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Customer Satisfaction Survey 2025/26 - Results

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INTRODUCTION

1.0 The annual Customer Satisfaction Survey for the Council's procurement function was issued in June 2026 and remained open for four weeks.

The survey question set was reviewed and updated following consultation with colleagues from other local authorities.

1.1 The questionnaire comprised 10 questions covering communications, quality of service, training and overall satisfaction. It also included six opportunities for customers to provide additional comments.

1.2 The questionnaire was issued to 138 customers involved in a tender process between April 2025 and March 2026. In total, **27** completed responses were received, representing a return rate of **19.6%**. This is lower than the previous survey return rate of 26.9%.

FEEDBACK

The Customer Satisfaction Survey 2026 collected 27 responses, providing a useful snapshot of feedback on PCCMT services.

A summary of the feedback received is provided below and full responses are available in Appendix 1.

2.0 The questionnaire was responded to by the following Service Departments:

Service Department	Proportion	Overall Satisfaction Very Satisfied
Customer Support Services (7):	26%	71%
Roads & Infrastructure (7):	26%	57%
Development & Economic Growth (6):	22%	67%
Commercial Services (3):	11%	67%
Education (3):	11%	100%
Legal & Regulatory Support (1):	4%	100%

- ***Satisfaction is consistently high across the groups.***

2.1 The following best describes the level of contact with the PCCMT:

Frequency	Proportion	Overall Satisfaction Very Satisfied
Weekly (12):	44%	58%
Monthly (8):	30%	75%
Quarterly (5):	19%	100%
Annually (2):	7%	50%

- ***Weekly engagement is showing PCCMT is a regularly used service, with high levels of satisfaction.***

2.2 **Areas of support** provided by the PCCMT:

	Proportion
Procurement Advice (24):	28%
Procurement Process (23):	27%
Contract & Supplier Management Support (including performance/payment/delivery disputes) (16):	19%
PECOS (13):	15%
Commercial Contract Legal Advice (9):	11%

2.3 **Awareness** – respondents said they are of:

	Proportion
Council's Standing Orders and Procurement Manual:	67%
Council's Sustainable Procurement Strategy:	63%
Training available and completed:	30%
Training available but still to complete:	37%

2.4 **Levels of satisfaction** with services PCCMT provided.

	very satisfied/satisfied
Knowledge of Expertise:	92.6%
Professionalism:	92.6%
Queries dealt with timeously:	88.9%
Level of Support:	85.2%

❖ *Represents top-performing strengths with consistently high ratings.*

2.5 **PCCMT's communications** were rated as follows:

	very effective/effective
Email Correspondence:	85.2%
Team Meetings:	59.2%
Purchasing Teams (PECOS/TPT/EPT/Agency):	48.1%
Contract Management Meetings:	44.4%
Business Intelligence – Sourcing Strategy Contract Dev:	37.0%
Procurement Page – HUB:	37.0%
Procurement Board Meetings:	14.8%
Third Tier Managers Meetings:	14.8%

❖ *Email communication is the most reliable and widely used channel, with team meetings performing well.*

2.6 **PCCMT's guidance** was assessed as follows:

	very effective/effective
Procurement Officer:	88.9%
Procurement Manual:	37.0%
Procurement Pages – HUB:	25.9%
Standing Orders:	25.9%

❖ *Procurement Officer engagement stands out as a key strength and primary trusted channel.*

		very satisfied/satisfied
2.7	Overall services provided by the PCCMT:	85.0%

Satisfaction is very strong with **70% very satisfied**, 15% satisfied, and 15% neutral, indicating consistently positive sentiment with minimal dissatisfaction.

3.0 While this is the first survey using the revised question set, the results show a positive overall position. Satisfaction levels are strong, and most respondents rated the PCCMT's services, communications and guidance as effective or very effective.

4.0 There are areas where the service can be improved, and the Customer Satisfaction Action Plan 2026/27 (page 12) has been informed by these results.

CUSTOMER SATISFACTION SURVEY 2025/26 – COMMENTS

Q5 – provide more detail regarding your experience of services provided to you by the PCCMT.

