



Assessment Report
Customer Service Excellence

Argyll and Bute Council Corporate Template Argyll and Bute Council Building Standards

Successful
19 December 2018

Assessment Summary

Overview

| | |
|-------------------------|------------|
| Overall Self-assessment | Strong |
| Overall outcome | Successful |

RP2 - 2018: Argyll and Bute Building Standards currently sits within the Planning, Housing and Regulatory Services of the Development and Infrastructure Directorate. Services are delivered from 4 area offices and 2 sub offices at strategic locations. Building Standards is a regulatory service, responsible for issuing building warrants and overseeing the development of applications, and ensuring compliance to the regulations.

Argyll and Bute Building Standards is a highly customer focused organisation, using the Customer Excellence Standard as a tool for continuous improvement. There is pride throughout the organisation with this approach. There is also some very strong evidence and application of service delivery in areas such as customer satisfaction, customer service ethos, accessibility of services, joint working arrangements and delivery of standards for performance, timeliness and quality.

Improvements have been made from analysing customer experience and listening and reacting to customer feedback. There is a very professional approach to all activity but, done in a very customer centric fashion. Considerable effort has been made to address budget cuts and an innovative enterprise with commercialisation has negated any staff losses, but instead provided the opportunity to provide assistance to other local authorities. This approach has been noted by the Scottish Office.

Clearly this organisation remains at the forefront of excellence and retention of the CSE Standard is well deserved. There is full compliance in all elements, whilst retaining the existing 12 compliance plus ratings and obtaining a further 3 at 1.3.5, 2.2.5 and 4.1.2.

1: Customer Insight

| | |
|-----------------------------|------------|
| Criterion 1 self-assessment | Strong |
| Criterion 1 outcome | Successful |

RP2 - 2018: Criterion 1 is about Customer Insight, engagement and satisfaction.

Customer insight continues to be obtained through a variety of channels, including some very comprehensive consultation and engagement. This ranges from large scale projects to small individual applications. Customer needs and preferences are clearly well identified.

The consultation and engagement is clearly very effective with a range of users, but you are prepared to review those process to identify improvements such as the introduction of Breakfast Clubs.

Providing services that completely satisfy customers remains a priority and some interesting analysis has resulted in review of customer journeys and improvements to documents.

Overall there has been a lot of effort made to identify service improvements from analysing customer experience. Providing assistance to other local authority Building Standards has been managed extremely well and the foresight and planning has been exceptional, which has been recognised by the Scottish Office. 1.3.5 is therefore raised to compliance plus. Compliance plus is also maintained at 1.2.1 and 1.3.4.

2: The Culture of the Organisation

| | |
|-----------------------------|------------|
| Criterion 2 self-assessment | Strong |
| Criterion 2 outcome | Successful |

RP2 - 2018: Criterion 2 is about the culture of the organisation.

The customer service ethos remains very strong throughout the organisation and customer insight from staff is highly appreciated and used to inform policy.

Treating customer information with confidentiality also remains a high priority, particularly with the development of on-line applications and plans.

All staff deliver polite and friendly services and have a very good understanding of customer needs. This commitment and level of service delivery has been taken on-board by newly recruited staff.

Staff are clearly highly valued by managers and senior leaders. Managers support and empower staff and trust them to take responsibility and consequently deliver a very high level quality service. There is an outstanding ethos around the whole organisation and 2.2.5 is upgraded to compliance plus. Compliance plus is also maintained at 2.1.1 and 2.1.4.

3: Information and Access

Criterion 3 self-assessment Strong

Criterion 3 outcome Successful

RP2- 2018: Criterion 3 is about providing quality information, being accessible and joint working arrangements with partners and other providers.

A wide range of quality information continues to be provided through appropriate channels. This includes to professional people and bodies and to the general public. Appropriate information on charges that change are communicated effectively to service users.

Sound procedures remain in place to ensure information is both received and understood, through formal processes such as Agent Forums but also from customer feedback.

You make good efforts to evaluate access channels, but there is scope to enhance the level of evidence to demonstrate the full extent of activity. Element 3.3.2, although compliant at this visit, will be reviewed at RP3.

Very strong arrangements remain in place for joint service provision with partners and other providers.

