such as better WiFi connections in schools and equipment to help with a better quality of access to services. This gives people the assurance of support, particularly to families who have children with medical conditions. This allows instant access and feedback on situations that otherwise may take days to resolve.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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 2023 The examples already mentioned, KITL and Wifi are just two of many initiatives explored and developed to reach out to customers. However you have a range of internal customers who also require support, including those who have no direct access to digital applications, those with medical conditions and people joining your workforce such as Modern Apprentices. Your engagement with these groups has also been enhanced with a new approach to obtaining a greater response rate on feedback surveys, by personally handing out paper based survey questionnaires. Overall the whole approach to engagement with hard to reach and disadvantaged groups and individuals merits the retention of Compliance Plus.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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

CSS363: ICT Client Liaison Role and ICT Strategy	Assessor Acceptance:	Yes
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The ICT Client Liaison Officer are fundamental to the Strategy for ICT strategy for engaging and involving internal customers using a range of methods appropriate to the needs of identified customer groups. There is also a specific section for Customers in the ICT and Digital Strategy.

CSS364: Engaging Communities Framework	Assessor Acceptance:	Yes
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The Community Engagement Strategy Group chaired by CSS HoS developed this Engaging Communities Framework with best practice on tools and approaches and case studies for effective engagement. It was approved at Committee on 5th Dec.

CSS365: ABC CS Strategy, Charter and Action Plan 2024-7	Assessor Acceptance:	Yes
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In July 2024 Council passed the new Customer Service Strategy 2024-27 which has two key elements of "We will collaborate with you and we will be open and inclusive" and is underpinned by the Charter Pledges on Openness, Engagement and Transparency using appropriate channels.

Corporate Evidence

C209: ICT Digital Strategy 2021-24	Assessor Acceptance:	Yes
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As much engagement is by Digital means the Councils recent ICT Strategy has a section dedicated to Customers (see Pages 4-6) including accessibility, services and even CSE!

C210: ABOIP Engagement Strategy - Presentation	Assessor Acceptance:	Yes
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This presentation shows the Strategy Adopted by the Community Planning Partnership to maximise engagement with community groups using a wide range of approaches and alternative mediums tailored to them.

C211: Dog Fouling Campaign Strategy	Assessor Acceptance:	Yes
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This is an example of a campaign strategy on a dedicated topic close to many citizen's hearts - Dog Fouling. Note the Community Group based approach and bespoke products approved for the Campaign.

1.2.1.1: We have a strategy for engaging and involving customers

Remote RP1 2024 Your strategies for engaging with and involving customers are extremely well embedded across all parts of your business and include ICT Client Liaison, Engaging Communities Framework, CS Strategy and the Customer Charter. Embedded within those strategies are 6 main principles, Be fair and inclusive, Collaborative, Responsive & open, Digitally convenient, Data protection and Deliver high standards. However you are continually looking for any opportunity to having dialogue with stakeholders, partners, staff and customers throughout the journey experience. Overall this level of commitment merits the retention of Compliance Plus.

Remote RP2 2025 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 2024 Embedded within the range of strategies outlined above are a wide range of very effective methods used to engage and involve customers. They include Microsoft applications for digital routes, Client Liaison Officers for ICT issues, HR Business partners, manager liaison, direct customer contact at Service Points and Registry, a wide range of surveys and forums, internally with other Council Departments, but also in increasing frequency with local communities.

Remote RP2 2025 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 2024 As your engagement includes both internal and external customers the methods used are appropriately focused. For example, stakeholders have different requirements from customers accessing Service Points or the Registry Offices. Elected Members have different requirements from customers telephoning the Calling Centre. However the level of service and attention provided at each access point is equally professional and dedicated.

Remote RP2 2025 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

CSS421: Insight Informed Face to Face Service Design	Assessor Acceptance:	Yes
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This evidence shows two different delivery designs informed by local customer consultation. The first is a Community Hub, facilitated by the council but delivered by the community at Cove and Kilcreggan and the second is the move to a partnership arrangement replacing the old Service Point on Tiree.

CSS442: HROD Employee Experience Survey	Assessor Acceptance:	Yes
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HROD embedded customer consultation in service improvement via a comprehensive Employee Survey and shared survey results with customers, ensuring transparency and actions taken were well publicised.

CSS461: Socitm Benchmarking Satisfaction	Assessor Acceptance:	Yes
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We have participated in Socitm Customer Satisfaction surveys since 2005. The process is recognised across the sector as the most effective and reliable means of measuring customer satisfaction for Scottish Local Authority ICT Departments. We survey, take on board feedback and use this to improve.

Corporate Evidence

C206: Scottish Approach to Service Design and Consultation of Groups	Assessor Acceptance:	Yes
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The Council has embraced the Scottish Approach to Service Design (Design with and not for) and now widely consults Customer Groups re needs and preferences and publishes outcomes to members and customers.

C213: Employee Learning and Development Resources for Consultations	Assessor Acceptance:	Yes
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Effective Consultation is such a high priority we have created this dedicated learning resource and toolkit on it; stressing importance of cascading outcomes.

C212: Dedicated Online Consultation Hub	Assessor Acceptance:	Yes
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The council has a dedicated consultation web resource here for all live consultations and we alert subscribers to them via Keep in the Loop (C207)and also updates on survey outcomes..

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

Remote RP2 2025 You maintain a high level of intensity on consultation and engagement with stakeholders, partners and customers. This has included a huge amount of research on the rising costs of providing face-to-face Service Points in remote parts, such as Tiree, where costs are substantially more than the average (£14 per transaction). In the same study the cost of digital transaction was considerably lower at 31p per transaction. The outcome is promoting Self-service and expanding the new HUB facilities established at Cove & Kilgreggan. Internally your HROD consultation, through an Experience Survey and subsequent Focus Groups, has identified a number of issues including the visibility of senior people and communication for non-digital staff. You have taken this feedback on-board and introduced a plan for more senior people interaction and an e-mail system for non-digital workers. ICT rely considerably on the outcomes from the Soctim Benchmarking Survey which, ...

Evidence Value: Fully Met

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

Remote RP2 2025

.... identified issues such as Cyber Security and further development of Self-Service. Outcomes from the various platforms of consultation are communicated appropriately. For internal staff the main routes are My Council Works, e-mail, management cascades and the new visibility of senior leaders. Feedback from customers, partners and staff to the assessor during discussion was very positive on all levels of communication. Overall the level of activity merits the retention of Compliance Plus.

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: Compliance Plus

Active Evidence

CSS302: Review of Customer Service Strategy 2024-7	Assessor Acceptance:	Yes
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The Council's Customer Service Strategy is currently being reviewed and as part of that we wish to ensure all major stakeholders are consulted on it before finalisation. This paper to Mgt shows the approach to reviewing the strategy including ensuring the consultation is fit for purpose.

CSS341: Employee Recognition Programme review	Assessor Acceptance:	Yes
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We surveyed and benchmarked on our annual employee excellence scheme. The results informed a revised continuous recognition programme which supports colleague nominations, team nominations for a wider reach and external customers. It aligns with our change principles and behaviours framework.

CSS321: SOCITM Improve Report 2023 v1.1	Assessor Acceptance:	Yes
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We participate in the annual Socitm Improve (Benchmarking & Customer Satisfaction) survey. The cycle begins with a workshop to review the consultation based on past year's result. This is the 2023 report covering the SOCITM Improve survey.

Corporate Evidence

C213: Employee Learning and Development Resources for Consultations	Assessor Acceptance:	Yes
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Effective Consultation is such a high priority we have created this dedicated learning resource and toolkit on it; Steps 2 and 3 are about reaching the right people and using the right method to get effective results.

C214: New Customer Service Strategy Product Description	Assessor Acceptance:	Yes
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The Council's Customer Service Strategy is to be reviewed in 2023 and this product description will be approved by stakeholders to ensure it encompasses their requirements. Note emphasis on Customer Engagement

C220: Member Zone Sounding Board	Assessor Acceptance:	Yes
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In 2022 we completely reviewed the way we engage operationally with elected members (as customers of Services) and introduced a new collaborative approach including a Sounding Board and Online Feedback. These are giving great outcomes.

1.2.3.1: We regularly review our strategies and opportunities for consulting

Remote RP3 2023 You have adopted a new approach to consultation on helping to review the Customer Service Strategy. This has included issuing a draft of the amended Strategy for comment before publication, with the intention of engaging more effectively, delivering services that work, identifying issues that affect customers and obtaining valuable feedback on the use of technology. You also state the commitment to be fair, inclusive, responsive and to have open dialogue. You have also taken time to review your Employee Recognition Scheme, following consultation with neighbouring Local Authorities, with the outcome of changing the nomination process, expanding the categories for recognition and inclusion. You incorporated aspects of Connect for Success principles and Behaviours Framework. This extensive work on review merits a Compliance Plus rating. Remote RP1 2024 & 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

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 2023 You continue to value the importance of engaging with customers at all levels, including stakeholders, partners and customers both external and internal. The feedback from the SOCITM Improve survey is very positive and trends show improvement in a number of areas including an overall customer satisfaction shift from 5.35 to 5.9 putting you 4th highest across the UK, ICT showing a remarkable 361% improvement over the last 3 years in dealing with ICT incidents within 15 minutes. The research methods are not only reliable but are showing very comparable with other similar organisation. Compliance Plus is also appropriate here.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

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: Compliance Plus

Active Evidence

CSS366: SOCITM Benchmarking Satisfaction Survey	Assessor Acceptance:	Yes
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We have participated in the Socitm Customer Satisfaction surveys since 2005. The Socitm process is recognised sector wide as the most effective and reliable means of measuring customer satisfaction for Scottish Local Authority ICT Departments. This is the evolving questionnaire used in the survey.

CSS367: CSS367 Our HROD Customer Satisfaction	Assessor Acceptance:	Yes
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Our commitment in HROD to understanding and enhancing customer satisfaction is paramount, and we employ reliable and accurate methods to measure this on a regular basis and the range of approaches is shown in this evidence.

CSS368: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team is the corporate first point of contact across many channels and satisfaction is continually monitored across these and across a range of metrics including fairness. Most are reported quarterly to DMT and added to the Website's Charter page.

Corporate Evidence

C215: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team is the corporate first point of contact across many channels and satisfaction is continually monitored across these and across a range of metrics including fairness.

C216: Tiered Corporate Approach to Customer Satisfaction	Assessor Acceptance:	Yes
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The Council has a tiered approach to monitoring customer and employee satisfaction with some top level metrics reported to Committees and then Service and Team level reporting for performance and improvement.

C217: Corporate Web Report 2022-23	Assessor Acceptance:	Yes
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The website has a million uses a year so satisfaction monitoring is vital. This is the annual report with key five measures of satisfaction. Will show quarterly at meeting as this breaks down by Service.

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

Remote RP1 2024 You have a range of very professional and comprehensive channels of measuring customer satisfaction. This is embedded in a desire to ask, listen and react positively to all customer feedback, with the aim of continuous improvement. ICT have carried out in-depth benchmarking through SOCITM, with the outcome showing that customer participation response rate is up from 7% to 28% and your satisfaction score is the highest it has been in 15 years. You are regarded as the 4th highest ranking in the UK. HR have made very good use of data available and created a very extensive Dashboard, which includes more accurate information that is segmented. Outcomes from focus groups and individual staff engagement is also very informative. Registration have carried out several surveys and customer engagement, with a perfect score of 100% satisfaction. You are investing in people skills to deliver, which merits a new Compliance Plus.

Remote RP2 2025 Not reviewed, but C+ retained.

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: Compliance Plus

New Evidence

CSS422: Website Satisfaction Insight Driven Improvement	Assessor Acceptance:	Yes
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In 2025 the web team transformed its website and web Bot satisfaction approach to obtain many more and insightful data that it constantly uses to monitor and improve online service quality. The results are publicised to customers, members and managers on website and dashboards.

CSS443: HROD Employee Experience and Satisfaction Survey	Assessor Acceptance:	Yes
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HROD analyse and publish satisfaction levels across all services, using insights to drive improvements that meet customer expectations. This evidence shows that being done as a result of the last employee survey.

CSS462: Socitm Satisfaction published feedback	Assessor Acceptance:	Yes
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It is important to us to take on board all feedback and be open with our customers about our responses, so we always aim to publish as much as possible.

Corporate Evidence

C204: Post Pandemic Customer Contact Survey and Action Plan	Assessor Acceptance:	Yes
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In 2021 our post pandemic Customer Engagement survey used satisfaction measurement (sections 3 and 4) to drive out improvements included in the Delivery Plan Appendix. This resulted in a £49k investment in the new website etc.

C216: Tiered Corporate Approach to Customer Satisfaction	Assessor Acceptance:	Yes
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The Council has a tiered approach to monitoring customer and employee satisfaction with top level metrics reported to Committees and then Service and Team level reporting for performance and improvements identified and published.

C218: LGBF and Customer Satisfaction Benchmarking	Assessor Acceptance:	Yes
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The council provides data for and closely analyses the outcomes of the Local Government Benchmarking Framework – and in particular the satisfaction related measures in it. Audit and Scrutiny Committee receives a report on this and areas for improvement.

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

Remote RP2 2025 You have made specific efforts to increase response rates to your website survey by creating simple emoji buttons with drop down facility. The response rate has increased to 1600 a month, which provides additional feedback for analysis. Substantial feedback has been received seeking clarity with timetable information for Ferry and Bus journeys and the solution was publishing the service providers own timetable on your website. The Socitm survey also provides a lot of data and the outcomes against the benchmark show ICT well above in all areas including the technical competency, ease of contacting and promptness of ICT staff. The outcomes from a variety of other surveys, including Registration where all areas including overall satisfaction show 100%, which are published through your website. The intensity of your research, analysis and publication merits a new Compliance Plus.

Evidence Value: Fully Met

1.3.2.2: for all main areas of our service

Remote RP2 2025 In addition to the research outlined above other reviews are carried out quarterly in areas such as Customers Service Points and Call Centre with results being consistently high. For example, overall satisfaction 97.7% for Service Points and 96.5 for the Call Centre in the most recent quarter. In the most recent HROD staff survey, across Argyll & Bute Council, you have identified several issues, including managers visibility, well being and potential 'burnout'. This was followed up by a Pulse Survey to track the on-going feelings of staff.

Evidence Value: Fully Met

1.3.2.3: and we have improved services as a result.

Remote RP2 2025 Many of the service improvements are outlined above, but others include the development of an AI chat box, with interactive exchange, which has replaced the traditional Frequently Asked Questions (FAQs). All web based information pages ends with a question, 'was this helpful'.

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

CSS303: Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team monitors all aspects of satisfaction, but particularly quality items like , information, professionalism and access. These surveys have evolved depending on what customers tell us is important and the current review of the new CS Strategy is asking for input on this.

CSS342: Evaluation for HROD processes	Assessor Acceptance:	Yes
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HROD have created surveys to measure satisfaction in the HR areas of advice, learning and transactional processes we ask questions on key aspects of service and specific areas of importance to customers.

CSS322: Satisfaction Survey questions and published responses	Assessor Acceptance:	Yes
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The Socitm Satisfaction questionnaire was designed following a multi-council workshop to review the previous year's outcomes and refine them based on user responses and needs of the business. This evidence shows the amended questionnaire following the workshop. Survey responses are on the Intranet.

Corporate Evidence

C215: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team monitors all aspects of satisfaction, but particularly, information, professionalism and access.

C218: LGBF and Customer Satisfaction Benchmarking	Assessor Acceptance:	Yes
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The council provides data for and closely analyses the outcomes of the Local Government Benchmarking Framework – and in particular the satisfaction related measures in it. The metrics vary between Services but meet Scotgov needs.

C219: Member Zone Performance Management Briefing	Assessor Acceptance:	Yes
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This evidence shows a Performance Briefing on the elected member request system called Member Zone. It shows high levels of Member Satisfaction for Timeliness and Quality of responses.