ID	Comments	Notes
1	I am still learning about procurement and your team, especially Lewis, have been very helpful and very patient.	Duly noted
2	Queries have been dealt with quickly and all staff I've dealt with are friendly and professional.	Duly noted
3	There appears to be more time getting spent on why we cannot do things rather than working with me to get items ordered and move on. additional bureaucracy is time consuming and needless.	Duly noted, full review of internal processes is taking place in 2026/2027 to reduce levels of duplication and improve service delivery.
4	In my experience, the procurement team has been very supportive and knowledgeable. I've worked with Lewis on several contracts of varying sizes, and he always takes the time to understand the project and provides tailored advice and guidance. I have also found the team to be responsive to queries and flexible to support changes in timescales. From a contract management perspective, Ashley is always very approachable and has provided straightforward advice and clear templates to help make things simple.	Duly noted
5	Very pleasant and positive experience engaging with the procurement team on a range of matters. David Dunlop couldn't be more helpful, and we have always found him easy to engage with - same as Emma. I like to view the procurement team as a key partner when it comes to complex tenders etc and have always worked with you guys!	Duly noted
6	The PCCMT have been core to all success in extremely complex contracting matters. An integral support on everything that the service delivers	Duly noted
7	Excellent service from our Procurement team in terms of support for my team's procurement requirements and level. They are a very busy team and some of their resource challenges appear to have improved with some experienced, knowledgeable staff joining over the last year.	Duly noted
8	PCCMT deal with all matters quickly, professionally and in a courteous manner. This approach enables me to develop and deliver projects at short notice where required and over the longer term. With delivery on budget and on time ensuring best value for Argyll and Bute Council.	Duly noted
9	I've always had a really positive experience working with Procurement. They're always helpful, easy to deal with and quick to offer advice or guidance when needed. It's been great having their support.	Duly noted

ID	Comments	Notes
10	David is so helpful and knowledgeable about the procurement process.	Noted
11	Overall, I am generally satisfied with the level of support provided by Procurement. However, there are areas where improvements could significantly enhance collaboration and efficiency. At times, it can be unclear when it is appropriate or acceptable to contact procurement colleagues directly to discuss a task or check progress on a procurement exercise. As a result, email often becomes the default communication method, which can contribute to unnecessary inbox traffic. Greater clarity around preferred communication channels or availability would be helpful. I also feel that engagement can sometimes be one-directional, with discussions feeling more instructive than collaborative. Given my experience in contract management, I would welcome a more balanced approach where practical insights from those managing contracts day-to-day are actively considered. Those of us working directly with contracts are often required to make decisions within the contractual framework, sometimes under pressure, and this can have downstream impacts. A shared understanding of these operational realities would improve mutual support and outcomes. There have also been instances where I have felt required to justify decisions in a way that feels disproportionate, for example being called into meetings or asked to explain actions retrospectively. A more trust-based and solution-focused approach would be appreciated. From a process perspective, the requirement for Procurement to hold duplicate documentation (such as compensation events, contract documents, and correspondence) in order to enable invoice payments can feel inefficient. It would be helpful to review whether this duplication is necessary, and what the associated administrative and storage impacts are across the organisation. In addition, clearer and more accessible guidance on systems such as LEON and the intranet would be beneficial, as current information can sometimes be difficult to navigate or interpret. Finally, I would encourage the Council to consider adopting the NEC4 suite of contracts as standard. At present, there is a risk that our approach is becoming outdated, and some of the existing Z clauses may not fully align with current best practice.	Duly noted. PCCMT were tasked to introduce the contract and supplier management framework across council service areas to ensure appropriate contract management was being delivered for our high risk/high value contracts. This meant a consistent approach was taken across service areas. However, it highlighted that there are some areas of good practice and methodology of contract management that did not require the same level of support from PCCMT. As a result of this the framework will be reviewed and our internal processes, to enable a trust based, solution focused approach. In addition, no duplication of record keeping will be required, however, for invoice payments contract modification information is required if change is over budget that is set up on PECOS. PCCMT currently reviewing training on My Leon and intranet and discussions with senior managers to potentially introduce NEC4 suite of contracts.
12	The team are great and generally very responsive.	Noted
13	Friendly, helpful and clear advice and guidance	Noted
14	Overall, my experience with the procurement service has been positive, particularly in terms of the professionalism and knowledge of the staff. Communication is generally clear and queries are usually responded to within a reasonable timeframe.	Noted
15	Some delays initially with resolving PECOS enquiries but overall services provided are consistently very good	Duly noted, PECOS admin team work hard to answer daily PECOS enquires from across council services and are providing regular training sessions to improve user's