There are also strong procedures in place to ensure accountability with service delivery.

Overall the whole approach to information provision, access and joint working is outstanding, justifying the retention of compliance plus at 3.2.1, 3.3.1, 3.4.1, 3.4.2 and 3.4.3.

4: Delivery

Criterion 4 self-assessment Strong

Criterion 4 outcome Successful

RP2 - 2018: Criterion 4 is about delivering against standards and dealing with problems including complaints.

You clearly put a lot of effort into delivering against set standards. However this is done with customer service and satisfaction in mind. Very sound procedures are in place to monitor performance and the outcomes are exceptionally good, resulting at a compliance plus being awarded at 4.1.2.

Customer service delivery promises are, although demanding, carefully planned and communicated to customers. Delivery more than matches the promises made.

The corporate complaints system is applied effectively and customers find the process easy to access and use. Likewise review of the process is controlled at corporate level, but Building Standards input is valued.

Compliance plus ratings are maintained at 4.1.3 and 4.2.1.

5: Timeliness and Quality of Service

Criterion 5 self-assessment Strong

Criterion 5 outcome Successful

RP2 - 2018: Criterion 5 is about the timeliness and quality of response to customer contact.

A good range of timeliness and quality standards are in place and they are applied as effectively as the core performance standards. Customers are fully informed on what to expect in terms of customer service approaches and delivery.

The commitment to responding quickly to enquiries, although exceeds target in every field, is balanced with a quality outcome.

Overall all timeliness and quality targets are consistently met.

Compliance plus rating is maintained at 5.2.5.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|--|----------------------|-----|
| BS001: User Forum Attendance and Feedback | Assessor Acceptance: | Yes |
|--|----------------------|-----|

We hold annual User Forums for our Stakeholders and have attendance registers, completed forum feedbacks and completed customer satisfaction surveys from 2016 forum.

| | | |
|-------------------------------------|----------------------|-----|
| BS002: Weekly Planning Lists | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

We receive Weekly Planning Lists from own Council and Loch Lomond & Trossachs National Park. The appropriate Team Leader identifies potential future customers and contacts those without Agents.

| | | |
|---------------------------------------|----------------------|-----|
| BS003: Pre-Warrant Discussions | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

We encourage pre-warrant discussion with Applicants, Agents and/or Other External Agencies and have formal process for recording outcomes. This is also included in our Customer Service Charter.

Corporate Evidence

| | | |
|--|----------------------|-----|
| C001: Website Visitor Report 2017 | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C002: Organisation Database on the CRM | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

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

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

RP1 - 2017: The updated evidence shows the continuing commitment to gain in-depth understanding of characteristics of all customer groups. The weekly planning lists and pre-warrant discussions are particularly useful for the development of customer insight. This is supplemented with considerable on-going discussions with other Council providers, such as Housing. The desire to gain as much customer insight at the commencement of engagement is clearly obvious.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.1.1.2: and potential customer groups

RP1 - 2017: Corporate demographic information is used effectively to identify potential customers and their respective needs. However, the pre-warrant discussion and weekly planning lists also provide useful information here.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.1.1.3: based on recent and reliable information.

RP1 - 2017: All data obtained is clearly based on current research, and during discussions with stakeholders and other Council providers it was confirmed that engagement with Building Standards is frequent and extremely useful.

RP2 - 2018: Not reviewed at this visit.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

| | | |
|------------------------------------|----------------------|-----|
| BS004: Customer Journey Map | Assessor Acceptance: | Yes |
|------------------------------------|----------------------|-----|

As a result of partnership working between LABSS and the BSD a national CJM has been produced and published in 2017 which we have now adopted in line with the other 31 LAs. This document is available on our webpages and replaces our own CJM.

| | | |
|-----------------------------------|----------------------|-----|
| BS005: Forum Presentations | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

Through annual presentations to regular users over the past 8yrs we have gained a detailed insight into what our customers want and need which has lead to new and innovative services being introduced per our Service Improvement Log which is published on our website

| | | |
|--------------------------------------|----------------------|-----|
| BS007: Performance Management | Assessor Acceptance: | Yes |
|--------------------------------------|----------------------|-----|

The overriding request from our customers is the provision of a timeous response to building warrants. Our whole performance management system centres around measuring the response times to building warrants and completion certificates.