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 2023 You continue to ensure that questions on the 5 key areas of delivery, timeliness, information, access and the quality of customer service are included in surveys and other research projects. It is noted that for HR you respond to each comment made, which is a huge commitment. Compliance is maintained.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP3 2023 It is also noted that in the light of change, particularly in ICT where change is frequent, you modify questions appropriately. Mapping of trend changes is built into your processes and feedback on outcomes helps to not only encourage future participation but provide customers with the assurance of a good level of customer service. Compliance is maintained.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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: Compliance Plus

Active Evidence

CSS369: Published SOCITM Customer Satisfaction Outcomes	Assessor Acceptance:	Yes
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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. The last report showed improved satisfaction levels compared with other years and organisations. Overall improvements also seen in CSS366

CSS370: HROD Core Business Workplan	Assessor Acceptance:	Yes
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This evidence shows HROD set challenging and stretching targets for customer satisfaction across a number of work areas as a key driver for our continuous improvement efforts. This approach aligns with our commitments to upholding service standards that not only meet but are exceeding expectations.

CSS368: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team has had a 95% satisfaction target for mediated and online channels based on best in class and consistently exceeds this. In fact Registration achieved an unparalleled 100% in the last two quarters.

Corporate Evidence

C215: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team has had a 95% satisfaction target for mediated channels based on best in class and consistently exceeds this. In fact Registration achieved 100% in the last report. Best ever.

C218: LGBF and Customer Satisfaction Benchmarking	Assessor Acceptance:	Yes
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The Local Government Benchmarking Framework does not have targets per se, but the de facto target is to be at least as good as the Scottish Average and to be improving. This evidence shows that to be the case for ABC.

C236: ICT Customer Satisfaction Targets and Improvements	Assessor Acceptance:	Yes
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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. The last survey had highest ever performance and they responded to all feedback, making many service improvements e.g. a new Hub Site

1.3.4.1: We set challenging and stretching targets for customer satisfaction

Remote RP1 2024 In addition to setting an overall target of 90% for customer satisfaction, you set yourselves challenges to achieve well above that at every opportunity. For example the Customer Engagement Team target is 95% and performance is consistently above this with a remarkable perfect score of 100% for Registration in the past two quarters. HR have carried out exercises, beyond just satisfaction, into areas of analysing data with the aim of asking why is the data needed, how best to collect it and what to set from it. The overall aim being to identifying issues that drive excellence. Overall this merits a new Compliance Plus.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

1.3.4.2: and our levels are improving.

Remote RP1 2024 While continually performing at high levels, margins of improvements remain narrow. Nevertheless improvement trends are identified to recognise achievement and help set achievable goals for the future. For example in Registration a perfect score of 100% has also been achieved for treating people fairly. In HR the handling of FOI and EIR requests satisfaction levels also run at 100%. In a recent SOCITM comparison the technical competence of ICT staff came out the highest attribute. Much of this data is supported by very positive customer feedback and the desire of everyone to perform at their best was confirmed to the assessor during discussion with stakeholders, partners and customers.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

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

CSS423: COSLA Award Supporting Communities Fund	Assessor Acceptance:	Yes
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CET's Digital Team help all council services improve their customer facing services by analysing customer journeys. This example was submitted for a COSLA Award as it made the Supporting Communities Grants application process easier for applicants and the processing team, so better outcomes for all.

CSS444: HR Digital Helpdesk	Assessor Acceptance:	Yes
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Customer feedback shaped new HR online portal enhancements, improving journeys and making services more accessible and efficient.

CSS463: CECYP system development	Assessor Acceptance:	Yes
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We undertake many small system developments with customers and worked closely with the Education Service to digitise a paper based process using customer journey insights. System went live 2025 and feedback so far has been positive.

Corporate Evidence

C220: Member Zone Sounding Board	Assessor Acceptance:	Yes
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See items 4 and 5 on this evidence showing the numerous improvements being made to member Zone and relayed to Members via Briefings and Sounding Board.

C221: Customer Led Website Redesign	Assessor Acceptance:	Yes
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See items 4 and 5 on this evidence showing the numerous improvements being made to member Zone and relayed to Members via Briefings and Sounding Board.

C222: New Employee Onboarding Development	Assessor Acceptance:	Yes
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A new Corporate Employee Onboarding Process was developed by HR after analysing the dysfunctional current journey with stakeholders. This evidence shows the revised 6 stage process.

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

Remote RP2 2025 You strive to improve what has consistently been first class service delivery. Your research and thorough analysis contributes significantly to the identification of service improvement. A significant development has been digitising a previously paper-based Users Guide for schools through Argyll & Bute. The positive feedback from schools has been substantial, for example 'Thank you so much for this, I am excited to begin using it'. ICT have worked hard to improve support and guidance through the Digital Helpdesk, with developing self-service facilities, using AI in the background and have reduced the numbers of errors in customers locating the wrong information.

Evidence Value: Fully Met

1.3.5.2: including improved customer journeys.

Remote RP2 2025 Your aim is to make customers' journeys smooth and seamless where cooperation is essential. For example the support provided to improve the application process for COSLA Awards nominations has been noteworthy and included acting on past applicant feedback to digitally transform the end-to-end process, using Netcall. An intuitive new online SCF application has been developed, which has also significantly improved the back office tasks. Feedback to the assessor from stakeholders, partners and staff indicated that the assistance and innovation provided by people in Customer Services Support is highly appreciated. Overall Compliance Plus remains for this element.

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

CSS372: ICT & Digital Strategy Action Plan 2024	Assessor Acceptance:	Yes
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Our ICT & Digital Strategy has an action plan with progress updates in delivering the actions. This is developed every 4 years and includes specific sections for Customer improvements. Updates on progress are presented at ITMT meetings and reported wider at customers departmental meetings.

CSS373: People Strategy and Wellbeing Strategy	Assessor Acceptance:	Yes
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At Argyll and Bute Council we take pride in our firm commitment to placing the customer at the heart of our delivery service. This focus on customer centricity is deeply embedded in HROD and supported by our leaders as enshrined in this evidence summarising our People and Wellbeing Strategies.

CSS374: Senior Leadership Forum Presentation on CS Strategy.	Assessor Acceptance:	Yes
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The Council's commitment to Customer Service is shown by the fact the requirement for a CS Strategy is written in the Council Constitution and the new one (evidence CSS365) featured in the Senior Leadership Forum in November endorsed by Leader and Chief Exec.

Corporate Evidence

C206: Scottish Approach to Service Design and Consultation of Groups	Assessor Acceptance:	Yes
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The Council has embraced the Scottish Approach to Service Design (Design with and not for) and has invested in training for all managers and key change staff on it. All significant customer affecting changes now require consultation.

C209: ICT Digital Strategy 2021-24	Assessor Acceptance:	Yes
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As much engagement is by Digital means the Council's recent ICT Strategy has a section dedicated to Customers (see Pages 4-6) including accessibility, services and even CSE!

C223: SSSC Policy and Commitment 2023	Assessor Acceptance:	Yes
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Social Care has clients who are in particular need of focus and advocacy. The council has a new policy on the application of the Scottish Social Care Council standards and mandatory code of conduct for all Social Workers.

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

Remote RP1 2024 The commitment for first class service delivery is set through a number of strategies including Digital, People and Communications. However this is delivered with high commitment and support from senior leaders across your organisation. The presentation from the head of service, recorded in advance, as she was travelling on holiday gave an illuminating summary on the approach to improvement in areas such as digitisation, self-service, cyber attack procedures, data management, communications and the overall aspiration for excellence.

Remote RP2 2025 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 2024 Senior leaders and managers continue to lead by example and they are very visible, approachable, respected and offer a lot of help and encouragement. The drive for digitalisation is well managed and supported, which brings an agility to how resources are being used. Customer focus is a main ingredient to success, which is encouraged and developed by leaders and managers. Good communications are also considered to be important for both customers and staff who deliver the wide range of services. In a recent senior leaders presentation on future vision the '6 Principles' were highlighted. This level of commitment, support and activity merits the retention of Compliance Plus.

Remote RP2 2025 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: Compliance Plus

New Evidence

CSS424: Customer Service Strategy Action Plan Update Report	Assessor Acceptance:	Yes
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A huge customer consultation informed the 45 Improvement Actions on the Corporate Customer Service Strategy Action Plan. This report to DMT shows that 31 of the 45 had been implemented and 12 more are in progress across a wide range of customer focused delivery areas based on customer priorities.

CSS445: Wellbeing Policy Focus Groups	Assessor Acceptance:	Yes
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HROD used customer insight from manager and employee focus groups to inform policy and prioritise improvements that support wellbeing.

CSS464: ICT Priority Investment Plan	Assessor Acceptance:	Yes
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The ICT Group Asset Management Plan (GAMP) now named PIP has a section on the Departmental Emerging Priorities, developed in conjunction with each department. This forms the basis of the ICT Department's strategy and is used to prioritise investment plans and improvement activities.

Corporate Evidence

C205: Customer Input to Budget Making Decisions	Assessor Acceptance:	Yes
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ABC has a long history of seeking customer insight to influence budget decisions and in 2023 we are using a Budget Simulator with Demographic Info to understand needs and influence spending priorities.

C224: Customer Engagement Team EqSEIA	Assessor Acceptance:	Yes
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Every significant strategy, policy or operational change requires an EqSEIA and stakeholder consultation is an intrinsic part of every one of these. See
<https://www.argyll-bute.gov.uk/my-council/plans-and-policy/equality-and-socio-economic-impact-assessments>

C225: Short Term Lets Policy and Operation	Assessor Acceptance:	Yes
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There was an extensive landlord consultation to inform both the policy and operation of the Scotgov Short Term Lets licensing scheme which resulted in 'localised' improvements being added.

2.1.2.1: We use customer insight to inform policy and strategy

Remote RP2 2025 The wealth of data gathered through customer insight continues to be systematically analysed and used effectively to inform policy and strategy. Your Customer Service Strategy Action Plan is a prime example, which contained 45 actions with 31 being implemented, including the Cove & Kilcreggan Community Service Point Pilot and development of a new Customer Service Toolkit onto MyCouncilWorks. You have also developed a new ICT Priority Plan, which is extremely comprehensive and covers strategy in 13 different areas including major engagement with the Health & Social Care Partnership (HSCP), Roads, Finance, Education and Building Services. Customer interaction is at the heart of all you do and the move to digitise many processes is being well managed. The level of activity here merits a new Compliance Plus.

Evidence Value: Fully Met

2.1.2.2: and to prioritise service improvement activity.

Remote RP2 2025 HROD, with the help of Focus Groups, has used customer insight to review policy on wellbeing in areas such as digital burnout and hybrid working. ICT have improved services through upgrades on ORACLE, your main operating system, NETCALL for the telephone call centre and specific use of Employee Voice in HROD. It was clear to the assessor during discussion with staff that there is huge commitment to listening to customers, taking on-board feedback and implementing change. This commitment activity is supported and encouraged by leaders within Customer Service Support.

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: Compliance Plus

Active Evidence

CSS304: Member Zone Quality and Performance Management Regime	Assessor Acceptance:	Yes
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CET built and manages the Corporate Member Enquiry Mgt system AKA Member Zone and a mandated part of its design is a multilayered quality & performance management regime, monitored by Members, Senior Management and operational services. This supports the right of members to get responsive service.

CSS343: Excellent Training Services for employees	Assessor Acceptance:	Yes
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Our training centre operating procedures provide quality assurance, and an induction programme ensures customers are aware of this service and their right to high standards.

CSS323: Fix Time Process Performance Targets	Assessor Acceptance:	Yes
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ICT Service incidents have an established fix process and times are set in line with SOCITM benchmark targets and recorded within the Council's performance management system on a monthly basis and reported at ICT Management Team meetings and Policy lead and departmental management team meetings

Corporate Evidence

C226: Customer Engagement Team Performance Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team' embedded procedures for standards monitoring support the Council's Customer Service Charter and is used in conjunction with C215 Satisfaction Monitoring .

C227: Internal Audit Customer Service Centre Audit	Assessor Acceptance:	Yes
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The Corporate Internal Audit Team have an annual audit programme that targets Audits of Service Delivery across the council to provide public assurance of standards. This is a recent example for Contact Centre.

C228: Member Zone Performance Management Regime	Assessor Acceptance:	Yes
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Members as customers expect high levels of speed and quality of response to enquiries and this is safeguarded by a dedicated MZ Performance Management Regime. See also C219

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

Remote RP3 2023 All policies to ensure that customer expectations have been well embedded for a considerable number of years. However you have made specific efforts to enhance customer experience in a number of ways including the on-going development of the Members' Zone computer system. The system allows access for Elected Members to help them submit and track customer enquiries and issues, but also ensures direction to the right person. You have also undertaken a training programme and refreshment of guidance to ensure staff, even at induction, provide fair treatment at all levels and know how to engage with stakeholders and internal and external partners. Your ICT team have made considerable commitments to reducing response times, to an average of 2.5 hours. All issues submitted to the Help Desk are logged and tracked systematically. Overall your approach here merits Compliance Plus.

Remote RP1 2024, not reviewed, but C+ is retained.

Remote RP2 2025 Not reviewed, but C+ retained.

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

CSS375: ICT Equitable Service Delivery Testimonies	Assessor Acceptance:	Yes
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ICT supplies excellent services to many different cohorts of customers (internal, external, suppliers, consultants etc), these wide ranging testimonies show they do this to an equitably high standard across all and supplements the SOCITM Survey feedback.

CSS376: HROD Customer Feedback Fairness of Delivery	Assessor Acceptance:	Yes
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HROD believe in ensuring that all customers and customer groups are treated fairly and equitably and are the corporate guardians of equality. As a team our commitment to fairness is consistently reinforced through feedback mechanisms and measurement of customer experience shown in this evidence.

CSS368: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team is the corporate first point of contact across many channels and satisfaction is continually monitored across these and across a range of metrics including fairness in our satisfaction feedback and is central to our Customer Service Charter.

Corporate Evidence

C215: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team is the corporate first point of contact across many channels and satisfaction is continually monitored across these and across a range of metrics including fairness as per the Customer Charter.

C224: Customer Engagement Team EqSEIA	Assessor Acceptance:	Yes
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Every significant strategy, policy or operational change requires an EqSEIA and stakeholder consultation to ensure fairness to Protected Groups is embedded in these. This example is regarding fairness to remote communities if their Service Points were closed.

C229: An Equality and Fairness Focused Council	Assessor Acceptance:	Yes
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Equality and Fairness is a core value of the Council and this Digest of key docs and Online Resources highlights this; Particularly the Equalities Mainstreaming Report.

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

Remote RP1 2024 You continue to ensure that all policies and procedures include the commitment to treating customers fairly, irrespective of their circumstances. This is delivered across all access channels, at first point of contact and in follow up responses. The policies on equality, diversity and vulnerability are applied diligently but with care and compassion.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP1 2024 Considerable feedback has been received through a variety of channels, including consultation and engagement forums, surveys and interaction 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 98% respectively against the question asked about fairness. Anecdotal feedback on the most recent HR survey is also very positive. Overall you ensure that all are treated very fairly and compliance is maintained.

Remote RP2 2025 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

CSS425: Physical and Data Privacy Protections	Assessor Acceptance:	Yes
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We take immense care to ensure that both the physical privacy and the digital data protection of customers is protected in compliance with legislation. This evidence shows our considerable efforts and focus in both.

CSS446: HROD GDPR Guidance and Compliance	Assessor Acceptance:	Yes
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HROD diligently protect customer privacy in discussions and securely manage employee data access, transfer and storage.

CSS465: PSN & Cyber Essentials Plus Certificates	Assessor Acceptance:	Yes
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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.

Corporate Evidence

C230: Cyber Essentials and PSN Security Certification	Assessor Acceptance:	Yes
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Argyll and Bute has the Highest Possible standards of Cyber Security to protect our systems and customer data. We have not one but two major certifications and the PSN one is specifically for data transfer and storage.