ID	Comments	Notes
		knowledge of PECOS and its processes/procedures.
16	Staff were excellent, highly knowledgeable and only too happy to assist with advice. Overall, a great team to work with.	Duly noted
17	We have received excellent service from Mirella on the delivery of the new Consultant DPS framework and a high level of excellent service from Lewis on a large number of SXL contracts. Both Mirella and Lewis are very responsive and understanding of the needs of our service.	Duly noted
18	We needed support to establish a new contract and their new use of PECOS	Noted
19	David Dunlop has been a fantastic addition to the Procurement Service. The additional resource within the team has made procurement much more accessible and responsive, resulting in a noticeable improvement in day-to-day interactions. This is not meant as any criticism of colleagues—on the contrary, I have always received excellent service from my contacts the procurement team, who manage (and continue to manage) a very busy workload. Recent procurement requests are handled extremely efficiently, and the difference over the past 12 months has been enormous. The positive impact of these improvements has certainly not gone unnoticed.	Duly noted

Q7 – Awareness of training – Procurement Awareness, Contract and Supplier Management, PECOS, My Leon – **are there any further areas you would like covered within the courses?**

ID	Comments	Notes
1	Already covered following recent training sessions	Noted
2	The guidance provided appears to appropriately cover the legal elements, which is important. However, I would find it extremely beneficial if processes were more clearly mapped out in a practical, step-by-step way. On several occasions, I have been advised that I should be following a specific procedure, but it has been difficult to locate where this is formally documented. This can create uncertainty and inconsistency in how processes are applied. Clear, accessible process maps or guidance documents would help ensure expectations are consistent, reduce reliance on informal direction, and improve overall confidence in following the correct procedures	PCCMT currently reviewing training and processes in 2026/27.
3	I haven't completed the course so can't comment.	Noted

Q12 – If you found your experience unsatisfactory, please provide more detail:

ID	Comments	Notes
1	Procurement is only looking at the procurement risks, we have loads of other risks to consider, this becomes very frustrating when we need to move things on quickly, I'm fully aware that the Council has endorsed the procurement manual, however this should not take precedent over operational issues which require immediate attention.	Noted

Q16 – What else can we do?

ID	Comments	Notes
1	Hire more staff to spread workload and minimise stress. All our work goes to one officer who has a very high workload but always delivers on time.	Noted
2	Stop the bureaucracy, CARR after a tender process? why? Declaration of conflict and confidentiality for each individual contract, where is the need for this?	PCCMT are reviewing processes, templates in 2026/27.
3	PCCMT are a perfect example of where benefit is increased through closer team alignment and partnership working	Noted
4	Continue the good level of service	Noted
5	I find that the current approval process can lead to unnecessary delays, particularly where decisions require sign-off at Head of Service level. This can create bottlenecks and result in extended periods where progress is stalled while waiting for authorisation. In my view, there is scope to introduce clearer delegated authority aligned to appropriate value thresholds and risk levels. Empowering third-tier managers (or equivalent) to make decisions within defined parameters would significantly improve efficiency without compromising governance. At present, the lack of delegation can slow delivery and create frustration, particularly where decisions are relatively low risk or operational in nature. While frameworks help to mitigate some of this, they do not fully address the issue. A more proportionate and risk-based approach to approvals would support faster decision-making, reduce bottlenecks, and enable teams to deliver more effectively	PCCMT are currently reviewing processes, templates in 2026/27 which will improve bottlenecks, have clear delegation and manage risk and increase usage of PECOS.
6	Procurement team are very efficient and extremely helpful.	Noted
7	Our monthly catch-up meetings works well, and I appreciate input we have had into our own in-house team meeting to update on DPS and templates.	Noted
8	I don't think there is anything further to add, other than to continue with the current approach, which is clearly working very well.	Noted

CUSTOMER SATISFACTION ACTION PLAN 2025/26 – UPDATE

Action	By	Comment
Deliver procurement training to service managers and their officers on their roles and responsibilities in the procurement process.	March 2026	Ongoing training is provided on regular basis across various service teams.
Review and update procurement page on the hub to make it more user friendly.	March 2026	Completed and ongoing, initial review and updates made and continue to be made as and when it is required re. change of process/guidance.
Regular engagement with service teams and PCCMT to ensure they are kept up to date with any changes to procurement process.	March 2026	Completed, PCCMT have formal monthly meetings with service team leads, Heads of Service as well as daily engagement with various services to support procurement activity.
Engage with third-tier manager colleagues to determine if opportunity to shadow contract management process of engineering contract to enable both service team and procurement officers to have a better understanding of each other's role.	March 2026	Not able to be delivered due to volumes of work and resources.
Education Purchasing Team to communicate with Head Teacher colleagues and review orders when excessive delivery charges have occurred and share outcomes of review with Head Teacher colleagues.	March 2026	Completed process put in place to ensure Head Teachers and Heads of Service are fully aware of excess delivery charges with certain suppliers.
Regular PECOS training to be made available for our PECOS users	March 2026	Ongoing PECOS training is provided to PECOS users.