Corporate Evidence

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

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

| | | |
|------------------------------------|----------------------|-----|
| C025: Customer Care Toolkit | Assessor Acceptance: | Yes |
|------------------------------------|----------------------|-----|

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

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

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

1.1.2.1: We have developed customer insight about our customer groups

Nov 13: A considerable amount of data is obtained through the wide variety of methods used to engage with stakeholders, customers, partners and staff. Survey questionnaires are comprehensive, forums are used effectively, and useful data is also obtained from thorough analysis of complaints and customer comments

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Forum consultation, journey mapping and surveys continue to be good sources of data which has been well documented and segmented.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The existing channels continue to be used very effectively to develop customer insight. This varies from large scale projects to individual engagement with agents and customers.

Evidence Value: Fully Met

1.1.2.2: to better understand their needs and preferences.

Nov 13: The fast tracking initiative shows that needs and preferences are clearly understood and services are adapted to suit the requirements of different customer groups.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: New evidence at BS046 also presented to enhance the already considerable work done in relation to E-Building Standards. Stakeholders and partners met unanimously agreed that the needs and preferences of customers are all taken into account.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Customers, agents and partners met confirmed that the customer insight gained is put to good use and considerably helps to maintain a thorough understanding of customer needs and preferences.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

BS008: Accessibility to Service Assessor Acceptance: Yes

The Building Standards Service provides a devolved service from four areas and two sub-area offices strategically located throughout A&B Council which are fully accessible. Our successful in-house eBS system has now been fully migrated to the National eBS Portal, facilitating electronic submissions.

BS038: Building Standards Webpages Assessor Acceptance: Yes

For those individuals in remote locations who are unable to easily access an area or sub-area office all information on our service and performance can be accessed through our webpages. The information on these pages is regularly reviewed and updated.

BS071: Gaelic Translations Assessor Acceptance: Yes

To assist those individuals who's first language is Gaelic we have translated our most relevant documents (e.g. Charter and guidance notes) into Gaelic with all documents available on our webpages and in area office receptions.

Corporate Evidence

C038: Strategic Islands Group Assessor Acceptance: Not Reviewed

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

C006: Website Accessibility Report and Guidance Assessor Acceptance: Yes

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

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

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

1.1.3.1: We make particular efforts to identify hard to reach

Nov 13: Considerable effort is made corporately through an impressive web site, but also through innovative channel access by the Customer Services. The provision and guidance offered to use Digital TV in remote areas is also impressive and the assessor accepted this as new evidence. Consequently customers in Argyll and Bute are no longer hard to reach.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The geographical location of many customers continues to be a challenge. However more effort has been made to offer those customers better services through electronic access and review of web based facilities. The tracking of these developments appear as a permanent agenda item on management meetings with stakeholders and staff.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.1.3.2: and disadvantaged groups and individuals

Nov 13: Disadvantaged groups and individuals are identified, particularly in relation to Gaelic speakers.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Likewise the same arrangements apply for disadvantaged groups. However more effort has also been made to offer improved information to Gaelic speakers and to engage with the Syrian community now located on the Island of Bute.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: See comments at 1.1.3.1 above.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The work with the Gaelic and Syrian communities are good examples here.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|---|----------------------|-----|
| BS010: Annual Performance Report | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Continuous Improvement Plan has now been replaced by the Annual Performance Report inline with the Scottish Government requirements. It is quarterly updated, presented to Council and published on our webpages. (see page 32 of report)

| | | |
|-----------------------------------|----------------------|-----|
| BS046: eBuilding Standards | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

Due to the geographical constraints electronic means of communication is extensively encouraged. Moving on from our inhouse online system we have migrated to the Scottish Government National Portal which facilities approximately 60% and rising of applications submitted to us.

| | | |
|--|----------------------|-----|
| BS094: Customer Engagement Strategy | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Since commencing the CSE journey we have developed our customer engagement in adhoc manner. This document is our first attempt to formalise our approach to customer engagement and sets out our vision for customer engagement going forward.