C231: Excellent Face to Face Service	Assessor Acceptance:	Yes
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Argyll and Bute has 11 Service Points for Face to Face Customers and ALL have at least one Interview Room so our Charter Standard on Privacy can be adhered to.

C232: Data Protection and Privacy	Assessor Acceptance:	Yes
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The council takes GDPR duties regarding Data Protection, Privacy and Rights of Access to Information very seriously and has dedicated resources for this as shown in this evidence

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

Remote RP2 2025 Robust policies and practices remain in place to ensure complete privacy in all face-to-face interaction. Customer facing staff in Service Points and Registration are extremely well aware of their responsibilities. Customer feedback, both formal and informal, shows that customers are treated with care, sensitivity and integrity. Customer satisfaction in appropriate surveys confirms this commitment with all areas in Registration being 100%.

Evidence Value: Fully Met

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

Remote RP2 2025 Security of customer information applies to both internal and external customers with equal commitment and strategy. You continue to be diligent with all aspects of on-line and digital data. 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. Privacy Statements are clearly highlighted on web based applications and information across channels such as Chat Box is carefully screened. HROD Team handles a high volume of sensitive and confidential information, including employee records, contractual documents, and casework, abiding by all protocols and requirements of GDPR. Overall the whole approach to security for face-face and in the transfer and storage of information merits the 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: Compliance Plus

Active Evidence

CSS305: CSC-CSP Internal Review of Training Manuals	Assessor Acceptance:	Yes
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The CSC undertook a review of every internal training manual and empowered experienced staff to use their specialist knowledge to do this, so they were written from an agent's perspective. This evidence shows the control list (manuals to be shown on the day). We also empower our agents mentor newbies

CSS344: Digital Champions Programme	Assessor Acceptance:	Yes
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We have a network of Digital Champions who provide support and guidance to colleagues with digital queries. The champions embody the council's service focused approach, are friendly and approachable and work together to problem solve and support their colleagues achieve efficient service delivery.

CSS324: ICT And Digital Strategy Updates October 2023	Assessor Acceptance:	Yes
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The development of the Council's ICT Strategy is the ICT roadmap for the next years which impacts on our customers. Employees across other key areas of the Council to actively engage with the process and provide strategic input and updates on progress via updated development plan document.

Corporate Evidence

C233: Customer Care Related Training	Assessor Acceptance:	Yes
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Customer Care Related Training is a fundamental part of the Council's Learning and Development Strategy and is both a sign of Management Commitment and a vital enabler for empowering staff with the skills to participate in our customer focused culture.

C234: Customer Complaints Management L&D	Assessor Acceptance:	Yes
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The council takes a Corporate Approach to Complaints Managers that has at its heart the early resolution of complaints by empowering staff to fix things that have may have gone wrong at Stage 1 of the complaint. Comprehensive Training is key to early, good outcomes.

C235: Trauma Informed Practice Training	Assessor Acceptance:	Yes
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An increasing number of customers have experienced trauma at some point and need to be assisted with particular sensitivity. In order to empower our staff to do that many employees did a short course on Trauma Informed Practice:

2.1.6.1: We empower and encourage all employees to actively promote

Remote RP3 2023 Although your strategies and procedures have had customer focus at the heart of customer service for a number of years, you are prepared to look at ways to enhance the opportunities for empowering staff. This was obvious in the development of new training manuals by entrusting the revision to experienced staff. The level of consultation with staff has also been enhanced, effectively using their experience as a sound knowledge base.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Remote RP3 2023 Following the introduction of the Digital Strategy in February 2021, you identified the value of using and updating the Action Plan section to involve and empower staff. The level of empowerment has also been demonstrated through the development of Digital Champions. Their application is impressive as they are constantly accessible, fully engage with people and encourage peer support. They have been given a clear remit, but are prepared to go beyond requirement to assist colleagues on all computer and digital based applications. Development of the facilities available through MS 365, have been fully entrusted to the ICT team and feedback to the assessor confirmed this level of commitment and support. Overall this proactive approach merits Compliance Plus.

Remote RP1 2024 Although not reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 Although not reviewed, C+ is retained as nothing has arisen to indicate otherwise.

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: Compliance Plus

Active Evidence

CSS378: ICT Staff Development Approach	Assessor Acceptance:	Yes
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CT has an approach that ensures all Staff are trained to a high level to support the role the undertake. This evidence shows that commitment in training ICT staff AND in ensuring we contribute to the digital skills of all staff across the council through the Council's training systems and Microsoft36

CSS379: AB365 Rollout and Development Support	Assessor Acceptance:	Yes
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Since the corporate introduction of Microsoft 365, HROD and ICT have helped the Council adopt and get the most out of the new platform through a training and support programme and embraced it in our teams to enhance productivity and better service our customers.

CSS380: New Customer Service Professional Qualification	Assessor Acceptance:	Yes
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The Council has invested nearly £5k to have Highland Learning Academy develop a new LA professional Customer Service qualification for customer facing staff, this will fit into the already extensive portfolio of agent training.

Corporate Evidence

C222: New Employee Onboarding Development	Assessor Acceptance:	Yes
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A new Corporate Employee Onboarding (induction) Process was developed by HR and it focuses heavily on Customer Care and related training such as data protection. See Highlighted elements on doc. See also C213 and C233

C223: SSSC Policy and Commitment 2023	Assessor Acceptance:	Yes
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Social Care's application of the Scottish Social Care Council standards and mandatory code of conduct also has strict requirements for the council in terms of recruitment, induction and L&D so Social Workers are equipped to support their clients.

C237: Mandatory Job Description for Every Post	Assessor Acceptance:	Yes
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Every recruitment requires a Job Description to be created specific to the new post, even temporary ones. These all include elements of customer focus as part of the job evaluation 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 2024 HR follow all the appropriate protocols in relation to recruitment policies and procedures. Job descriptions are fully detailed with requirements and qualifications where appropriate. Input is sought from and provided by other council departments, including ICT, Registration and Customer Services to formulate adverts and help along the recruitment journey.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

2.2.1.2: training and development policies for staff.

Remote RP1 2024 Within the whole of Customer Services Support the extent of training and development is substantial. HR have invested in the development of the facilities offered through MS365 and innovatively created their own version (AB 365). HR has also provided 7 Cohort training, online self-serve support and Digital Champions who provide considerable support to staff through Argyll and Bute Council. Customer Services have invested in partnering with the Highland Learn Academy in developing a customer facing qualification. This range of development and engagement merits a new Compliance Plus.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

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

CSS426: Excellent Agent Empathy and Attitude	Assessor Acceptance:	Yes
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Our customer feedback across Contact Centre Service Points and Registration show stratospherically high appreciation of the attitude and empathy shown by agents in providing them an excellent service, as shown in this digest of evidence.

CSS447: HROD Customer Focused Service Culture	Assessor Acceptance:	Yes
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Our HROD team delivers a polite, friendly service and understands customer needs to provide the best support as shown by this range of evidence.

CSS466: ICT Customer Feedback	Assessor Acceptance:	Yes
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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. We survey for feedback from staff on their experience when using our services.

Corporate Evidence

C238: CSC Telephone Satisfaction Survey FQ4 22-23	Assessor Acceptance:	Yes
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The quarterly satisfaction Survey of callers to CSC had comments left by 69 customers and they were overwhelmingly positive, see pages 3 and 4 of the attached and Highlighted Comments.

C239: Our Polite and Friendly Standards.	Assessor Acceptance:	Yes
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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 Services for internal and external customers, with recent examples.

C240: Annual Complaints Report	Assessor Acceptance:	Yes
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See Pages 23 and 24 of this Report which although it is about Complaints, it highlights a number of instances of polite and friendly behaviours shown by staff. Note report too large to upload so link to website provided.

2.2.2.1: Our staff are polite and friendly to customers

Remote RP2 2025 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. For example Registration records 100% and the Call Centre records 95%. Praise of staff efforts by stakeholders, partners and customers during discussion with the assessor supplements the level of appreciation.

Evidence Value: Fully Met

2.2.2.2: and have an understanding of customer needs.

Remote RP2 2025 The polite and friendly approach of staff leads to a good understanding of customer needs. HROD plays an important role for all employees across Argyll & Bute Council and in doing so adheres to the Core Customer Service Standards, but also ensures understanding of needs through processes such as the HR Digital Helpdesk & Chat Box and HR Bot (based on AI interaction). HROD also adheres to GDPR protocols and provides very professional training and support. Overall the activity in this element 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

CSS306: Internal Audit CSC Report 2023	Assessor Acceptance:	Yes
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The priority given to customer care is shown by the fact that Corporate Internal Audit Team included the Contact Centre in their 2023 Cycle. This evidence is their report which gave the CSC the best possible assurance. Recommended Improvements are being implemented.

CSS325: ICT Production Highlight Report 2023	Assessor Acceptance:	Yes
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Example monthly highlight report to ICT Management Team of our monthly performance target to resolving ICT Incidents for our customers and on items like the rollout of new PCs, reporting our performance against target response times. Key metrics are monitored monthly and reviewed at ICT Management.

CSS345: Self Assessment and Quality Conversations.	Assessor Acceptance:	Yes
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We are creating a new approach for measuring performance and improvement. This includes service self-assessment and employee feedback on access to supportive performance conversations. We will address areas for improvement with team managers via the Scottish Approach to Service Design approach.

Corporate Evidence

C227: Internal Audit Customer Service Centre Audit	Assessor Acceptance:	Yes
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The priority given to customer care is shown by the fact that Corporate Internal Audit Team have an annual audit programme that targets Audits of Service Delivery across the council to provide public assurance of standards. This is a recent example for Contact Centre.

C242: Tiered Approach to Performance Reporting	Assessor Acceptance:	Yes
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The council has a Tiered Approach to Performance Reporting with Quarterly and Annual Reports to the Elected members through Committees and Area Committees and Via Policy Leads, then to Senior management Reports and Service and Team Operational Reports all have customer related elements.

C243: Performance and Career Conversations	Assessor Acceptance:	Yes
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The Council has a new continual assessment of employee performance and development called Performance and Career Conversations. For customer facing staff these determine the standards/deliverables to be achieved, a review of performance and L&D required to deliver what is being asked. An Example.

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

Remote RP3 2023 In addition to your policies and procedures to set customer delivery priorities you use the outcomes from evaluations carried out by ICT and Internal Audit. You also pay a lot of attention to the outcomes from customer surveys and insight engagement. Most customer interactions are logged on your CRM system, which allows considerable opportunity for tracking and analysis. You have also learned a lot from your engagement in rolling out the requirements of the Scottish Approach to Service Design.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP3 2023 You continue to evaluate and recognise the commitment and delivery of your staff on a regular basis. The introduction of Career Conversations helps in this process and the outcomes in terms of staff development are appreciated. This was confirmed during discussion with staff. You have also introduced a new Self-Assessment process for staff evaluation and it comprehensively includes customer focus.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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

CSS381: AB DIGITAL STRATEGY and Emerging Dept Priorities	Assessor Acceptance:	Yes
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The Council's ICT and Digital Strategy (P.4 Embed customer first approach) and Emerging Priorities document (bottom of Evidence) shows how ICT listens to customers and departments, to incorporate their experiences and insights into developing new Strategies, investments, systems and improvements.

CSS382: Staff Insights and Experience to HROD Policies etc.	Assessor Acceptance:	Yes
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Our commitment to incorporating frontline experiences into our strategic framework is paramount. We are committed to creating a feedback loop where the voices of our customer-facing employees inform our operational strategies.

CSS383: Events Management Application Case Study	Assessor Acceptance:	Yes
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The Digital Service Team develop numerous small systems , automations and applications "Not for but With" Services. Taking staff and manager Subject Expert input is core to their development ethos, this is a case study of a recent one. Many more available. We have also bought specialist BPR software

Corporate Evidence

C220: Member Zone Sounding Board	Assessor Acceptance:	Yes
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The new Member Zone was designed and built with considerable staff and elected member input And continues to evolve with this through the Sounding Board.

C241: Hybrid Working Policy	Assessor Acceptance:	Yes
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The pandemic has had a lasting effect on how workers actually operate to deliver services to customers. After a widespread consultation involving all staff and managers a new Hybrid Working Policy was adopted in 2023 to allow flexibility in where staff are based and how they work.

C247: Short term Lets In House Application Development	Assessor Acceptance:	Yes
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This new application has extensive input from Customers via a consultation and staff and managers and external stakeholders e.g. Scotgov throughout its initial development and long term evolution.

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 2024 Staff are fully involved in using customer insight to influence policy. ICT have been heavily involved in the development of digital strategies, using their knowledge and experience, around: Customers, Processes, Technology and People. The development of Client Liaison Officers to support the roll out of digital applications is highly commendable. Staff insight across your organisation is a constant and feedback from workforce planning meetings, focus groups and customer satisfaction surveys are used effectively to influence strategy. In addition a new tool has been developed to co-ordinate the extensive work and consultation required in planning community events around Argyll and Bute. The new portal integrates information to interested parties involved in planning and supervising an event. This has reduced, on average, working time to plan an event from 100 days 59. Compliance Plus is retained.

Remote RP2 2025 Not fully reviewed, but Compliance Plus is retained.

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: Compliance Plus

New Evidence

CSS427: Our Culture of Recognition	Assessor Acceptance:	Yes
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Customer Engagement Team Staff frequently go above and beyond to help our customers and communities and get the qualifications and training needed to ensure that they can provide them with an exemplary service. Senior and line managers live a culture of recognition so staff feel valued & incentivised

CSS448: New Council Recognition Scheme	Assessor Acceptance:	Yes
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This evidence shows how HROD recognise and contribute to wider recognition of staff contributions to customer-focused services, through a new Council wide recognition scheme promoting behaviours that enhance service quality.

CSS449: Connect For Success - Empowerment	Assessor Acceptance:	Yes
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Connect for Success is the Council's approach to how we deliver on our aspirations for Argyll and Bute. A key principle is Empowerment and recognition of employee achievements. HROD developed it and Comms promote it.

Corporate Evidence

C244: Chief Executive Commitment and Recognition	Assessor Acceptance:	Yes
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The Chief Executive sets the tone for the whole organisation and her commitment to communities and customers is an example and one that she displays through recognition of staff and team achievements by podcasts, weekly emails, Articles in the staff magazine Cascade and strategy setting

C245: Culture of Continual Praise and Feedback	Assessor Acceptance:	Yes
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The culture at ABC is for managers and colleagues to give praise and recognition for delivery of excellent services and around achieving qualifications that will allow them to do that. This is a small digest of examples.

C246: COSLA Award for Customer Engagement	Assessor Acceptance:	Yes
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COSLA - the Scottish body for Local Councils has an Annual Awards competition and the Senior Mgt Team sift those to go forward from ABC. Customer Service related entries like this one are regularly featured.

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

Remote RP2 2025 The culture of recognition continues to be provided in a variety of ways, including formal awards and personal notes of thanks. However a new Council wide Recognition Scheme has been introduced, by HROD and includes: internal and external nomination processes, for individuals and teams; a new nomination process and monthly updates on nomination activity. A review will be carried out to assess impact, improve processes, and measure whether staff feel more valued. So far it is working extremely well with 46 individual and 10 team internal nominations and 12 individual and 4 team external nominations. Considerable very positive feedback has been received on the services provided by Registration who have provided 516 Civil Ceremonies, 418 Marriage Ceremonies

Evidence Value: Fully Met

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

Remote RP2 2025 Leaders and managers throughout your organisation are very active in supporting staff at all levels. The new recognition system 'AB Recognition' has been promoted by senior leaders and managers, with considerable success. Connect for Success is another approach to how you deliver aspirations, with an emphasis on empowerment and recognition of employee achievements. Leaders and managers are also very active in giving verbal and written praise, which is highly appreciated by staff, confirmed to the assessor during discussion with staff. The appreciation of staff efforts was similarly conveyed to the assessor by leaders and managers. This level of appreciation and reward merits a new Compliance Plus here.