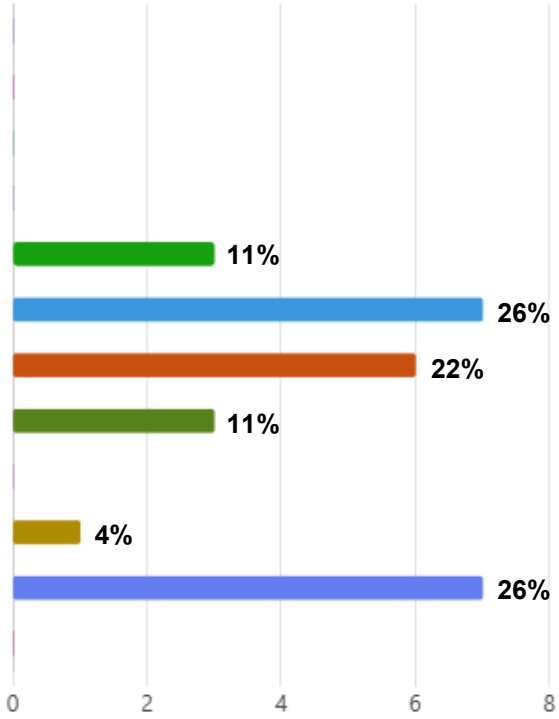
CUSTOMER SATISFACTION ACTION PLAN 2026/27

Action	By	Comment
Deliver procurement training to service managers and their officers on their roles and responsibilities in the procurement process.	March 2027	
Engage with third-tier manager colleagues to determine if opportunity to shadow contract management process of engineering contract to enable both service team and procurement officers to have a better understanding of each other's role.	March 2027	
Review of internal processes and procedures is taking place in 2026/2027 to reduce levels of duplication, unnecessary bureaucracy and improve service delivery.	March 2027	
PCCMT will review all training guides, manuals to ensure appropriate for all user needs.	March 2027	
PCCMT rolling out CSM framework across council service areas on risk-based approach.	March 2027	
PCCMT to liase with senior managers to discuss if appropriate to utilise NEC4.	March 2027	

Appendix 1 – Customer Satisfaction Survey 2026 Results

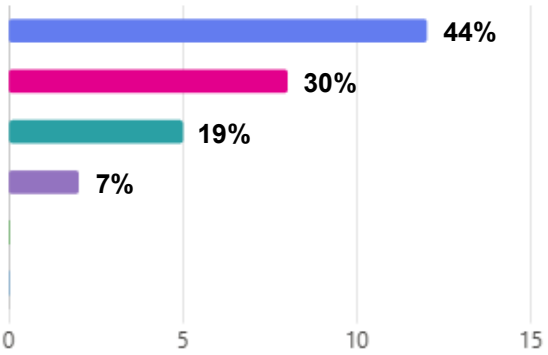
1. Please indicate your Service Department

Adult Services - Complex Care & Registered Services	0
Adult Services - Hospital and Community Services	0
Chief Executive	0
Children & Families	0
Commercial Services	3
Customer Support Services	7
Development & Economic Growth	6
Education	3
Financial Services	0
Legal & Regulatory Support	1
Roads & Infrastructure	7
Strategic Planning & Performance	0



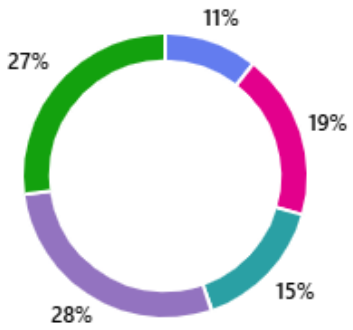
2. In the past year, which of the following best describes your level of contact with the Procurement, Commercial and Contract Management Team (PCCMT)?