Corporate Evidence

| | | |
|--|----------------------|--------------|
| C049: Communication, Marketing and Web Strategy 2018-20 | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|------------------------------------|----------------------|--------------|
| C039: MOWG on Communication | Assessor Acceptance: | Not Reviewed |
|------------------------------------|----------------------|--------------|

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

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

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

1.2.1.1: We have a strategy for engaging and involving customers

RP1 - 2017: The corporate drive to engage with customers at all levels is clearly adopted. However Building Standards has taken this commitment to a further level and developed a Customer Engagement Strategy. This document is very well written and contains keys messages and commitments to engage and communicate.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the extent of engagement with customers and partners warrants retention of compliance plus.

Evidence Value: Fully Met

1.2.1.2: using a range of methods

RP1 - 2017: The Engagement Strategy outlines a variety of engagement methods including the very effective Agent Forums. These forums are well attended and cover a variety of subjects including updates on legislative changes, but more importantly having on-going dialogue with the Agents as customers. Agents met during the assessment all commented very favourably on the usefulness of these forums, but also commended the service delivery of Argyll and Bute Building Standards.

RP2 - 2018: See comment at 1.2.1.1.

Evidence Value: Fully Met

1.2.1.3: appropriate to the needs of identified customer groups.

RP1 - 2017: Engagement with customers is geared to meet the needs as appropriate. This is enhanced by a very accessible approach, particularly at the outset of contact with customer groups. The level of input is very professionally managed, with distinctive approaches between professionals and individual members of the public. This whole approach is highly commendable and deserves the award of a compliance plus.

RP2 - 2018: See comment at 1.2.1.1.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|-------------------------------------|----------------------|-----|
| BS009: Customer Consultation | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

We continually seek customer feedback on each stage of the Building Standards process and more in depth consultation is carried out on an annual basis with our stakeholders. This is carried out by letter, electronically and face to face, which is centrally collated and used for service improvements.

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

The customer survey returns are collated centrally, analysed and reported quarterly to our Stakeholder via our webpages, newsletters and displayed in our area offices; Council; Senior Management Team; and via internal performance management system (Pyramid).

| | | |
|---------------------------------------|----------------------|-----|
| BS079: Service Improvement Log | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

We consult with our customers both internally and externally at every stage of the process. This is integral to continually improving our service. The service improvements are entered on to our Service Improvement Log which is published on our webpages and regularly updated.

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C050: Vision Values, Outcomes Consultation | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

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

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

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

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

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

Nov 13: It was demonstrated that consultation with customers is fully integrated into the culture and ethos of Building Services. The desire to improve continuously is also very evident and a strong steer is given by management to promote this ethos.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Consultation and engagement continues to be a strong feature and all in Building Standards are fully involved. Survey results and Improvement Log show considerable activity and outcomes. Work in Social Media is also being explored to extend the level of consultation.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Substantial effort is being made to maintain the high level of meaningful engagement, including the review of processes such as Agents' Forums. The introduction of breakfast clubs is being considered as an alternative. Agents and partners met confirmed that engagement with all in Building Standards is on-going on a daily basis.

Evidence Value:

Fully Met

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

Nov 13: Although there is scope to present more evidence, it was clearly demonstrated that you advise customers about the outcomes of consultation and action taken to improve service delivery.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Customers, stakeholders and partners met confirmed that they continue to be well informed of consultation and engagement outcomes and conclusions.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: In addition to the Web Site, the Agents' Forums continue to be a useful platform to advise customers of actions taken to improve service delivery. However dialogue during on-going service delivery is also a good channel.

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: Strong

Compliance to Standard: Compliant

Active Evidence

BS013: Planning, Housing and Regulatory Services Service and Team Plans Assessor Acceptance: Yes

The outcomes in our Team Plan which derive from our Service Plan and Balanced Scorecard focus on customer service improvements ensuring that engagement strategies are appropriate. These documents are reviewed and updated annually. (see BS009, BS011-12 and BS026)

BS014: Additional Presentations Assessor Acceptance: Yes

Along with our regular user forums to our stakeholders we actively seek additional forums for engaging with our customers. In 2016 in partnership with GCU and various trade bodies a series of 4 full day CPD events were held. All service stakeholders were invited including the other 31 LAs.