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

CSS384: ICT Contact Channels and Information	Assessor Acceptance:	Yes
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ICT has striven hard to make itself as accessible and approachable as possible, through a wide variety of clear channels. This evidence documents them including the new ways of identifying staff and roles via MS Teams.

CSS385: My Council Work Pages for HR and Learning	Assessor Acceptance:	Yes
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Our HR Section on our dedicated staff website MyCouncilWorks serves as a central hub where you can find comprehensive details about our services, including how they operate, when they are available, the appropriate channels for contacting us and who does what.

CSS386: New Accessible Corporate Website	Assessor Acceptance:	Yes
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In 2023 we launched a brand new Corporate Website whose design was driven by customer insight and customer testing including a MyCouncil section that holds all the key council info in one place. The design was recommended by Drupal Local Gov and has 98% Accessibility rating.

Corporate Evidence

C221: Customer Led Website Redesign	Assessor Acceptance:	Yes
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In 2023 we launched a brand new Corporate Website whose design was driven by customer insight and customer testing including a MyCouncil section that holds all the key council info in one place. The design was recommended by Drupal Local Gov and has 98% Accessibility rating. <https://www.argyll-bute>.

C248: Weekly News roundup	Assessor Acceptance:	Yes
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The Council offers a "Weekly News Round-up" email subscription newsletter that provides updates on council activities, new services, and changes to existing services. This newsletter is sent directly to subscribers, ensuring that customers are kept informed about all relevant developments.

C244: Chief Executive Commitment and Recognition	Assessor Acceptance:	Yes
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Our Chief Executive issues a monthly Audio Podcast Called "Pippa's Podcasts" whose purpose is inform customers and staff about Services we provide. She Cohosts them with the people in charge of the service and chooses topical subjects

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

Remote RP1 2024 You continue to provide a wide range of information, suitable for the general public but also for regular customers, internally and externally and professional stakeholders and partners. A lot of information is provided digitally through the website, My Works, Members' Zone and on a self-serve portal. All of these channels are regularly updated and well used. You have developed other digital routes including the use of MS Teams, iTrent and exploring the use of AI. Customer feedback is very positive regarding the extent of information available and this was confirmed during discussion with the assessor. Overall this level of provision merits the retention of Compliance Plus.

Remote RP2 2025 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 2024 The wide range of information contains clear reference on how your services can be accessed. Location of Service Points, Registries, Telephone numbers and addresses are clearly signposted in publications, with appropriate opening times.

Remote RP2 2025 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 2024 Information provided includes details on how services are run, particularly where changes and new systems are introduced. Overall the range of information provided is first class and continues to be provided to the right people at the right time and in the right format.

Remote RP2 2025 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

CSS428: Comprehensive Customer Charges Information	Assessor Acceptance:	Yes
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The council provides comprehensive information on the fees it charges and also fees it collects on behalf of other authorities such as marriage notifications and sewerage, It does this through a wide range of channels from website to local offices, contact centre and even bots.

CSS440: Budget Pack Reporting of Fees Increases	Assessor Acceptance:	Yes
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Most council fees are increased annually at the budget, so it is important that citizens are informed of planned changes and increases to chargeable council services that affect them. Great efforts are made via the council website to ensure transparency over planned increases.

CSS467: Internal Print Charges	Assessor Acceptance:	Yes
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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

Corporate Evidence

C221: Customer Led Website Redesign	Assessor Acceptance:	Yes
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Our customers told us they wanted clarity over Fees and Charges, so when we redesigned our website we set up a comprehensive section on Fees and Charges
<https://www.argyll-bute.gov.uk/my-council/council-fees-and-charges>

C250: Oban Airports landing Fees Case Study	Assessor Acceptance:	Yes
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We recently built a landing Fees payment solution for Oban Airport that calculates the indemnity and landing charges based on aircraft size and stay. It is integrated to our 24/7 voice auto payment system so pilots are notified of charge by email and can pay wherever they have phone signal.

C249: Oban Pontoons Case Study	Assessor Acceptance:	Yes
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The Council recently built an in house application for booking and payment of boats berthing at the Oban Pontoons, including a sophisticated calculator of charges based on boat length and duration of stay.

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

Remote RP2 2025 Appropriate charges are set for external customers and include areas such as parking, education, travel, planning and building standards and environmental health. 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. Charges for internal customers such as printing is also well published. Full compliance is maintained.

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

CSS388: HROD Contact Methods	Assessor Acceptance:	Yes
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Evidence CSS385 explained how we make info available and how people can contact us. This evidence elaborates with popular ways we have added that meets our customer's preferences. Our multi-channel strategy allows us to tailor our approach and ensure that information is accessible, timely.

CSS387: ICT Services Pages etc Online	Assessor Acceptance:	Yes
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In addition to the access and information channels detailed in evidence CSS384, ICT Strives to provide information in a variety of other ways, from videos to downloadable documents, sharepoint files, and face to face via Digital champions. This evidence details that.

CSS389: Cove and Kilcreggan Community Hub	Assessor Acceptance:	Yes
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We have piloted the rollout of Community Hubs (A CS Strategy Plan Action) in response to local requests, to provide council information and services on a hyperlocal level to remote communities, The first opened in October and this leaflet promotes it.

Corporate Evidence

C207: Keep in the Loop Notification Service	Assessor Acceptance:	Yes
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This service is a powerful, pro-active means to engage with Hard to reach (geographically and other attributes) groups to both seek their input to service design and to alert them to issues so they can help us manage specific needs.

C211: Dog Fouling Campaign Strategy	Assessor Acceptance:	Yes
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This is an example of a campaign strategy on a dedicated topic - Dog Fouling. Note the Community Group based approach and blend of digital and hard copy products approved for the Campaign.

C251: All Accessibility & Translation Service	Assessor Acceptance:	Yes
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TO BE AN ON THE DAY DEMO The council has invested in a powerful new AI powered Accessibility toolbar and language service that can translate the whole website into over 100 languages AND read it aloud. This gives unparalleled access to our online information to almost everyone.

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

Remote RP1 2024 You continue to meet the needs of individual and customer groups in providing the information through the appropriate channel. Councillors receive information through detailed reports and in the Members' Zone, internal customers receive information on the website and intranet. Those customers who prefer more traditional methods are well supported at the Call Centre, Service Points and at Registry Offices.

Remote RP2 2025 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 2024 The range of methods are inclusive to the needs of professionals, internal staff and customers. You have managed the move to more use of digital routes extremely well, whilst still maintaining the local touch. For example the development of the Community Hub at Kilcreggan and Cove, where customers can walk in and explore a range of information. The range of digital channels also includes e-mail, chat box, My Council section on the website and My Works. You have also developed a range of downloadable videos. Overall this level of provision merits the retention of Compliance Plus.

Remote RP2 2025 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

CSS429: Information Received and Understood	Assessor Acceptance:	Yes
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The Customer Engagement Team has a wide variety of technological and customer feedback mechanisms to ensure that information given is both received and understood. This evidence is a digest of some of them

CSS450: HR Conversational AI chatbot	Assessor Acceptance:	Yes
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HROD ensure customers receive and understand information through clear, accessible chatbot responses with a feedback mechanism that allows us to check customers understood the response and it was acceptable and to analyse failures and improve them.

CSS468: ICT Security Awareness Training - Mimecast	Assessor Acceptance:	Yes
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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.

Corporate Evidence

C215: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team is the corporate first point of contact across many channels so satisfaction is continually monitored across these and metrics including information quality and outcome quality .

C219: Member Zone Performance Management Briefing	Assessor Acceptance:	Yes
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The Member Zone was set up to provide information in response to Councillor Enquiries and so the Quality of responses they receive is monitored by a survey they complete when they close a case as well as internal checks. Satisfaction is over 90%.

C252: Feedback Mechanisms on the Website	Assessor Acceptance:	Yes
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Council's website has many ways for users to provide feedback on usefulness of information presented, which is reported on and used to improve content. Users are prompted with a "Did you find what you were looking for?" option that gets 1500+ responses a month and uses external Independent Assrs

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

Remote RP2 2025 Sound procedures remain in place to ensure that appropriate information is received. This includes the agent evaluations and survey feedback at the Call Centre (94%), Registration 100% and Service Points 97%. Checks are made by the ICT team and through HR feedback forms, on the level of information provided, during training sessions. Web based information is also verified through the new Emojis buttons and drop down menus.

Evidence Value: Fully Met

3.2.2.2: and understood the information we provide.

Remote RP2 2025 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 supported by suitable comments. Cyber security information supplied by ICT can be complex and difficult for staff to understand, but additional support has been provided by external training from MimeCast. Web based information can also be clarified through the new AI Chat Box. Overall this element remains 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

CSS346: Elearning and flexible working requests	Assessor Acceptance:	Yes
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We have created guidance for services to create their own service specific eLearning content using accessibility guidelines. We have developed a new procedure and time saving form for flexible working requests. It provides data that TU partners requested and is reviewed via a monthly report.

CSS307: Making Information Relevant in an Emergency.	Assessor Acceptance:	Yes
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Councils have to be adept at adapting information to ensure it is relevant in real time emergency situations. This evidence shows how this was done during a weather emergency that cut off a remote community, where new online, verbal and written comms were spun up to meet the needs of the communities

CSS326: Evidence of ICT Guides and Policies for customers	Assessor Acceptance:	Yes
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ICT policies and guides are continually updated on HUB (Intranet) and my Council Works staff site to enhance customer experience and access to services.

Corporate Evidence

C221: Customer Led Website Redesign	Assessor Acceptance:	Yes
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In 2023 we launched a brand new Corporate Website whose design was driven by customer insight and customer testing of early versions. It had a complete review of content and 40Gb of old data was deleted . This paper summarises that.

C253: Gaelic Language Plan	Assessor Acceptance:	Yes
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Section 6.2 of the Council's
https://www.argyll-bute.gov.uk/sites/default/files/2024-05/GLP_updated_2022-26.pdf Gaelic Language Plan is to promote the range of Gaelic services and resources which are available to our service users.

C254: Council Community Hubs	Assessor Acceptance:	Yes
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Council is pioneering Community Hubs, which are hyper local, volunteer service points offering council related information, resources and services to remote communities. SLA is for the first Hub at Cove and Kilcreggan. We will use outcomes here ensure relevant info is provided at subsequent Hubs

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

Remote RP3 2023 You are continually updating guidance on a variety of issues including emergencies, such as road closures which becomes 'real time' information for customers. Call Centre staff are appraised continually on these emergency situations to equip them to deal with enquiries. Guidelines on the how best to use the wide variety of ICT facilities are also updated regularly.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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 2023 A lot of information continues to be published on your internal HUB and My Council Works, for staff around the entire Council, but also on the Web Site for external customers and partners. The risk of cyber attacks is a growing concern and a lot of work has been done to not only protect data, but provide support and guidance to staff should situations arise. A range of frequently asked questions has also been developed to assist staff with emergency enquiries.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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 2023 There is a huge recognition that digitally based channels, facilities and information are vitally important. Consequently you have reviewed many of your processes, including the Member's Zone, KILT, internal HUB and My Council Works. However you have undertaken a massive review of your Website, resulting in a considerable number of enhancements, and also a new look. You have received many plaudits on these developments and feedback to the assessor during discussion with stakeholders, partners and customers was very complimentary. Overall the whole approach to updating information is impressive and merits the retention of Compliance Plus.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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

CSS308: Corporate Service Update service.	Assessor Acceptance:	Yes
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When the council is unable to provide an expected service or to deliver complete, expected information we update customers about this through a corporate Service Update network of channels. A key part is letting them know when the service or information will be provided.

CSS327: eStore Exception Report 003	Assessor Acceptance:	Yes
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Every project managed by ICT has stages where progress is impacted by some issue. The projects are managed using Prince 2 methodology and where exceptions arise detailed reports are raised to project boards . These exception reports provide info on what cannot be delivered or changes to timescales.

CSS347: Service standards and reviewing guidance	Assessor Acceptance:	Yes
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We are creating new service standards for a positive employee experience. Our staff are knowledgeable and professional when providing advice. When this advice is challenged, we take this seriously, investigate it and when necessary, refer to the appropriate professional bodies for guidance.

Corporate Evidence

C227: Internal Audit Customer Service Centre Audit	Assessor Acceptance:	Yes
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In 2023 Internal Audit performed a full audit of the Customer Service Centre and focused on quality of information provision, giving the CSC the Highest possible HIGH Assurance level. They particularly commented on the extensive training and Agent Assurance activities. P26-42

C240: Annual Complaints Report	Assessor Acceptance:	Yes
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See Pages 23 of this Report which shows only 42/616 recorded complaints (7%) were related to quality of information and all of the 52% of upheld/partially upheld complaints will have had a response with the info or when it would be provided. complaints . Note report too large to upload so link to we

C255: Customer Service Charter 2024	Assessor Acceptance:	Yes
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Pledge 4 of the new Customer Service Charter says explicitly we will "proactively tell customers when there may be issues or changes" and this is supported in the CS Strategy Fixing Things That Go Wrong

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

Remote RP3 2023 Your policies, procedures and publications, such as your Customer Charter, embed your commitment to providing information that is both accurate and complete at the first point of contact. The on-line information is of particular importance and the KITL facility is just one process that receives particular praise from customers. Call centre staff, who in many occasions are the first line contact, play an extremely important role.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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 2023 Likewise the procedures ensure that where information is not available, at the first point of contact, there are robust follow up mechanisms including appropriate time schedules. ICT presented a particularly good example of their Prince 2 system where reports are generated on all aspects of remedial work required. Your People Strategy has also been revised to ensure that staff are fully aware of and trained in the responsibilities for accurate and complete information.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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

CSS390: Alternative Access channels to ICT services examples	Assessor Acceptance:	Yes
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This evidence is note of provision of some alternative channels to access services for customers over and above the standard extensive range already detailed in CSS384 and CSS387 and represents Significant investment in networking and secure access for other device types to support staff.

CSS391: Accessibility to HROD Services	Assessor Acceptance:	Yes
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HROD strive to make our services accessible to all our internal customers by offering a variety of online, digital and face to face methods to meet diverse needs. Particular efforts have been made to ensure staff who are not on the council's ICT network, are able to interact as easily as those on it

CSS392: Audit Scotland Tackling Digital Exclusion	Assessor Acceptance:	Yes
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Jane Fowler led the work with Audit Scotland on their recent Report on Digital Exclusion and was commended for its alternative channels (see Paras 78-79) for digital strugglers. We have now added extra actions to our CS Strategy Action Plan in response. AS also presented to full council in Sept.

Corporate Evidence

C257: Audit Scotland Tackling Digital Exclusion	Assessor Acceptance:	Yes
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The council worked with Audit Scotland on their recent Report on Digital Exclusion and was commended for its alternative channels (see Paras 78-79) for digital strugglers.

C254: Council Community Hubs	Assessor Acceptance:	Yes
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Council is pioneering Community Hubs, which are hyper local, volunteer service points offering council related information, resources and services to remote communities. This SLA is for the first Hub at Cove and Kilcreggan. We will use outcomes here ensure relevant info is provided at subsequent

C258: My Council Works - Employee Website	Assessor Acceptance:	Yes
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The Employee Survey had a recurring issue with communications to 2k+ staff not on the council network who couldn't get information from the council intranet. So we built a dedicated staff section on the corporate website, so ALL staff have equality of access.

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

Remote RP1 2024 You continue to provide the wide range of services in an easy and accessible way. Digital routes are now well embedded, whilst still keeping local contact alive and functional. Customers and customer groups in Argyll & Bute are very well served, despite the huge challenges of geographical distances and remoteness. A good example being ICT providing 'Starlink' broadband facilities for some remote schools. The very positive feedback from the teachers in these schools is substantial. HR have developed the use of a tool - HR Robot and explored the use of AI to improve the quality of accessible information. Customer Services constantly monitor telephony and footfall to identify any bottlenecks. Overall access facilities are excellent, which merits retention of Compliance Plus.