Weekly	12
Monthly	8
Quarterly	5
Annually	2
Rarely	0
Never	0

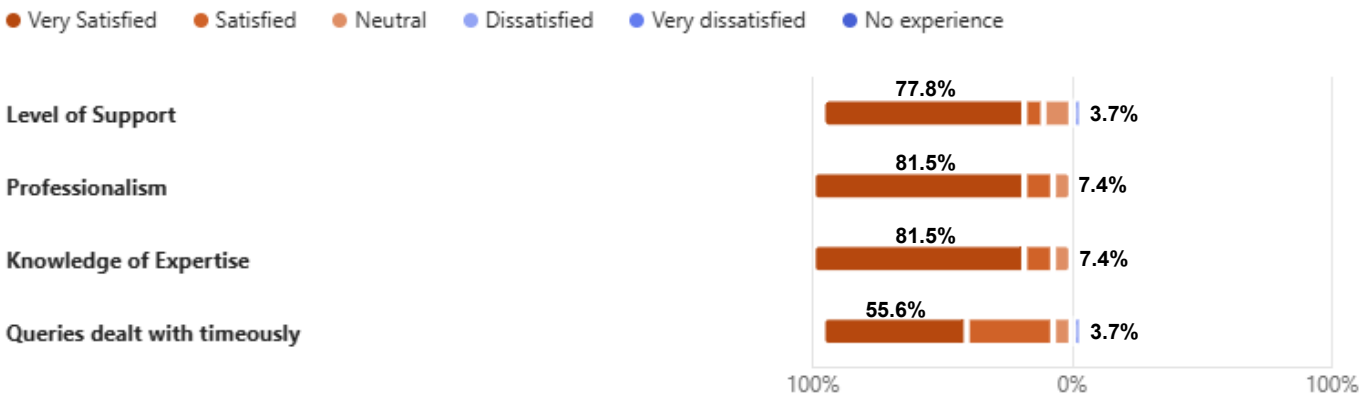


3. Please indicate the areas of support you have received from the PCCMT.
(Please select all that apply.)

Commercial Contract Legal Advice	9
Contract and Supplier Management support (including performance/payment/delivery disputes)	16
PECOS	13
Procurement Advice	24
Procurement Process	23



4. Please indicate your level of satisfaction or dissatisfaction with the undernoted services provided to you by the PCCMT M



Level of Support	
Very Satisfied	77.8%
Satisfied	7.4%
Neutral	11.1%
Dissatisfied	3.7%

Professionalism	
Very Satisfied	81.5%
Satisfied	11.1%
Neutral	7.4%

Knowledge of Expertise	
Very Satisfied	81.5%
Satisfied	11.1%
Neutral	7.4%

Queries dealt with timeously	
Very Satisfied	55.6%
Satisfied	33.3%
Neutral	7.4%
Dissatisfied	3.7%

5. In respect of Q4, please provide more detail regarding your experience – 19 Responses

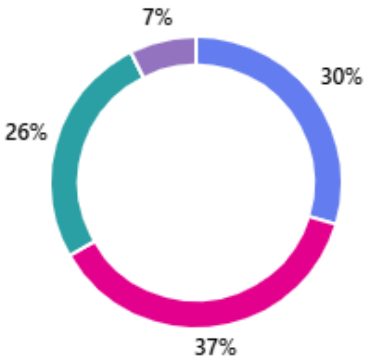
ID	Responses
1	I am still learning about procurement and your team, especially Lewis, have been vey helpful and very patient.
2	Queries have been dealt with quickly and all staff I've dealt with are friendly and professional.
3	There appears to be more time getting spent on why we cannot do things rather than working with me to get items ordered and move on. additional bureaucracy is time consuming and needless.