BS079: Service Improvement Log Assessor Acceptance: Yes

Our service improvement log which is published on our webpages clearly identifies that our strategies for consulting and engaging customers (March 2014) results in service improvements and outcomes desired by our regular users. (see BS014)

Corporate Evidence

C051: Helensburgh Waterfront Major Development Consultation review Assessor Acceptance: Not Reviewed

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

C013: Departmental Reporting Against ABOIP Targets Assessor Acceptance: Yes

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

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

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

1.2.3.1: We regularly review our strategies and opportunities for consulting

Nov 13: The high level corporate strategies are regularly reviewed and there is commitment within Building Services to implement the changes. However Building services have also reviewed the effectiveness of Agent Forums, and following feedback now hold joint forums. Comment from agents met suggest that this change is appreciated.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The commitment at both corporate and local level is still very obvious, which was emphasised during discussion with managers and staff. This applies to both consulting, and

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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.

Nov 13: Likewise the methods used for engaging with customers are also reviewed and changes have been made to survey questionnaires to obtain more meaningful customer insight.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: engaging with customers. Timescales for such activities have been reviewed to ensure a regular and stable programme. However the major improvement has been the introduction of CPD events, and feedback from customers met confirms substantial approval.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong
Compliance to Standard: Compliant

Active Evidence

| | | |
|-------------------------------------|----------------------|-----|
| BS009: Customer Consultation | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

We continually seek customer feedback on each stage of the Building Standards process and more in depth consultation is carried out on an annual basis with our stakeholders. This is carried out by letter, electronically and face to face, which is centrally collated and used for service improvements.

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

Inhouse customer survey returns are collated centrally, analysed and reported quarterly to our Stakeholder via our webpages, newsletters and displayed in our area offices; Council; SMT; and via Pyramid. Since 2015 SG have undertaken a national survey of BS customers. A&B Council rank in the top 3.

| | | |
|---|----------------------|-----|
| BS015: Building Standards Division Performance Framework for Verifiers | Assessor Acceptance: | Yes |
|---|----------------------|-----|

We are subject to regular monitoring and periodic inspection under a national performance framework introduced in May 2012 and updated in April 2017. The updated document seeks to address a wide range of actions and behaviours which, between them, demonstrate a strong customer-focused service.

Corporate Evidence

| | | |
|--|----------------------|--------------|
| C001: Website Visitor Report 2017 | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|---|----------------------|-----|
| C009: CSC Telephone Satisfaction Survey 2018 | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|-----------------------------------|----------------------|-----|
| C118: CS Target Monitoring | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

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

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

RP1 - 2017: A lot of emphasis is placed on reliable customer feedback. This includes the use of corporate customer satisfaction surveys, supplemented by local internal surveys. All of which indicate the delivery of customer service at a very high level. Argyll and Bute Building Standards is under the spotlight nationally, as exemplars of excellence, and consequently all research processes used are highly examined for effectiveness.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|--------------------------------------|----------------------|-----|
| BS007: Performance Management | Assessor Acceptance: | Yes |
|--------------------------------------|----------------------|-----|

The overriding request from our customers is the provision of a timeous response to Building Warrants. Our whole performance management system centres around measuring the response times to Building Warrants and Completion Certificates. We continually perform above the nationally set targets.

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

The customer survey returns are collated centrally, analysed and reported quarterly to our Stakeholder via our webpages, newsletters and displayed in our area offices; Council; Senior Management Team; and via internal performance management system (Pyramid).

| | | |
|---------------------------------------|----------------------|-----|
| BS079: Service Improvement Log | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

We consult with our customers both internally and externally at every stage of the process. This is integral to continually improving our service. The service improvements are entered on to our Service Improvement Log which is published on our webpages and regularly updated.

Corporate Evidence

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

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

| | | |
|-----------------------------------|----------------------|-----|
| C118: CS Target Monitoring | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

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

| | | |
|--|----------------------|-----|
| C119: Departmental Performance Reporting to Customers | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

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

Nov 13: The Pyramid system provides a wide variety of data, which can be analysed across all customer groups. Additional evidence in item BS 007 (Performance Management) was presented and accepted. This contained details of the outcomes from the Balanced Score Card and Continuous Improvement Plan.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Analysis data and outcomes continue to be carried out regularly, systematically and thoroughly. Even although outcomes are generally very positive, any issues of slight concern are looked at and reviewed.