Remote RP2 2025 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

CSS430: eForms/Future of Tiree CSP Reports	Assessor Acceptance:	Yes
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CET constantly evaluates service delivery and customer interaction across all channels. These two examples (from many across the year) showcase digital evaluation and improvement (online forms), and face2face evaluation and improvement from Reports to DMT.

CSS451: HROD Digital Project – Transforming Access Channels	Assessor Acceptance:	Yes
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We set up the HROD Digital Project to evaluate customer interactions across channels and improve to improve access and offer better service choices, with workstreams to deliver improvement outcomes.

CSS469: Bandwidth Analysis in Schools (Starlink)	Assessor Acceptance:	Yes
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To improve digital services to our customers growing needs, we regularly monitor bandwidth and quality of service provision. Due to many factors we have to provide alternative solutions and this example shows where we have adopted new technology - Starlink - to help our customers.

Corporate Evidence

C221: Customer Led Website Redesign	Assessor Acceptance:	Yes
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In 2023 we launched a brand new Corporate Website whose design was driven by customer insight and customer testing of early versions. It had a complete review of content and 40Gb of old data was deleted . This paper summarises that.

C259: CS Strategy Consultation and Outcomes Report P&R 2024	Assessor Acceptance:	Yes
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The new Customer Service Strategy including the channel elements were subject to wide consultation. This report shows how that input greatly influenced the final Strategy and Action Plan of improvements - See Appendix 2 in particular.

C260: RIS BPR Consultant Review	Assessor Acceptance:	Yes
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Council commissioned independent consultants to undertake an end to end review if Roads and Infrastructure Services, with Customer Relations a dedicated workstream. Appendix 1 Section 9 lists many service improvements approved by EDI Committee.

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

Remote RP2 2025 You continue to make considerable effort to evaluate interaction through access channels. For example your Budget Review Group carried out a detailed review of the provision of E-Forms and Service Point presence in the Island of Tiree. Although the Service is to close an alternative operating model, in partnership with Social Work, will retain Registration and some elements of Customer Service. This will free up financial resources to use more productively through digital channels.

Evidence Value: Fully Met

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

Remote RP2 2025 A lot of schools, both primary and secondary rely heavily on technology for learning and administration. The bandwidth for connection is crucial and is poor in some more remote parts. A huge exercise has been undertaken by ICT to review this situation and provide considerable assistance with new equipment and the roll out of improved bandwidth through Starlink at 7 locations and BT SWAN2, pending at 6 locations. Access speed has increased from 5-8 Mbps to 30 Mbps. HROD has carried out an extensive review and introduced the HR Chatbot and Digital Helpdesk, providing employees with instant, conversational access to HR advice and support. They also analyse demand across all communication channels (email, chatbot, phone) to enable real-time monitoring.

Evidence Value: Fully Met

3.3.2.3: and offer better choices

Remote RP2 2025 Although there is a push to digitise as many processes as possible, external customers still have access choices, such as walk in Service Points and Registration. However the support to internal customers is becoming more digitised as access is faster and the choices are much wider. Use of Robotic Process Automation (RPA) to reduce repetitive tasks such as password resets for ICT and digital roles within HR provides real time information and support. Overall the approach to evaluating access channels merits the retention of Compliance Plus.

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: Compliant

Active Evidence

CSS309: CSP Customer Survey FQ1 2023-4	Assessor Acceptance:	Yes
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We have a rolling survey of Service Point customers and one aspect we ask about is cleanliness and tidiness and this survey shows 20 out of 21 agreed or strongly agreed the CSP was clean and tidy. Length of wait also has much to do with comfort and all 25 respondents said that was not excessive.

CSS310: Legionella Testing Burnet Building	Assessor Acceptance:	Yes
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The council has a strict regime for Legionella testing across all its buildings including the public facing ones. Positive tests are rare and immediate action is taken. This evidence shows the system picked up a positive reading at a service point and this was immediately flagged by Water Safety Gp.

CSS328: Kilmory Castle Office Risk Assessment	Assessor Acceptance:	Yes
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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 which provide a safe environment for our customers to engage with us.

Corporate Evidence

C231: Excellent Face to Face Service	Assessor Acceptance:	Yes
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Argyll and Bute has 11 Service Points for Face to Face Customers and we continually survey customers on all aspects of their visit from signage to cleanliness of the offices and scores are 90%+. All are also subject to regular H&S Risk Assessments.

C261: Independent LGBF Assessment of our Estate	Assessor Acceptance:	Yes
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These screenshots from the most recent Local Gvt. Benchmarking Framework show that our buildings are fit for purpose and above the national and Family Group averages - and our road cleanliness too for folk on their way to them!

C262: New Service Point Rothesay	Assessor Acceptance:	Yes
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In addition to refurbishing service points in Islay and Dunoon, the Our Modern workspace project relocated the Rothesay CSP to a new town centre site in a fully refurbished old bank building and footfall has increased.

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 2023 Your robust procedures to ensuring premises are clean and comfortable remain in place. Appropriate risk assessments are carried out and a recent report on a legionella incident shows the swift and safe action taken. Customer feedback continues to be positive on the facilities available for face-to-face contact. As all procedures are now well embedded and specific requirements for Covid related issues has reduced, continued Compliance Plus is no longer appropriate. However this element is fully compliant.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

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

CSS393: ICT Partnership Working	Assessor Acceptance:	Yes
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Note of some partnership working with other providers in support of our customers. This is IN ADDITION to the partnership working with other councils and a huge array of suppliers to maintain the complex array of infrastructure and services.

CSS394: Partnership Working for Employee Benefits	Assessor Acceptance:	Yes
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This evidence shows, HROD have established strategic arrangements with other providers and partners to deliver coordinated services that enhance the support available to our staff that adds value to the council's employment offer and staff wellbeing.

CSS395: Blue Badge SLA with NHS	Assessor Acceptance:	Yes
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The Customer Engagement Team works with a range of partners to deliver joined up services, Each year we process 3000+ Blue Badge applications and have a detailed SLA with NHS OH to provide Mobility Assessment to strict timescales so applications are processed speedily.

Corporate Evidence

C263: Health and Social Care Partnership	Assessor Acceptance:	Yes
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The Council is part of the Integrated Joint Board of the Health and Social Care Partnership. This Report Highlights some of the benefits arising from joined up services and shared funding to help our citizens.

C264: Community Planning Partnership Outcome Improvement Plan 2024-34	Assessor Acceptance:	Yes
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The Council works with NHS, Police, Fire & Rescue Service, 3rd Sector, Highlands and Islands Enterprise, to deliver co-ordinated services for the benefit of the residents of Argyll and Bute. This Community Planning Partnership has a new Outcome Improvement Plan.

C265: Partnership Working with Scottish Public Service Ombudsman	Assessor Acceptance:	Yes
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The Council adopts the standards of the SPSO in dealing with complaints and co-ordinates its activities for Stage 3 complaints. Most recently it has adopted SPSO guidelines for Child complaints following Scotgov's adoption of the UN Convention on Children's Rights (UNCRC).

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

Remote RP1 2024 Your range of partnership working continues to be very impressive, is highly professional and extremely effective. The support provided by your staff to ensuring the smooth running of joined up services is also very effective. Engagement and collaboration with all of your partners is thorough, which was confirmed during discussion with the assessor. There is a sense of continuity with all joined up services and the level of communications is regarded as highly valuable.

Remote RP2 2025 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 2024 All joined up arrangements are designed to meet the needs of individual customers and customer groups. A lot of preparation is done prior to engagement with partners, which is highly appreciated. The outcomes from joined up services is very positive and your whole service is awash with data and customer feedback, which is analysed and translated into a service improvement action plan. Particular support is provided in the running of local community events and the development of the Portal has improved the process substantially. Overall, joined up working merits retention of Compliance Plus.

Remote RP2 2025 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

CSS452: HROD Performance Excellence Project	Assessor Acceptance:	Yes
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HROD's Performance Excellence Project is an exemplar of how we work with internal partners to provide clear accountability to deliver coordinated, high-quality management information for managers and customers.

CSS431: CET Partnership and Co-ordinated Working.	Assessor Acceptance:	Yes
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The Customer Engagement Team works with a wide range of partners to provide quality services to Argyll and Bute Citizens. Accountability is described in SLAs/MOUs with Community Groups, Commercial Business and other internal Services.

CSS470: ICT Acceptable Use Policy	Assessor Acceptance:	Yes
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Sometimes staff from our NHS Highland Partners need access to ABC ICT Network and Services. To ensure complete understanding of responsibilities on both sides re quality and scope of services (particularly security), this Acceptable Use document is signed as an agreement by both parties.

Corporate Evidence

C264: Community Planning Partnership Outcome Improvement Plan 2024-34	Assessor Acceptance:	Yes
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Great lengths have been taken to explain The CPP Outcome Improvement and accountability to citizens including a Detailed Support Document, a set of FAQs and even a video. There is a dedicated web resource for the governance.

C265: Partnership Working with Scottish Public Service Ombudsman	Assessor Acceptance:	Yes
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The Council makes it clear that access to SPSO is only available at Stage 3 of the complaints process and provides clear signposting to SPSO but has a high quality of complaints management - such that under 5% of complaints go to SPSO.

C266: HSCP/IJB Coordinated working and Communications.	Assessor Acceptance:	Yes
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C263 showed benefits of the HSCP and activity is co-ordinated through its Integrated Joint Board of Council/NHS/HSC leaders with clear information provided for citizens.
<https://www.nhshighland.scot.nhs.uk/about/argyll-and-bute-health-and-social-care-partnership/>

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 2025 Your wide range of partnership working demands clear lines of accountability, which are built into Service Level Agreements (SLAs) and general working arrangements across Argyll & Bute Council Departmental Services. For example your Customer Engagement Team has worked extremely hard to develop procedures with the Cove and Kilcreggan Hub, with Colonsay and Jura Community Development Companies for the provision of customer service point facilities on those islands and updated the Memorandum of Understanding in place with TA Blair Funeral Director. Your Performance Excellence Project has developed, collaboratively with other council services, business dashboards and team planning tools. These will be supported by MS Teams Planner for tracking improvement actions and projects. Overall the level of activity and joint engagements merits the retention of 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

CSS301: KITL Outreach Engagement 2023	Assessor Acceptance:	Yes
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During the October severe weather event remote communities were cut off and turned to the council to provide extra support. CSS co-ordinated that activity and the comms around it to ensure they knew how to get medical & social care, education, food supplies etc. Work was co-ordinated with volunteers.

CSS349: School engagement and special leave for community services	Assessor Acceptance:	Yes
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We have created a toolkit to support engaging interactions at career fairs to assist with school leavers looking to enter the world of work. Our conditions of employment provides special leave for employees to participate in community emergency services and non-regular forces.

CSS319: Workplace Related Charitable Fundraising	Assessor Acceptance:	Yes
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Customer and Support Services employees workplace participation fund raises for a number of charities (local and national community based) using the council intranet and email service to enlist support. This montage of recent examples even has a Chex podcast to raise awareness.

Corporate Evidence

C269: Grant Funding for Communities	Assessor Acceptance:	Yes
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The Council votes its own funds and distributes Scotgov and Windfarm Grant funding for a large number of supportive grants: <https://www.argyll-bute.gov.uk/my-community/grants-and-funding>

C268: Town Centre Regeneration	Assessor Acceptance:	Yes
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From 2007-2024 Argyll and Bute Council working in partnership with the community, private and social enterprise sector delivered an extensive programme of heritage led regenerations, transforming our communities. None would have happened without council leadership.

C267: Supporting Community Councils	Assessor Acceptance:	Yes
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Community Councils are the gateway into 2way engagement with local communities and help drive local improvements by being consultees on major planning decisions raising matters that may be causing concern in our communities. Hence the strong support we give them.

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

Remote RP3 2023 You continue to be widely interested in the wellbeing of people in your wide ranging communities. This includes those in urban locations, but more so in the more remote areas. This was particularly demonstrated following the recent road closures following severe weather conditions. Following consultation, appropriate information was provided through KITL, which also provided the opportunity to follow up on subsequent customer interactions and support requirements. The whole network of support is impressive. You also continue encouraging staff to be involved in local support through volunteering and charitable giving. This level of activity merits the retention of Compliance Plus.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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

CSS397: Our HROD Business Workplan and Reviewed Targets	Assessor Acceptance:	Yes
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This evidence builds on that shown in CSS370 by showing not only current high standard targets but how we review them with a view to delivering HR and OD services that align with national and statutory requirements.

CSS396: PSN-CE-PCIDSS Certificates	Assessor Acceptance:	Yes
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Our ICT security infrastructure is measured against the rigorous national standard for the Public Services Network, as well as Cyber Essentials and PCIDSS Card Payment certification. This evidence is our current certificates of compliance for 2024-5. We have been compliant since 2018-19.

CSS407: Compliance to National Registration Standards	Assessor Acceptance:	Yes
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CET has National Registration Targets that are subject to independent audit by National Records of Scotland. Our Challenging standard is 96.8% accuracy and we have been between 96 and 97% for the past 5 years across Births, deaths and marriages.

Corporate Evidence

C270: Corporate Outcome Indicators	Assessor Acceptance:	Yes
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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.

C271: ABC Education Strateguc Plan and Impact Report 2020-24	Assessor Acceptance:	Yes
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Parents and Pupils are a large cohort of council customers and this reports details the array of literact, attainment and pass rate targets set in the Education sphere. Many linked to national targets.

C240: Annual Complaints Report	Assessor Acceptance:	Yes
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There are National targets for timeliness of response to complaints set by SPSO and P15-16 of this report show reporting against that, whilst the wider report shows quality of responses and the low % that go to SPSO.

4.1.1.1: We have challenging standards for our main services,

Remote RP1 2024 You continue to maintain a good range of meaningful and measurable standards across all parts of the organisation, based upon the 6th element of your Principles, being to deliver high standards. Your Customer Service Charter commits you to provide a responsive service and the standards at your Call Centre are first point resolution 89%, call answer time below 50 seconds and call abandon rate is at 5%. Responding to FOI requests is set at 10 days. ICT have a fix time of 4 hours. All details are outlined in a very detailed Dashboard.

Remote RP2 2025 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 2024 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 96.8%. ICT security infrastructure must adhere to the national cyber essential requirements and are currently compliant. Overall, compliance is maintained.

Remote RP2 2025 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: Compliance Plus

New Evidence

CSS453: HROD Core Business Service Standards Dashboard	Assessor Acceptance:	Yes
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To ensure HROD consistently deliver high-quality services that meet customer expectations, we have developed a Core Business Service Standards Dashboard. This tool provides a clear and measurable framework for tracking service delivery across the HR & OD function

CSS432: Customer Engagement Team Standards	Assessor Acceptance:	Yes
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The Customer Engagement Team has a wide range of Standards/targets covering all contact centre activity, income, website effectiveness and Registration. The CET pioneered a new dashboard scorecard with the Performance Excellence Project to monitor and report these and uses other approaches too.

CSS471: ICT Performance Targets	Assessor Acceptance:	Yes
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We regularly monitor our performance and report widely on KPI's such as our ICT Average Fix Times for Incident resolution.

Corporate Evidence

C242: Tiered Approach to Performance Reporting	Assessor Acceptance:	Yes
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The council has a Tiered Approach to Performance Reporting with Quarterly and Annual Reports to the Elected members through Committees and Area Committees and Via Policy Leads, then to Senior management Reports and Service and Team Operational Reports all have customer related elements.

C272: Corporate Annual Report 2022-23	Assessor Acceptance:	Yes
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All key ABOIP and Corporate Outcome indicators are monitored and reported through Our Annual Report which is published on our website and widely publicised. In 2022-23 39 out of 47 indicators were on track.