ID	Responses
4	In my experience, the procurement team has been very supportive and knowledgeable. I've worked with Lewis on several contracts of varying sizes, and he always takes the time to understand the project and provides tailored advice and guidance. I have also found the team to be responsive to queries and flexible to support changes in timescales. From a contract management perspective, Ashley is always very approachable and has provided straightforward advice and clear templates to help make things simple.
5	Very pleasant and positive experience engaging with the procurement team on a range of matters. David Dunlop couldn't be more helpful, and we have always found him easy to engage with - same as Emma. I like to view the procurement team as a key partner when it comes to complex tenders etc and have always worked with you guys!
6	The PCCMT have been core to all success in extremely complex contracting matters. An integral support on everything that the service delivers
7	Excellent service from our Procurement team in terms of support for my team's procurement requirements and level. They are a very busy team and some of their resource challenges appear to have improved with some experienced, knowledgeable staff joining over the last year.
8	PCCMT deal with all matters quickly, professionally and in a courteous manner. This approach enables me to develop and deliver projects at short notice where required and over the longer term. With delivery on budget and on time ensuring best value for Argyll and Bute Council.
9	I've always had a really positive experience working with Procurement. They're always helpful, easy to deal with and quick to offer advice or guidance when needed. It's been great having their support.
10	David is so helpful and knowledgeable about the procurement process.
11	Overall, I am generally satisfied with the level of support provided by Procurement. However, there are areas where improvements could significantly enhance collaboration and efficiency. At times, it can be unclear when it is appropriate or acceptable to contact procurement colleagues directly to discuss a task or check progress on a procurement exercise. As a result, email often becomes the default communication method, which can contribute to unnecessary inbox traffic. Greater clarity around preferred communication channels or availability would be helpful. I also feel that engagement can sometimes be one-directional, with discussions feeling more instructive than collaborative. Given my experience in contract management, I would welcome a more balanced approach where practical insights from those managing contracts day-to-day are actively considered. Those of us working directly with contracts are often required to make decisions within the contractual framework, sometimes under pressure, and this can have downstream impacts. A shared understanding of these operational realities would improve mutual support and outcomes. There have also been instances where I have felt required to justify decisions in a way that feels disproportionate, for example being called into meetings or asked to explain actions retrospectively. A more trust-based and solution-focused approach would be appreciated. From a process perspective, the requirement for Procurement to hold duplicate documentation (such as compensation events, contract documents, and correspondence) in order to enable invoice payments can feel inefficient. It would be helpful to review whether this duplication is necessary, and what the associated administrative and storage impacts are across the organisation. In addition, clearer and more accessible guidance on systems such as LEON and the intranet would be beneficial, as current information can sometimes be difficult to navigate or interpret. Finally, I would encourage the Council to consider adopting the NEC4 suite of contracts as standard. At present, there is a risk that our approach is becoming outdated, and some of the existing Z clauses may not fully align with current best practice.
12	The team are great and generally very responsive.
13	Friendly, helpful and clear advice and guidance
14	Overall, my experience with the procurement service has been positive, particularly in terms of the professionalism and knowledge of the staff. Communication is generally clear and queries are usually responded to within a reasonable timeframe.
15	Some delays initially with resolving PECOS enquiries but overall services provided are consistently very good

ID	Responses
16	Staff were excellent, highly knowledgeable and only too happy to assist with advice. Overall, a great team to work with.
17	We have received excellent service from Mirella on the delivery of the new Consultant DPS framework and a high level of excellent service from Lewis on a large number of SXL contracts. Both Mirella and Lewis are very responsive and understanding of the needs of our service.
18	We needed support to establish a new contract and their new use of PECOS
19	David Dunlop has been a fantastic addition to the Procurement Service. The additional resource within the team has made procurement much more accessible and responsive, resulting in a noticeable improvement in day-to-day interactions. This is not meant as any criticism of colleagues—on the contrary, I have always received excellent service from my contacts the procurement team, who manage (and continue to manage) a very busy workload. Recent procurement requests are handled extremely efficiently, and the difference over the past 12 months has been enormous. The positive impact of these improvements has certainly not gone unnoticed.

6. Are you aware of the Procurement Awareness training, Contract and Supplier Management training, and PECOS User webinar training available on My Leon?

Yes, and have completed the course.	8
Yes, but haven't completed the course.	10
No, but will look now to complete the course.	7
No, and don't intend to complete the course.	2