RP 3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The commitment to analyse and publish satisfaction levels continues to be a proactive activity,

.....

Evidence Value:

Fully Met

1.3.2.2: for all main areas of our service

Nov 13: All main areas of the business were included in the activities.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: All areas of the business continue to be included and where other parts of Argyll and Bute Council Services are involved, for example Customer Services, they are fully included.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: across all areas of business. This includes formal surveys and customer feedback received during normal service delivery.

Evidence Value:

Fully Met

1.3.2.3: and we have improved services as a result.

Nov 13: Improving service delivery is clearly important to this organisation, and several good examples of improvements such as introducing joint forums and developing e-services was highlighted.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: A number of additional measures have been put in place and outcomes have been very informative. Consequently developments have been introduced with the Web Site and E-Building. Feedback from customers and partners met confirms appreciation of the commitment of everyone in Building Services to involving service users.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: From the analysis of satisfaction outcomes. conclusions continue to be drawn and appropriate action taken. Survey approach and questionnaires have been reviewed and amended to elicit more meaningful customer insight. Process maps have also been reviewed.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|--|----------------------|-----|
| BS011: User Forum Presentations | Assessor Acceptance: | Yes |
|--|----------------------|-----|

At our user forums presentations we include the results of customer satisfaction questionnaires to encourage further feedback informed by customer insight.

| | | |
|---|----------------------|-----|
| BS015: Building Standards Division Performance Framework for Verifiers | Assessor Acceptance: | Yes |
|---|----------------------|-----|

We are subject to regular monitoring and periodic inspection under a national performance framework introduced in 05/12 and measureable from 01/10/12. It seeks to address a wide range of actions and behaviours which, between them, demonstrate a strong customer-focused service. Being updated 2017.

| | | |
|---|----------------------|-----|
| BS017: Annual Customer Satisfaction Survey | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our annual customer satisfaction survey includes questions on service delivery, timeliness, access and the quality of customer service.

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C005: Face to face Service Satisfaction Report | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|---|----------------------|-----|
| C009: CSC Telephone Satisfaction Survey 2018 | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C123: Avoidable Contact Insight Analysis | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

1.3.3.1: We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service,

Nov 13: Across most of the customer satisfaction measures in place, crucial questions on the key areas of delivery, timeliness, information, access and the quality of customer service are included.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Measurement across the 5 key areas of customer satisfaction continues to be included in both corporate and local research. Several very specific local channels have increased the level of research including feedback from the CPD events. Substantial effort has been made to develop the analysis tool on the new CRM system and the assessor was shown a feature to capture failure analysis.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: Customer insight Issues raised through customer engagement are followed up through specific survey questions but also through customer satisfaction measurement. Many of the issues are also included in the Mystery Shopping questions.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: There is clear commitment to follow through on issues and developments raised through customer insight engagement. The outcome from the development of several processes has been measured, including E-Building and the EBS System.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong
Compliance to Standard: Compliance Plus

Active Evidence

BS018: Customer Satisfaction Target Assessor Acceptance: Yes

To ensure our customer satisfaction target is challenging we have increased our target from 84% (Corporate target) to 90% and we publish the current quarter's results and trends in our area offices and on our websites. This information is also included within our user forum presentations.

BS019: Building Standards Customer Service Charter Assessor Acceptance: Yes

To ensure our customer satisfaction target is challenging we initially adopted the Corporate Customer Satisfaction Target of 84% and this year on review of our Customer Charter raised Building Standards customer satisfaction target to 90%.

BS020: Verification Performance Report Assessor Acceptance: Yes

Our Balanced Scorecard has been replaced with the Verification Performance Report and highlights our most recent customer satisfaction level (page 30 of 34)

Corporate Evidence

C015: CSC Key Telephony Indicators Assessor Acceptance: Yes

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

C118: CS Target Monitoring Assessor Acceptance: Yes

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

C121: Corporate Cleaning Customer Satisfaction Assessor Acceptance: Yes

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

1.3.4.1: We set challenging and stretching targets for customer satisfaction

RP1 - 2017: Challenging standards are in place for all aspects of customer satisfaction. These not only match corporate requirements, but the desire to exceed is clearly obvious. The standards in place are clearly outlined in the Service Charter and Verification Performance Report.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the attention paid to setting customer satisfaction targets warrants retention of compliance plus.