C240: Annual Complaints Report	Assessor Acceptance:	Yes
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There are National targets for timeliness of response to complaints set by SPSO and P15-16 of this report show achievement against that and the low % that go to SPSO. This is published, reported to committee and publicised.

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

Remote RP2 2025 Your robust systems for monitoring performance remain in place and the outcomes are very positive, for example in ICT your average response time is 3.72 hours against the target of 4 hours. The abandonment of customer calls is 2.5% against target of 5%, which is the best achievement in three years. Answering calls is consistently below the target of 60 seconds, which is also the best performance in three years. Customer feedback on Registration is also very positive with extremely high survey results showing 100% in all areas of satisfaction.

Evidence Value: Fully Met

4.1.2.2: and we tell our customers about our performance.

Remote RP2 2025 Likewise the systems for informing customers about the outcomes of monitoring performance are well embedded. Here is a selection of information the assessor located on the website: 97,334 calls answered, Avg. call wait time: 43s, 95.9% call handling satisfaction, 1,118 webchats handled, 8,814 face to face customers assisted, 96.8% Service Point satisfaction, 3,800 Blue Badge applications processed, 1,140 Member Zone requests managed, 1,567 school meals/clothing apps. processed, 39,054 switchboard calls successfully routed, Community Hub Pilot Completed (Cove and Kilcreggan), Registration Service Metrics & Achievements including 2,751 life events registered (birth death marriage), 516 civil + 45 citizenship ceremonies, £342,670 fees income (Service is self-financing), 840 digital appointments fulfilled and 106,000 views on Marriage website.

There is clear evidence of information sharing and this element merits Compliance Plus.

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

CSS311: Customer Service Charter Standards Consultation	Assessor Acceptance:	Yes
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The Council is Updating its Customer Service Strategy for 2024-27, including the standards in its Customer Service Charter and has embarked on a big consultation of customers about them. This survey pack posted out to 300 hard to reach customers with reply paid envelope to encourage participation.

CSS350: HROD Service Standards	Assessor Acceptance:	Yes
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We are creating a performance reporting tool that will record and track HROD performance and service delivery against strategic objectives. We are consulting with partners, surveying customers and benchmarking to understand expected and industry standards and measure our service level against these.

CSS329: SOCITM User Satisfaction 2022-3	Assessor Acceptance:	Yes
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SOCITM survey 2022-23 feedback for respondees. We take time to respond to all feedback received, positive or negative including on our Service standards See also CSS101.

Corporate Evidence

C273: Review of Performance Management 2021	Assessor Acceptance:	Yes
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In 2020/21 There was widespread consultation of our new performance management framework amongst staff, management and members. See para 4.3 This report on progress then led to adoption of the standards at C270.

C274: CPP Development Day Presentation	Assessor Acceptance:	Yes
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The targets and priorities set in the Corporate Plan and Outcome Improvement Plan came from an exhaustive citizen and partner engagement programme detailed in this presentation.

C275: HSCP Joint Strategic Plan 2022-24	Assessor Acceptance:	Yes
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See pages 23-31 about the extensive customer consultation that informed the priorities and performance measures at Pages 35-38 and how they will be measured at page 92.along with the statutory national indicators.

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 2023 Your new strategy on consultation for revision of the Customer Service Strategy, includes reviewing of standards. Consequently your final document will be more inclusive and reflect customer views on service requirements. The Customer Charter revision will also include the outcomes from this approach to consultation. Your on-going liaison through SOCITM continues to provide valuable feedback. Consequently you have prepared a gap analysis and set a number of priorities, with reviewing the fitness for purpose of ICT hardware and the quality of training being the top two.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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

CSS398: Average Fix Time for ICT Incidents	Assessor Acceptance:	Yes
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When our customers contact us with a problem, the most important thing to them is that we fix it as soon as possible. Our agreed Target set in the Service Plan is 4 hour average fix time for all ICT Incidents. Performance is measured and reported via IT Management, departmental meetings and to Polic

CSS399: HROD Automatic eMail responses	Assessor Acceptance:	Yes
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This evidence shows the layered steps HROD take At the outset of our engagement with customers to set clear expectations about what they can expect; particularly around timescales.

CSS400: Registration Marriage Service Website and Brochure	Assessor Acceptance:	Yes
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Post Covid, Registrars invested much time building a bespoke website supported by a range of social media channels that detail specifically the range of services they offer and what is needed from customers. It also explains the difference between our services and religious and humanist ones.

Corporate Evidence

C255: Customer Service Charter 2024	Assessor Acceptance:	Yes
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This new Customer Service Charter details our pledges of service they can expect and what we need from them to help us achieve that for them.

C267: Supporting Community Councils	Assessor Acceptance:	Yes
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Community Councils are customers of the council and the Scheme of Establishment and the Best Practice Agreement details exactly what support and services the Council will provide them with.

C264: Community Planning Partnership Outcome Improvement Plan 2024-34	Assessor Acceptance:	Yes
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The service improvements detailed in the CPP ABOIP were reached through extensive consultation (see C274) and approved by customers' elected representatives.

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

Remote RP1 2024 You continue to ensure that customer expectations are clearly set out at the start of engagement. You excel in this aspect by listening to customers, assess their needs, appreciate their situations and circumstances, alleviate concerns and provide a first class service. You respond very swiftly yet with a sense of compassion and interest in each customer journey. Customer testimony is extensive, including very positive comments made to the assessor. ICT and HR deal with in the main internal customers, but the feedback here is equally positive. Compliance Plus is retained.

Remote RP2 2025 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

CSS433: CET Performance Infographic 2024/25	Assessor Acceptance:	Yes
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This evidence gives a snapshot of the excellent performance delivery across the full range of Customer Engagement Teams and how we are meeting our service promises for both qualitative and timeliness pledges and to internal and external customers. See also website Customer Charter pages.

CSS454: HROD Positive Customer Feedback	Assessor Acceptance:	Yes
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HROD demonstrate delivery of promised services and positive outcomes for most customers through consistently positive feedback.

CSS472: ICT Data Platform Development	Assessor Acceptance:	Yes
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The ICT led Data Platform is an exciting development across the Council which allows detailed analysis of data to support departments and services with decision making. It is centrally maintained by ICT and we work closely via our Data Manager with many services.

Corporate Evidence

C272: Corporate Annual Report 2022-23	Assessor Acceptance:	Yes
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All key ABOIP and Corporate Outcome indicators are monitored and reported through Our Annual Report which is published on our website and widely publicised. In 2022-23 39 out of 47 indicators were on track.

C276: LGBF Benchmarking Outcomes 2020-23	Assessor Acceptance:	Yes
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Local Government Benchmarking Scheme looks at over 100 Cost, Performance and Satisfaction Indicators across all council activities and last report 64% of Argyll and Bute Indicators have improved or stayed same @ on Performance Specific Indicators 49 out of 70 have improved better than most councils

C270: Corporate Outcome Indicators	Assessor Acceptance:	Yes
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The council delivers a range of Services to national and ABOIP related targets, the quarterly reports of performance for each Dept show mostly positive performance. C240 Complaints report shows how few complaints are made for these Services considering high volumes of contact.

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

Remote RP2 2025 In addition to setting out and meeting service standards, you are also very diligent in delivering promises made to customers. The evidence at CSS433, echoes that outlined in the assessor's comments at 4.1.2.2, which clearly demonstrates huge commitment to deliver promises to each customer. HROD are recognised for delivering promises and a quote from a manager demonstrates this: 'your professionalism and advice was exceptional and greatly appreciated'

Evidence Value: Fully Met

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

Remote RP2 2025 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 senior managers, stakeholders, partners and customers confirms this level of appreciation. There remains a sense of belief and trust in the workforce to deliver to requirement, but never to over promise. Full compliance remains.

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

CSS312: Silktide Website Accessibility Benchmarking	Assessor Acceptance:	Yes
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Website accessibility is a key factor in enabling customers to use online services effectively. We have used a SOCITM recommended independent auditor (Silktide) to check progress and benchmark with all other UK councils to drive improvement and our score increased from 46 to 97/100 since 2019.

CSS330: SOCITM Benchmarking 2022 Outcome Report	Assessor Acceptance:	Yes
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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 performance for Scottish Local Authority ICT Departments. We are continually at the top of this league.

CSS351: LGBF and committee appeals	Assessor Acceptance:	Yes
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We contribute to a national benchmarking framework and forum. We use benchmarking to develop or shape service, policy and procedure. We use the results to inform consultation with stakeholders. We benchmarked with local authorities on the role elected members take in the grievance appeals processes.

Corporate Evidence

C278: Silktide Web Accessibility Benchmarking Service.	Assessor Acceptance:	Yes
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The Web Team invested in the SOCITM recommended independent auditor (Silktide) of websites to benchmark the quality of our website and ID areas for improvement. Our score increased from 46/100 to 98/100 over 3 years.

C277: SOCITM Benchmarking 2022 Outcome Report	Assessor Acceptance:	Yes
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The council subscribes to the national Socitm ICT benchmark service that carries out a comprehensive review of our Corporate ICT systems and service every other year. The performance is scrutinised and areas for improvement tackled e.g 15 minute response time highlighted.

C276: LGBF Benchmarking Outcomes 2020-23	Assessor Acceptance:	Yes
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This evidence on Local Government Benchmarking Scheme not only looks at our benchmarked performance but also how we use that to improve services and contribute to helping other councils.

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

Remote RP3 2023 You continue to benchmark your performance through a number of channels including SOCITM, LGBF and Silktide Website Accessibility, which is a spin off from SOCITM. All data presented shows you in very good light, with a commendable approach to driving forward improvement with an increase from 46 (in 2019) to the current figure of 97 with accessibility.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP3 2023 You constantly make the comparison with the purpose of identifying areas for improvement, for example improving the process for Elected Members' role in employee grievance appeals. This was successfully achieved through consultation with trade Union officials.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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

CSS313: Scottish Local Authority Customer Service Improvement Group	Assessor Acceptance:	Yes
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The SLACSIG is run by LA Customer Service Managers and its remit is to share best practice, learn from each other and tackle common problems collaboratively. Argyll and Bute is a lead member and has presented to the Groups regular

CSS331: ICT Remote Working_Final Report Published	Assessor Acceptance:	Yes
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Internal audit published a report on ICT Remote Working in June 2022, published later on the Council's website. We have learned best practice in relation to GDPR, duty of care, health ,safety and wellbeing of staff and adopted practices re home working and publicise improvements.

CSS352: IVF Guidance	Assessor Acceptance:	Yes
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We researched best practice to improve options for employees for IVF appointments. We benchmarked with local authorities, carried out research with CIPD and attended a webinar on potential legislative changes. The new guidance we produced is a valuable addition to our family friendly work policies.

Corporate Evidence

C280: Award Winning Council	Assessor Acceptance:	Yes
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The Council enters for and wins numerous Awards and all winning entries are published so others can learn from them e.g. our COSLA winning Drone Service in Education
<https://www.cosla.gov.uk/excellence-awards/our-previous-winners>

C257: Audit Scotland Tackling Digital Exclusion	Assessor Acceptance:	Yes
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The council worked with Audit Scotland on their recent Report on Digital Exclusion and was commended for its alternative channels (see Paras 78-79) for digital strugglers.

C279: Data Strategy and Action Plan 2024-28	Assessor Acceptance:	Yes
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Following an assessment using Scottish Government's Data Maturity programme we developed This new Data Strategy and published a case study in a Scotgov Report using data in the Care Sector.

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

Remote RP3 2023 You continue to be very focussed on looking at all avenues for identifying improvement. The assessor has been aware of this during every assessment visit over a number of years. This includes talking to people, sharing experience both inwards and outwards. The work of the Registration Service in developing a digital approach has attracted interest from other local authorities. Best practice in relation to Cyber Security and GDPR requirements have been taken on board from recommendations in a recent Internal Audit report.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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 2023 The ongoing liaison with SOCITM, LGBF and Silktide provides ample opportunity for you to learn and implement best practice. For example in November this year Newcastle City Council shared how they make good use of the Netcall Create Low Code platform that you use. You play a very important role in the Scottish Local Authority Customer Service Improvement Group (SLACSIG), which again demonstrates your commitment to identifying areas for improvement. You have tackled a very sensitive area, in supporting staff undergoing IVF treatment, through extensive research and have revised your guidance. Overall your approach to learning internally and externally remains focused, meaningful and merits the retention of Compliance Plus.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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 2023 Outcomes on research to improve processes that have a direct impact on customer service, with appropriate procedural changes, are published as appropriate. Many are internal and appear on the HUB and My Council works.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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

CSS401: ICT Performance Improvement action examples	Assessor Acceptance:	Yes
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Example of typical action taken and change request processed within ICT to improve customer service. In this case a school had poor performing broadband service. ICT monitored the site traffic and identified issues with current circuit and sought a new BT service for the school.

CSS402: Managing our transition to iTrent	Assessor Acceptance:	Yes
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During the implementation of our new HR and payroll system, iTrent we encountered some challenges that affected our usual service levels. We identified these issues quickly and took immediate steps to communicate with our customers about the situation

CSS403: Post Registration Audit Remedial Action Plan	Assessor Acceptance:	Yes
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Our 2023 Audit outcome by NRS for 2023 was very marginally down (0.6%) on 2022 and below our standard, so the Senior Registrar undertook analysis of the findings to produce this remedial action plan that was sent to all Registrars and covered off at a Registrar Meeting.

Corporate Evidence

C207: Keep in the Loop Notification Service	Assessor Acceptance:	Yes
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This service is a powerful, pro-active means to engage customers and communities to inform of changes and disruptions likely to affect performance and when things will return to normal.

C240: Annual Complaints Report	Assessor Acceptance:	Yes
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The most obvious manifestation of a performance dip is when there are complaints and this report is published widely and explains to customers in section 8 how we have learned from them. .

C270: Corporate Outcome Indicators	Assessor Acceptance:	Yes
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The council delivers a range of Services to national and ABOIP related targets, the key ones are tracked through this Corporate Outcome scorecard, which has a narrative element explaining dips in performance and what improvements are being made to rectify them. See also C272 Corp Annual Report.

4.3.1.1: We identify any dips in performance against our standards

Remote RP1 2024 You continue to thoroughly and systematically monitor performance and in the process identify dips, which are analysed and reviewed. This includes, for example ICT responding to poor broadband connectivity for some remote schools, with the provision of 'Startlink' links to vastly improve service. Delays in communications at HR have improved with the new iTrent system. However a recent audit of Registration Services, outlines a first class service. Compliance is maintained.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

4.3.1.2: and explain these to customers,

Remote RP1 2024 Management reports and, where appropriate, messages on the website or intranet will highlight dips in performance. However these occasions are very rare.

Remote RP2 2025 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 2024 Specific information is also provided to inform customers of the action taken to resolve issues, particularly with urgent ICT issues and roads incidents reported to the Call Centre. The feedback from ICT customers and the support provided to the Roads Department is highly appreciated.

Remote RP2 2025 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

CSS455: HROD Grievance Process Management	Assessor Acceptance:	Yes
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Grievances are a form of internal employee complaint and the Grievance process managed by HROD commits to resolving issues fully and promptly within reasonable timeframes.

CSS434: Member Zone System Managed and Maintained by CET	Assessor Acceptance:	Yes
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In addition to the council's formal corporate complaints system citizens can and do escalate matters via elected members. The council has a structured way to manage these escalations using the Member Zone System. That system is managed and developed by CET, note timeliness satisfaction rate!

CSS473: ICT Complaints Procedure	Assessor Acceptance:	Yes
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ICT Take complaints seriously and are dealt with via IT Managers/Officers directly or via IT Service Desk. Examples of both included.

Corporate Evidence

C265: Partnership Working with Scottish Public Service Ombudsman	Assessor Acceptance:	Yes
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As the final appeal level for Complaints the number that go to the SPSO is a strong litmus of the council's commitment to resolve complaints speedily and effectively and under 5% go to SPSO, due to stringent performance mgt (See C240 and Scrutiny Cttee).