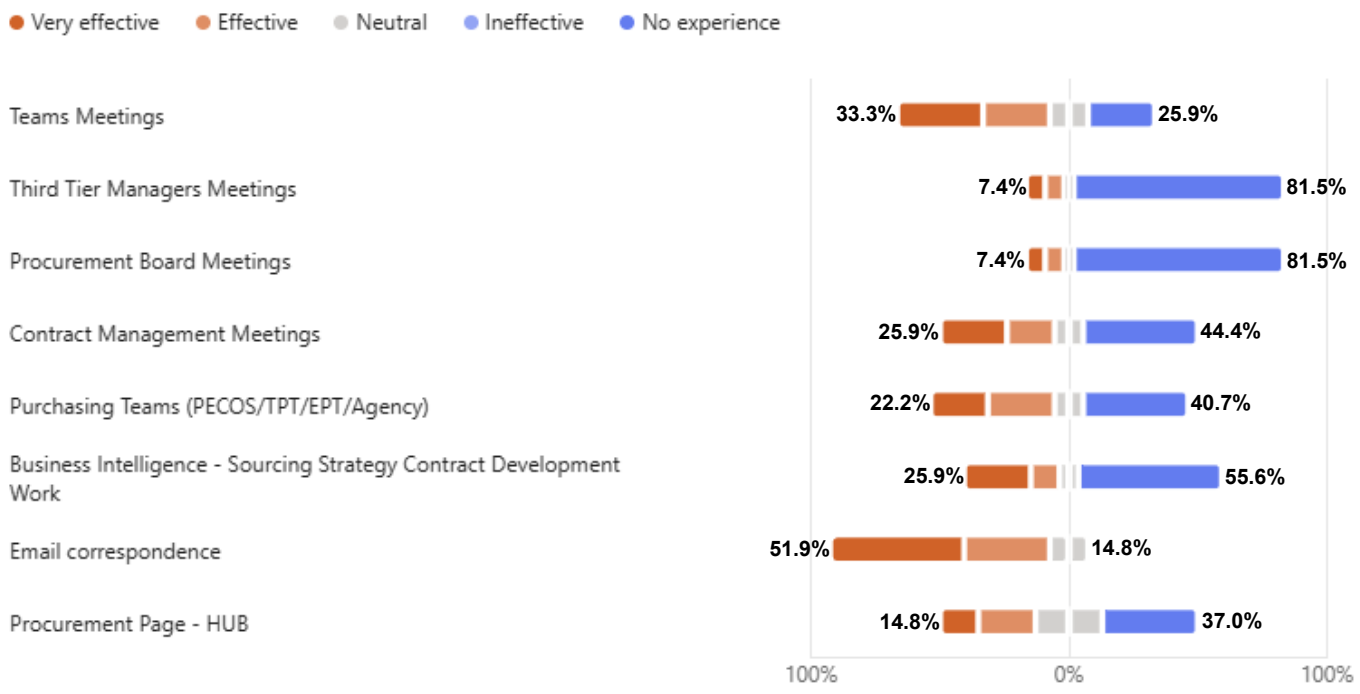


7. Are there any further areas you would like covered within the courses, or provide any general feedback? – 7 Responses

ID	Responses
1	no
2	Already covered following recent training sessions
3	No
4	N/A
5	The guidance provided appears to appropriately cover the legal elements, which is important. However, I would find it extremely beneficial if processes were more clearly mapped out in a practical, step-by-step way. On several occasions, I have been advised that I should be following a specific procedure, but it has been difficult to locate where this is formally documented. This can create uncertainty and inconsistency in how processes are applied. Clear, accessible process maps or guidance documents would help ensure expectations are

ID	Responses
	consistent, reduce reliance on informal direction, and improve overall confidence in following the correct procedures
6	No
7	I haven't completed the course so can't comment.

8. How do you rate PCCMTs Communications?



Teams Meetings

Very effective	33.3%
Effective	25.9%
Neutral	14.8%
No experience	25.9%

Third Tier Managers Meetings

Very effective	7.4%
Effective	7.4%
Neutral	3.7%
No experience	81.5%

Procurement Board Meetings

Very effective	7.4%
Effective	7.4%
Neutral	3.7%
No experience	81.5%

Contract Management Meetings

Very effective	25.9%
Effective	18.5%
Neutral	11.1%
No experience	44.4%

Purchasing Teams (PECOS/TPT/EPT/Agency)