Evidence Value: Fully Met

1.3.4.2: and our levels are improving.

RP1 - 2017: The outcomes from the measures in place, show a consistent compliance to standard and in many instances exceeds significantly. As the level of performance has been consistently high the decision has been taken to introduce a local overall customer satisfaction target of 90%, in comparison to the corporate target of 84%. The confidence to achieve this target is high and the assessor considers that this deserves the award of a compliance plus rating.

RP2 - 2018: See comment at 1.3.4.1.

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: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

BS004: Customer Journey Map Assessor Acceptance: Yes

As a result of partnership working between LABSS and the BSD a national CJM has been produced and published in 2017 which we have now adopted in line with the other 31 LAs. This document is available on our webpages and replaces our own CJM.

BS011: User Forum Presentations Assessor Acceptance: Yes

As a result of feedback from our Stakeholders we have reverted from a single forum to four area forums and also in conjunction with Development Management and recently including Development Policy.

BS079: Service Improvement Log Assessor Acceptance: Yes

We consult with our customers both internally and externally at every stage of the process. This is integral to continually improving our service. The service improvements are entered on to our Service Improvement Log which is published on our webpages and regularly updated.

Corporate Evidence

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

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

C025: Customer Care Toolkit Assessor Acceptance: Yes

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

C122: Tuning the Voice Automated Switchboard Assessor Acceptance: Yes

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

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

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: User forums continue to be developed and the opening of the new Council Offices in Helensburgh has created more opportunity for consultation internally with other council services as well as with customers partners and stakeholders.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Analysing customer experience across a number of engagement channels continues to be carried out systematically and with dedication. The work is undertaken with a desire to identify any area for improvement. In addition, considerable work has been undertaken on behalf of other Local Authority Building Standards and customer feedback confirms a high level of satisfaction. This is seen as a very positive enhancement across the Scottish Building Standards network.

Evidence Value:

Fully Met

1.3.5.2: including improved customer journeys.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Customer journey mapping, through the corporate processes, continues to be applied and useful customer feedback obtained. More use of social media to track customer experience and customer engagement is being developed.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The analysis of customer satisfaction includes reviewing customer journeys, through formal journey mapping and general analysis of individual cases during normal service delivery. The extent of work here is substantial, including reviews with Building Standards in other regions and with the Scottish Office. This approach is unique to Argyll & Bute Building Standards and the assessor considers that this approach merits a compliance plus rating.

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: Strong

Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|--|----------------------|-----|
| BS030: Team, Team Leader, Whole Team Meetings - Agendas and Minutes | Assessor Acceptance: | Yes |
|--|----------------------|-----|

At every meeting CSE is an agenda item demonstrating that putting the customer at the heart of our service delivery and strategy, is a key priority for Building Standards. All staff are encouraged to suggest possible improvements to the way we engage with our customers.

| | | |
|---|----------------------|-----|
| BS095: Pyramid Monitoring of Standards | Assessor Acceptance: | Yes |
|---|----------------------|-----|

BSM produces a report for quarterly meetings with D&I Executive Director to discuss performance relating to the Pyramid indicators which relate to the service we provide and how good this is.

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C052: Elected Leadership Policy Lead | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

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

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

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

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

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

RP1 - 2017: The commitment outlined at corporate level is clearly followed and indeed enhanced by the introduction of the Building Standards Customer Engagement Strategy. It was agreed that this evidence (BS094) could be added here. The commitment was very obvious during observation of service delivery and during discussion with managers, staff, customers and partners.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the extent of corporate commitment warrants retention of compliance plus.

Evidence Value: Fully Met

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

RP1 - 2017: The display of leadership within Building Standards is quite impressive. It is done without fuss and on an on-going basis. Staff are empowered, allowed to express opinion and engage with customers, partners and stakeholders freely. The relationship with and regard held by stakeholders is outstanding, as confirmed during discussion with the assessor. Consequently this element deserves the retention of compliance plus.