C281: Comprehensive Corporate Complaints Procedure	Assessor Acceptance:	Yes
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The council operates a simple to use centralised complaints process for customers with easy access, a council wide (and HSCP) case management system and comprehensive training and guidance for staff, with excellent performance reporting. (C240).

C282: Member Zone Update Report 2022-24	Assessor Acceptance:	Yes
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The council operates a simple to use centralised complaints process for customers with easy access, a council wide (and HSCP) case mgt system and comprehensive training and guidance for staff, with excellent performance reporting. (C240).

4.3.2.1: We have an easy to use complaints procedure,

Remote RP2 2025 You have a well published complaints system for external customers and grievance process for internal customers, which is well managed by HROD. The facilities for Elected Members through the Members' Zone also provides a clear route to record and process complaints. The complaints process is also published on the website.

Evidence Value: Fully Met

4.3.2.2: which includes a commitment to deal with problems fully

Remote RP2 2025 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 2025 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. This element remains fully compliant.

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

CSS314: Annual complaints Performance Report 2022-23 etc	Assessor Acceptance:	Yes
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Annual Complaints Report For 2022/23. Shows staff are empowered to deal with mistakes because 68% of were dealt with at Stage1 and 82% of these were dealt with within the 5 day SLA (P.9). Only 10 complaints for CSS 2022-23 and all resolved at Stage1.

CSS315: CSC Complaints Training Manual	Assessor Acceptance:	Yes
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The CSC Agents log most complaints made by Customers and their training Guide was fully reviewed in October 2022 to take account of recent changes to systems and process. The new Guide is attached and complements the standard online LEON

CSS353: Grievance handling and toolkit	Assessor Acceptance:	Yes
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Employees can resolve concerns in relation to their employment via the grievance procedure. We provide guidance and training to empower staff to manage this effectively and ensure a fair outcome. We have a survey to help us assess the effectiveness of the support that we provide.

Corporate Evidence

C234: Customer Complaints Management L&D	Assessor Acceptance:	Yes
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The council takes a Corporate Approach to Complaints Managers that has at its heart the early resolution of complaints by empowering staff to fix things that have may have gone wrong at Stage 1 of the complaint. Comprehensive Training is key to early, good outcomes.

C283: CSC Agents Complaints Training Manual	Assessor Acceptance:	Yes
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Contact Centre Agents are the front line for Complaints Logging and resolution and so we have developed separate training for them and empower them where possible (P.5) to resolve matters before logging as a formal complaint. Stats to be shown on day.

C284: Child Friendly Complaints Procedure	Assessor Acceptance:	Yes
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Complaints law was recently extended to apply to Children following UNCRC being adopted in Scotland. This shows how we empowered staff by supplying mandatory training and updated guidance for child friendly complaints mgt.

4.3.3.1: We give staff training and guidance to handle complaints

Remote RP3 2023 The procedures for handling any level of complaint are well embedded, and continue to be taken seriously to identify what has gone wrong. Where training is required this is implemented swiftly, individually but also more widely as required. You have a systematic approach to training new staff on the responsibility for handling complaints.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

4.3.3.2: and to investigate them objectively,

Remote RP3 2023 There is ample and very detailed guidance for staff on how complaints should be investigated. The Training Manual and Toolkit are very good aides. However public commitment to full investigation is published in your Customer Charter and on your website.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP3 2023 Staff are clearly trusted and empowered to deal with complaints, not only at the first point of contact but during each stage, should complaints be escalated. Mistakes do happened but there is a culture and willingness to learn and prevent.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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

CSS404: ICT Survey Feedback published to all staff	Assessor Acceptance:	Yes
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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.

CSS405: Feed back from Disciplinary Procedures	Assessor Acceptance:	Yes
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We use insights from customer comments to refine processes and address recurring concerns. In cases where a complaint or incident involves misconduct, we follow our established Disciplinary procedures to ensure issues are handled fairly and consistently and that employees learn from them.

CSS406: Feedback Mechanism on Website and from Complaints	Assessor Acceptance:	Yes
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The Council's website has many ways for users to provide feedback on the usefulness of the information presented, which is reported on and used to improve content. This evidence is a digest of those pathways and what we do with that and complaints feedback.

Corporate Evidence

C220: Member Zone Sounding Board	Assessor Acceptance:	Yes
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In 2022 we completely reviewed the way we engage operationally with elected members (as customers of Services) and set up a collaborative approach using a Sounding Board to gather feedback and mandate improvements, giving great outcomes, See C282

C240: Annual Complaints Report	Assessor Acceptance:	Yes
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Section 8 pages 18-20 of the Complaints Annual Report has a section with case studies of Learning From Complaints and EVERY complaint made requires the handler to say if changes have been made as a result of the complaint.

C252: Feedback Mechanisms on the Website	Assessor Acceptance:	Yes
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The Council's website has many ways for users to provide feedback on the usefulness of the information presented, which is reported on and used to improve content. This evidence is a digest of those pathways and what we do with the feedback.

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

Remote RP1 2024 Although formal complaints continue to be infrequent 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. Internal staff complaints or grievances are handled by HR, with a step-in-quick approach to identifying problems. Compliance is maintained.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

4.3.4.2: and informal complaints and comments from customers

Remote RP1 2024 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 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP1 2024 Your presented evidence shows your willingness to review issues, irrespective of how minor they may be, to identify improvements in service delivery. For example listening to customers in remote communities such as Kilgreggan and Cove, with the provision of the new Hub. HR will provide training to staff and managers on grievance issues. Formal Complaints reports are also provided as required.

Remote RP2 2025 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

CSS456: HROD Grievance Procedure Stakeholder Review	Assessor Acceptance:	Yes
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The Grievance Procedure (How staff complain internally) is regularly reviewed through HROD by stakeholders and improvements made accordingly.

CSS435: Member Zone Sounding Board Review Body	Assessor Acceptance:	Yes
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The Member Zone is the alternative avenue for complaints and escalations to be made via elected members. It has a joint member and officer Sounding Board that meets regularly to review the operation and development of the system. It is managed by CET.

CSS436: Complaints Process on MyCouncilWorks	Assessor Acceptance:	Yes
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Until 2024 all the council's Complaints related materials for employees was on the corporate Intranet The Hub but this meant non-networked employees could not access resources or Training. So when MyCouncilWorks site was set up to allow ALL employees online access we moved complaints resources there

Corporate Evidence

C285: Corporate Complaints Survey and Analysis	Assessor Acceptance:	Yes
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In 2018 we introduced a Complaints process satisfaction survey for customers whose complaints are upheld and analyse this quarterly to identify improvements and we publicise results in the Annual Report (C240).

C284: Child Friendly Complaints Procedure	Assessor Acceptance:	Yes
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Complaints law was recently extended to apply to Children following UNCRC being adopted in Scotland. So we had to review and update whole complaints procedure and supporting system with input from handlers, co-ordinators and managers. (Also C265 and 281)

C240: Annual Complaints Report	Assessor Acceptance:	Yes
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Page 17 and 18 of the report shows the outcome of complaints satisfaction Survey and page 22 the complaints themes that are analysed and used to improve the service and discuss at Local Authority Complaints Handlers Network (LACHN).

4.3.5.1: We regularly review and improve our complaints procedure,

Remote RP2 2025 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 on-going discussions at the Sounding Board with Elected Members. When MyCouncilWorks site was set up to allow all employees access to an employee website you integrated the guidance on complaint handling for all non-digital employees to view. HROD has also provided on-line learning for the new Child Friendly Complaints procedure.

Evidence Value: Fully Met

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

Remote RP2 2025 It was clear from the presented evidence and discussion with stakeholders and 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. Full compliance remains for this element.

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

CSS314: Annual complaints Performance Report 2022-23 etc	Assessor Acceptance:	Yes
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Outcomes of Complainant satisfaction survey (CSS316) is collated, analysed and reported. A summary is included in the Annual Complaints Report Pages 18-20 including improvements made as a result and at P25 positive feedback received too.

CSS316: Corporate Complaints Survey and Analysis by CSC	Assessor Acceptance:	Yes
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Following CSE input CSS implemented a new automated complainant survey for ALL corporate complaints. Every complainant can now tell us their satisfaction with and thoughts on the process as well as service improvements. This evidence shows that input being analysed and followed up.

CSS354: Grievance actions and appeals	Assessor Acceptance:	Yes
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We have a grievance process that sets out any remedial steps to be taken when a complaint is concluded and the responsibilities of those involved. An appeals process is also available if the employee disagrees with the outcome.

Corporate Evidence

C281: Comprehensive Corporate Complaints Procedure	Assessor Acceptance:	Yes
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The council has a 2 tier complaints system, so if a customer is not satisfied with how their complaint is handled we review by a second officer. In 2022-23 (C240) showed that 138 out of 467 (29%) Complaints went to Stage 2 and only 22 (5%) were upheld. Assuring the process is satisfactory for most.

C285: Corporate Complaints Survey and Analysis	Assessor Acceptance:	Yes
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In 2018 we introduced a Complaints process satisfaction survey for customers whose complaints are upheld and analyse this quarterly to identify improvements and we publicise results in the Annual Report (C240).

C286: Ensuring Completion of Complaint Improvement Actions	Assessor Acceptance:	Yes
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This evidence shows monitoring of fulfilment of improvement actions promised to customers with upheld complaints, which is vital to the process being satisfactory for them.

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 2023 The process for testing the delivery of customer service, in cases which have been upheld, is well embedded corporately and implemented locally. In addition to individual customer feedback you have carried out further research and ascertained that 58% find it easy to complain, 53% are satisfied with information provided and 52% have understood the explanation provided. However this provides scope for improvement.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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

CSS398: Average Fix Time for ICT Incidents	Assessor Acceptance:	Yes
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ICT has set a challenging 4hr average fix time covering incidents, problems and service requests. We then report our actual performance against that target time every month at ICT Management and Departmental meetings

CSS408: HROD Customer Response Standards	Assessor Acceptance:	Yes
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We have set appropriate and measurable standards for the timeliness of responses across all forms of customer contact including phone calls, emails and our AI chat bots. See our Core Metrics shown in this evidence.

CSS409: Customer Engagement Team Targets 2024-25	Assessor Acceptance:	Yes
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The CET sets comprehensive timeliness and quality targets for all aspects of its operations and these are reviewed annually using benchmarked standards. These are the 2024-25 agreed targets/standards.

Corporate Evidence

C255: Customer Service Charter 2024	Assessor Acceptance:	Yes
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Pledge 1 of new Charter is: We will provide a responsive service to requests and enquiries, seeking to minimise bureaucracy and telling customers our timescales based on the complexity of the service being provided.

C282: Member Zone Update Report 2022-24	Assessor Acceptance:	Yes
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Enquiries raised by elected members have a strict 5 day initial response and 20 day full/complex response timescales that are reported on to Snr Mgt and Members. The first 2 years of timeliness and quality outcomes are in this report.

C287: Customer Engagement Team Targets	Assessor Acceptance:	Yes
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The CET is first point of contact for all customer channels and reviews its targets annually as shown here for 2024/25 and they encompass both Timeliness and Quality See C226 and C215 for how these are monitored and reported.

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 2024 You ensure standards remain in place for timeliness including 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, for example a 4 hour fix time for ICT, telephony commitment to answer calls within 50 seconds and respond to FOI requests within 10 days. Compliance is maintained.

Remote RP2 2025 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

CSS409: Customer Engagement Team Targets 2024-25	Assessor Acceptance:	Yes
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The CET sets comprehensive timeliness and quality targets for all aspects of its operations and these are reviewed annually using benchmarked standards. These are the 2024-25 agreed targets/standards.

CSS410: eStore Project Closure Report	Assessor Acceptance:	Yes
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ICT sets high quality standards for their ICT Projects as 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.

CSS411: Our HROD Service Standards	Assessor Acceptance:	Yes
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We deliver a high quality customer service by setting comprehensive standards that cover all aspects of our interactions with customers. Our approach is guided by a clear distinction between operational and performance standards, ensuring that every element of service is carefully measured/managed.

Corporate Evidence

C270: Corporate Outcome Indicators	Assessor Acceptance:	Yes
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The council delivers a range of Services to national and ABOIP related targets, these include timeliness, cost and quality e.g. Indicator 7 for Quality of School meals. See also C242 re tiered reporting of these.

C287: Customer Engagement Team Targets	Assessor Acceptance:	Yes
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The CET is first point of contact for all customer channels and reviews its targets annually as shown here for 2024/25 and they encompass both Timeliness and Quality See C215 and C226 for how these are monitored and reported.

C288: Council Annual Business Plan 2023/24	Assessor Acceptance:	Yes
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The Council Sets and Annual Business Plan of priority success measures for the year ahead and most of these are qualitative in nature and span all council Services. This is the 2023-24 Plan. The Annual Report C272 details achievement.

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 2024 Similar to those for timeliness the range of quality standards that you have in place cover both internal and external customers. They continue to be set at a high level, with the accuracy target of 96.8 in place for Registration. The standards are measurable, at various stages of customer journeys, which allows for detailed and meaningful analysis. Compliance is maintained.

Remote RP2 2025 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

CSS457: Core Business Service Standards Dashboard	Assessor Acceptance:	Yes
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To ensure transparency and build trust with our customers, we have developed a Core Business Service Standards Dashboard that clearly outlines our commitments to timeliness and quality across the HR & OD function.

CSS432: Customer Engagement Team Standards	Assessor Acceptance:	Yes
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The Customer Engagement Team has a wide range of Standards covering all contact centre activity, website effectiveness, income and Registration services. The standards cover timeliness, quality and customer satisfaction. They are widely reported as shown here to customers and prospective customers.

CSS475: Teams Telephony Education Rollout	Assessor Acceptance:	Yes
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this was a significant project impacting 80 schools and nurseries and detailed working with Education was required. We show our commitments to our customers and report on the successes.

Corporate Evidence

C228: Member Zone Performance Management Regime	Assessor Acceptance:	Yes
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Members have a dedicated MZ Performance Management Regime with Updates on the website and to the MZ Sounding Board as well as their own dashboards. See also C219 and C282.

C242: Tiered Approach to Performance Reporting	Assessor Acceptance:	Yes
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The council has a Tiered Approach to Performance Reporting with Quarterly and Annual Reports to the Elected members through Committees and Area Committees and Via Policy Leads, these meetings are now even webcast.

C256: ABC CS Strategy, Charter and CS Action Plan 2024-27	Assessor Acceptance:	Yes
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The Council's New Customer Service Charter, Strategy and Strategy Action Plan are being widely publicised and have a dedicated web page resource with related performance reports.

<https://www.argyll-bute.gov.uk/my-council/plans-and-policy/customer-service-charter-and-strategy>

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

Remote RP2 2025 All communication channels, including the website are used to inform customers regarding promises on timeliness and quality. There is clarity for customers to know what to expect and you use the right channel for respective customer groups. By publishing and reinforcing standards through your dashboard you demonstrate a clear commitment to delivering timely, high-quality service and keep your customers informed every step of the way. Full compliance is maintained for this element.

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

CSS355: HR Advice - customer journeys	Assessor Acceptance:	Yes
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Our customers have options on how they would prefer to contact us and we supply information to help our customers access the expertise they need at the first point of contact. We are undertaking customer journey mapping to ensure our processes are fit for purpose.

CSS317: Councillor Enquiry Management System - Member Zone	Assessor Acceptance:	Yes
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In 2022 an new Digital Service Team designed and developed system for handling of Member Enquiries was implemented called Member Zone. To ensure speedy routing and resolution of Member/Constituent enquiries a sophisticated enquiry routing process was set up (Section4) and is proving very effective.

CSS332: ICT Incident example 1	Assessor Acceptance:	Yes
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ICT Service Desk receives 20 -30,000 calls/emails/self service requests annually. First point of call is 2 ICT Service Desk engineers. If the call cannot be resolved immediately its assigned to a 2nd line engineer. This shows prompt resolution for a customer following assignment to a 2nd engineer.