Very effective	22.2%
Effective	25.9%
Neutral	11.1%
No experience	40.7%

Business Intelligence - Sourcing Strategy Contract Development

Very effective	25.9%
Effective	11.1%
Neutral	7.4%
No experience	55.6%

Email correspondence

Very effective	51.9%
Effective	33.3%
Neutral	14.8%

Procurement Page - HUB

Very effective	14.8%
Effective	22.2%
Neutral	25.9%
No experience	37%

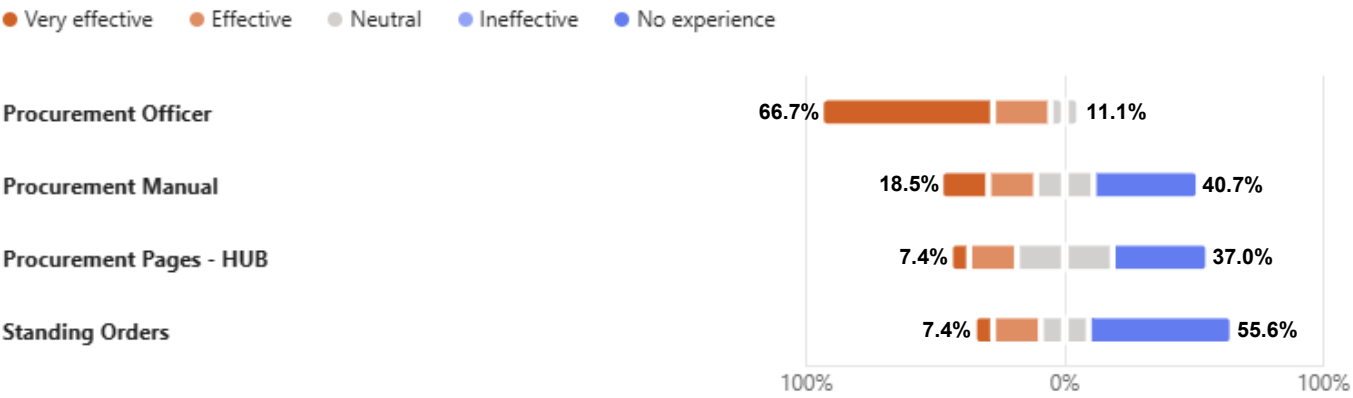
9. In respect of Q8, if you found your experience unsatisfactory, please provide more detail below: 1 Response

ID	Responses
1	N/A

10. Are you aware of the Council's Contract Standing Orders and Procurement Manual?



11. How do you assess PCCMTs guidance?



Procurement Officer		Procurement Manual		Procurement Pages - HUB		Standing Orders	
Very effective	66.7%	Very effective	18.5%	Very effective	7.4%	Very effective	7.4%
Effective	22.2%	Effective	18.5%	Effective	18.5%	Effective	18.5%
Neutral	11.1%	Neutral	22.2%	Neutral	37%	Neutral	18.5%
		No experience	40.7%	No experience	37%	No experience	55.6%

12. In respect of Q11, if you found your experience unsatisfactory, please provide more detail below:
2 Responses

ID	Responses
1	Procurement is only looking at the procurement risks, we have loads of other risks to consider, this becomes very frustrating when we need to move things on quickly, I'm fully aware that the Council has endorsed the procurement manual, however this should not take precedent over operational issues which require immediate attention.
2	N/A

13. Are you aware of the Council's Sustainable Procurement Strategy?



14. If you have been able to review the new Strategy, would you like to provide any relevant feedback?
1 Response:

ID	Responses
1	No

15. How satisfied are you with the overall services provided by PCCMT?



16. Comments - what else can we do? – 9 Responses

ID	Responses
1	Hire more staff to spread workload and minimise stress. All our work goes to one officer who has a very high workload but always delivers on time.
2	Stop the bureaucracy, CARR after a tender process? why? Declaration of conflict and confidentiality for each individual contract, where is the need for this?
3	PCCMT are a perfect example of where benefit is increased through closer team alignment and partnership working
4	Continue the good level of service
5	I find that the current approval process can lead to unnecessary delays, particularly where decisions require sign-off at Head of Service level. This can create bottlenecks and result in extended periods where progress is stalled while waiting for authorisation. In my view, there is scope to introduce clearer delegated authority aligned to appropriate value thresholds and risk levels. Empowering third-tier managers (or equivalent) to make decisions within defined parameters would significantly improve efficiency without compromising governance. At present, the lack of delegation can slow delivery and create frustration, particularly where decisions are relatively low risk or operational in nature. While frameworks help to mitigate some of this, they do not fully address the issue. A more proportionate and risk-based approach to approvals would support faster decision-making, reduce bottlenecks, and enable teams to deliver more effectively
6	No
7	Procurement team are very efficient and extremely helpful.
8	Our monthly catch-up meetings works well, and I appreciate input we have had into our own in-house team meeting to update on DPS and templates.
9	I don't think there is anything further to add, other than to continue with the current approach, which is clearly working very well.