Corporate Evidence

C221: Customer Led Website Redesign	Assessor Acceptance:	Yes
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In 2023 we launched a brand new Corporate Website whose design was driven by customer insight and customer testing of early versions. This paper details the navigation and usability improvements built into the design so user find what they need at first point of contact.

C226: Customer Engagement Team Performance Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team' embedded technology, staff training and and procedures ensure the vast majority of contacts are resolved at first point of contact and this is zealously monitored See also C207 KITL and C215 Satisfaction Monitoring .

C235: Trauma Informed Practice Training	Assessor Acceptance:	Yes
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An increasing number of customers have experienced trauma or have neurodivergent conditions and need to be assisted with particular sensitivity. We've empowered our staff to do that with training on Trauma Informed Practice to help them meet customer needs.

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

Remote RP3 2023 Throughout your entire workforce there is undoubted commitment to identifying customer needs at the first point of contact. There is availability, accessibility and willingness to listen and engage at all levels. The feedback to the assessor on this level of customer service delivery was substantial from stakeholders, partners and customers. You are prepared to map the journey of customers by putting yourselves in their shoes with a desire to learn and improve processes and channels of communication. Two particular examples were highlighted during discussion, which were the Members' Zone and Website. Compliance Plus is retained here.

Remote RP1 2024 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Remote RP2 2025 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 2023 Although a lot of responsibility is taken at the first point of contact, there is a recognition that issues require to be passed on. However your referral and tracking systems are first class, with assurances given to customers that are delivered consistently.

Remote RP1 2024

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

Remote RP2 2025 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

CSS333: Staff Request for new MS Teams Site	Assessor Acceptance:	Yes
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With MS Teams we have now introduced a MS 365 Power Automate process for requesting a new MS Teams site. This shares information from staff via electronic form to ICT Security, Governance, Management to completed approvals and security/Governance checks.

CSS318: Data Sharing To Help Those on Low Incomes	Assessor Acceptance:	Yes
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As part of anti-poverty aid the Council helped Scottish Gvt distribute additional hardship funds to low income families via a local payment card, Customers struggled to activate their cards so CSC shared card date with Benefits Team, helping hundreds activate their cards.

CSS356: Onboarding and Health of the Organisation	Assessor Acceptance:	Yes
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We have an efficient and secure system to share key information with other teams and deliver the employee onboarding process. We produce a comprehensive workforce report that provides a current holistic view of the workforce and saves time for managers repeatedly collating large amounts of data.

Corporate Evidence

C263: Health and Social Care Partnership	Assessor Acceptance:	Yes
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The Council is part of the Integrated Joint Board of the Health and Social Care Partnership. We share information, skills and resources for the benefit of mutual customers and this will be operationally demonstrated at assessment.

C289: Tell us Once Service	Assessor Acceptance:	Yes
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In 2012 the council implemented the "Tell Us Once Service" for notification of Deaths to all other services so customers don't need to make multiple calls at a difficult time. More Services are added each year as shown here.

C290: ABC Emergency Response Plan	Assessor Acceptance:	Yes
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ABC has a detailed multi agency response plan that is triggered during an emergency event and has extensive arrangements for info sharing so customer groups are informed and dealt with in a joined up way. E.g. Severe Weather events.

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

Remote RP3 2023 You are very willing to share information widely, within your own service but also widely across all other council services. This is done on the HUB and My Council Works, but also on the Website as appropriate. You ensure that the information is complete and pitched at the right level. You have done a lot of work to reach vulnerable customers including those on low income, with valuable information on support channels.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP3 2023 You continue to be highly focused on reducing unnecessary contact by streamlining processes such as requests for ICT applications and the employee onboarding process, which both save managers time in collating large amounts of data. The Call Centre remains extremely focused on reducing unnecessary repeat calls by taking time to listen, respond and deliver a first class service.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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

CSS357: NHS and ABC Cross Over	Assessor Acceptance:	Yes
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We have worked with NHS colleagues to establish a process to be followed should an NHS employee raises a complaint against an ABC employee within the A&B HSCP or vice versa. This guide ensures that all employees and workers are treated in a non-discriminatory, fair and consistent way.

CSS300: Member Zone Enquiries SLA Performance	Assessor Acceptance:	Yes
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The Cllr Member Zone has a two stage approach to managing Cllr Enquiries, with the aim to resolve most at the initial response stage and where that is not possible a realistic full response SLA is agreed between members and Services (with an escalation process for disputes). This report shows stages

CSS334: ICT Incident Example 2	Assessor Acceptance:	Yes
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Example call where a school network went offline. ICT initial checks, following call from school and alert from network provider. Estimated time for resolution updated to school.

Corporate Evidence

C255: Customer Service Charter 2024	Assessor Acceptance:	Yes
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In addition to Pledge 1 of the CS Charter telling customers of timescales involved, Pledge 4 says We will deliver information and services in an open and transparent way, providing clear and accessible information about what we can deliver and proactively telling customers when there may be issues.

C281: Comprehensive Corporate Complaints Procedure	Assessor Acceptance:	Yes
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Our Complaints Process details the timescales for dealing with stage 1 and stage 2 complaints although it states that if an investigation will take longer than the SLA we will keep them informed. A similar approach is used for FOIs and SARs.

C291: Member Zone Employee Guidance	Assessor Acceptance:	Yes
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A fundamental part of the Member Zone query management process is when member's query cannot be completed at Initial Response stage it moves to Follow Up Response Pending and Services agree a new SLA depending on the query (though there is a 20 day default). See also C219/20/28/82

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 2023 Although the overall desire is to deal with issues at the first point of contact, there are occasions when this is not possible. However there is an embedded commitment across all parts of your business to discuss options for follow up. This would include having a very good knowledge of referral contacts throughout other services. The CRM, Members' Zone and ICT recording facilities play an important role here.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP3 2023 In all occasions where referrals are made you have robust procedures of informing customers on appropriate timescales. This applies to internal and external partners and complies with all service level agreements.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 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: Compliance Plus

New Evidence

CSS458: HR Digital Helpdesk	Assessor Acceptance:	Yes
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The Council's HR & OD team is committed to responding to enquiries promptly and ensuring that any delays are communicated and resolved efficiently. We have introduced several new tools and practices like the Digital that enhance responsiveness and customer experience

CSS438: Response Management in the Customer Engagement Team	Assessor Acceptance:	Yes
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The Customer Engagement Team uses an array of tools to both ensure prompt response but also to pro-actively alert customers when there are delays or other issues and what is being done to resolve matters. This evidence shows a range of examples for internal and external customers.

CSS476: IT Service News disruptions and Top Desk Actions	Assessor Acceptance:	Yes
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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.

Corporate Evidence

C207: Keep in the Loop Notification Service	Assessor Acceptance:	Yes
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This service is a powerful, pro-active means notify specific customers or segments of customers when there are delays or disruptions affecting their enquiries and work in tandem with our disruption notification systems on website and voice services.

C292: Netcall Emergency IVR Procedure	Assessor Acceptance:	Yes
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The CSC's Call Distribution Service has a dormant Emergency IVR to be triggered if an emergency event (C290, C293) means we cannot provide a normal service and it gives an alternative number to call that will have relevant info to help and topical updates on delays etc.

C293: COSLA Award Entry Weather Event Response	Assessor Acceptance:	Yes
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In 2023 a storm caused huge damage and our Roads & Amenity and Social Care Services triggered our Emergency Plan (C290), so a huge communication and recovery exercise was put in place P.3 explaining that we were suspending normal operations to focus on emergency priorities.

5.2.5.1: We respond to initial enquiries promptly,

Remote RP2 2025 It was very clear to the assessor, during review of the evidence and discussion with leaders, managers, stakeholders, partners, customers and staff that your commitment to responding to enquiries promptly is exceptional. You are proactive in all areas of service delivery and monitor everything on a 'real time' basis. For example answering 97,334 calls at the Call Centre within average of 43 seconds is well below the target of 60 seconds. Registration receive constant plaudit and customer satisfaction runs at 100%. ICT stay within the target of 4 hours, with an outcome of 3.72.

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 2025 Customer Service Support, particularly the Call Centre and Service Points, is the front facing part of Argyll & Bute Council for external customers. ICT and HROD are responsible for internal customers. It is clear from the processes in place for both groups of customers, the commitment to communicate on any area of known and potential delay. You issue proactive alerts, particularly around adverse weather conditions and will put extra resources in place to deal with an influx of enquiries. You make more use of technology such as Chat Boxes to capture instant and responsive communication. Overall the whole approach to responding promptly and keeping customers informed merits a new Compliance Plus.

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: Compliance Plus

Active Evidence

CSS415: Customer Engagement Team Highlight Report	Assessor Acceptance:	Yes
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CET Produce a monthly Highlight Report that has performance management (timeliness and quality) and service issues at its centre, this is shared with the Policy Lead for Corporate Services and includes full disclosure of remedial actions. See also CSS368 and CSS403

CSS413: ICT Self Service Portal and self service Project Brief	Assessor Acceptance:	Yes
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Service desk was restructured to improve ICT average fix times and quality of response for customers, in particular out of hours. We analysed service desk performance and over 24 month period improved already good fix times and introduced a self service portal for staff.

CSS414: HROD Customer Testimonials	Assessor Acceptance:	Yes
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Evidences CSS370 and 408 show standards and performance, but this When problems are identified, whether through customer feedback, our monitoring tools or internal reviews we act swiftly to resolve them.

Corporate Evidence

C215: Customer Engagement Team Satisfaction Monitoring	Assessor Acceptance:	Yes
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The Customer Engagement Team monitors all aspects of satisfaction, but particularly, information, professionalism and access across multiple channels and services and take remedial action on issues e.g. on hold music.

C216: Tiered Corporate Approach to Customer Satisfaction	Assessor Acceptance:	Yes
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The Council has a tiered approach to monitoring customer and employee satisfaction with top level metrics reported to Committees and then Service and Team level reporting for performance and improvements identified and published.

C294: Procurement Service Annual Satisfaction Survey Report	Assessor Acceptance:	Yes
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Corporate Procurement do a yearly Satisfaction Survey of timeliness cost and quality (Para3.5) and take remedial action on feedback and data - see appendices.

5.3.1.1: We monitor our performance against standards for timeliness

Remote RP1 2024 The extent of monitoring of your performance across all areas of service delivery is impressive. The ICT self-service portal provides good tracking facilities and the range of staff testimony for HR support is quite extensive. The CRM system is very valuable in monitoring telephony performance. You also monitor performance through customer surveys, complaints and management reviews. All monitoring is done systematically, regularly and very diligently.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

5.3.1.2: and quality of customer service

Remote RP1 2024 You are equally diligent with regard to monitoring of the quality of customer service. The Registration target for accuracy at 96.8, which is a national standard, is monitored very earnestly and thoroughly. You are prepared to identify risks that may affect quality and the ICT Help Desk responses are constantly monitored for quality. The development of digital applications is under constant scrutiny to ensure appropriate usage particularly around self-service and AI. Overall your whole approach to monitoring both time and quality standards merits a new Compliance Plus.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

5.3.1.3: and we take action if problems are identified.

Remote RP1 2024 You continue to take appropriate action where service levels are affected and have identified areas for improvement. Staff in all parts of your organisation are committed to delivering the best they can in all circumstances. You have also demonstrated a keen desire to develop digital support for customers, but in doing so closely monitor outcomes and make changes to systems as appropriate.

Remote RP2 2025 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

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

CSS459: Core Business Service Standards Performance Communication	Assessor Acceptance:	Yes
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We have developed a Core Business Service Standards Dashboard to monitor and report on service delivery across the HR & OD function. This dashboard provides a clear framework for assessing whether we are meeting our commitments to timeliness and quality.

CSS432: Customer Engagement Team Standards	Assessor Acceptance:	Yes
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The Customer Engagement Team has a wide range of Standards covering all contact centre, website/digital development and Registration activity and meets most of them most of the time. The standards cover timeliness, quality and satisfaction. They are widely publicised, as shown here.

CSS477: ICT Performance Stats sample	Assessor Acceptance:	Yes
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Our average time to resolve incidents is recorded and reported on as well as many other performance targets.

Corporate Evidence

C272: Corporate Annual Report 2022-23	Assessor Acceptance:	Yes
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All key ABOIP and Corporate Outcome indicators are monitored and reported through Our Annual Report which is published on our website and widely publicised. In 2022-23 39 out of 47 indicators were on track.

C276: LGBF Benchmarking Outcomes 2020-23	Assessor Acceptance:	Yes
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Local Government Benchmarking Scheme looks at many Cost, Performance and Satisfaction Indicators across all council activities and last report 64% of Argyll and Bute Indicators have improved or stayed same + on Performance Specific Indicators 49 out of 70 have improved, better than most councils.

C277: SOCITM Benchmarking 2022 Outcome Report	Assessor Acceptance:	Yes
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The council uses the national Socitm ICT benchmark service every other year. The 2022 report showed performance efficiency increased 27.45% across 12 metrics (para 3.5) and satisfaction levels rise from 5.35 to 5.9 para 3.6.

5.3.2.1: We are meeting our current standards for timeliness

Remote RP2 2025 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 2025 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 2025 You continue to communicate outcomes through a variety of channels appropriate to the needs of customers. These include reports to senior managers and elected members, outcomes of consultation, surveys and performance which are on the website in very graphic formats. Digital displays are provided at some of your public offices. Feedback to the assessor during discussion with stakeholders, partners and customers confirms complete satisfaction with the level and quality of communication on service delivery outcomes. This element remains compliant.

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

CSS335: SOCITM Benchmarking 2022 Outcome Report	Assessor Acceptance:	Yes
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Average ICT Fix Times are measured monthly and assessed against SOCITM Benchmarking metrics and compared with other organisations. Our average monthly fix times are recorded in Pyramid, the Council performance management system.

CSS312: Silktide Website Accessibility Benchmarking	Assessor Acceptance:	Yes
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Website accessibility is a key factor in enabling customers to use online services effectively. We use SOCITM recommended independent auditor (Silktide) to check progress and benchmark with all other UK councils to drive improvement and we are 51st out of 440 councils and top 4 in Scotland.

CSS358: Performance Benchmarking and HR service standards	Assessor Acceptance:	Yes
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We submit performance data in a timely manner for statutory performance indicators in improvement and best value. We review our service against industry metrics and are creating tools to record and measure our own performance

Corporate Evidence

C276: LGBF Benchmarking Outcomes 2020-23	Assessor Acceptance:	Yes
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Local Government Benchmarking Scheme looks at many Cost, Performance and Satisfaction Indicators across all council activities and last report 64% of Argyll and Bute Indicators have improved or stayed same + on Performance Specific Indicators 49 out of 70 have improved, better than most councils.

C277: SOCITM Benchmarking 2022 Outcome Report	Assessor Acceptance:	Yes
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Socitm national benchmark concluded that the A&B ICT service had the lowest cost base combined with excellent performance and excellent customer satisfaction levels for its ICT platforms and services.

C278: Silktide Web Accessibility Benchmarking Service.	Assessor Acceptance:	Yes
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The Web Team invested in the SOCITM recommended independent auditor (Silktide) of websites to benchmark the quality of our website and ID areas for improvement. Our score August score is 98/100 and top 40 out of 420 UK Councils.

5.3.3.1: Our performance in relation to timeliness

Remote RP3 2023 You continue to make maximum use of the outcomes from benchmarking through SOCITM and Silktide with impressive outcomes such as being 51st out of 440 councils and top 4 in Scotland. You have a deep desire to respond swiftly, professionally but also very personally.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met

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

Remote RP3 2023 With regard to the quality of customer service you compare equally well. However you are prepared to dig deeper and the example of the work by HR demonstrates the desire to develop extra measures for more comprehensive comparison.

Remote RP1 2024 Not reviewed.

Remote RP2 2025 Not reviewed.

Evidence Value: Fully Met