RP2 - 2018: See comment at 2.1.1.1.

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: Strong
 Compliance to Standard: Compliant

Active Evidence

BS011: User Forum Presentations Assessor Acceptance: Yes

As a result of feedback from our Stakeholders we have reverted from a single forum to four area forums and also in conjunction with Development Management.

BS022: Weekly Monitoring of Building Warrant First Response Times Assessor Acceptance: No

Team Leaders monitor on a weekly basis the caseloads of each individual officer and the processing times to ensure equatable timeous response is given to all. (see on site)

BS081: Annual Verification Performance Report (incorporating Continuous Improvement Plan) Assessor Acceptance: Yes

Our Continuous Improvement Plan is updated quarterly and published on our website. It forms part of business plan and through customer insight ensure our service improvement activities are prioritised.

Corporate Evidence

C004: Your Voice Consultation 2018 Assessor Acceptance: Not Reviewed

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

C027: Customer Driven Community Improvements Assessor Acceptance: Yes

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

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

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

2.1.2.1: We use customer insight to inform policy and strategy

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Corporate policies and strategies continue to be applied and Building Services go the extra mile to ensure implementation.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: It was agreed with the applicant that the evidence at BS022 should be replaced with the work on developing the additional support to Edinburgh and Borders Building Standards teams. The Annual Verification Performance Report includes specific commitment to using customer feedback to review policy and strategy. Customer feedback from Agents indicates that interest in attending the regular forums is reducing, but that has been tackled by developing the Breakfast Clubs.

Evidence Value:

Fully Met

2.1.2.2: and to prioritise service improvement activity.

Aug 13: Several outcomes have been highlighted which have led to significant customer service improvements. For example development of e-building, adjustments to fast tracking procedures and stakeholder engagement.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Stakeholder engagement continues to be highly appreciated, and was confirmed during discussion with stakeholders, partners and customers.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The full range of consultation and engagement strategies are analysed to review policy and strategy and improvements are systematically recorded in the Improvements Log, which was shown to the assessor. Although the interest in forums is reducing, it was clear from discussion with Agents that the opportunities to engage with all staff and put across their views, during normal service delivery is still very much alive.

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: Strong
Compliance to Standard: Compliant

Active Evidence

BS015: Building Standards Division Performance Framework for Verifiers Assessor Acceptance: Yes

We are subject to regular monitoring and periodic inspection under a national performance framework introduced in 05/12 and measureable from 01/10/12. It seeks to address a wide range of actions and behaviours which, between them, demonstrate a strong customer-focused service. Being updated 2017.

BS019: Building Standards Customer Service Charter Assessor Acceptance: Yes

Our Customer Service Charter includes both national and local customer service commitments. The national service commitments were designed following consultation between the BSD and LABSS. The local commitments were designed following local stakeholder consultations.

BS023: Planning and Regulatory Services Customer Service Charter Assessor Acceptance: Yes

Planning and Regulatory Services' Customer Service Charter is part of our annual improvement plan aimed at further improving customer service standards. The Charter tells customers the standards of response they can expect from Planning and regulatory services officers.

Corporate Evidence

C056: Ensuring GDPR Law and Standards are Met 2018 Assessor Acceptance: Not Reviewed

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

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

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

C090: Complaints Handling Procedure Assessor Acceptance: Yes

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

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

Nov 13: Customer expectations of high level service are clearly outlined and the evidence suggests that this high level service is delivered. However comment from customers and partners met confirms that although their expectations are high, Building Services delivers consistently. It was also stated that the support provided by the Council through Customer Services, helps considerably with such a high level of delivery.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Although detailed and sound policies and procedures are in place to ensure customers can expect excellent levels of service, the delivery is considerably enhanced by managers and staff throughout Building Services. Consequently customer and partner expectations remain very high.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Satisfactory
Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|-------------------------------------|----------------------|-----|
| BS009: Customer Consultation | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

We continually seek customer feedback on each stage of the Building Standards process and more in depth consultation is carried out on an annual basis with our stakeholders. As part of this process all our surveys ask this question.

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

The customer survey returns are collated centrally, analysed and reported quarterly. As part of this process our questionnaires have been updated. In addition Scottish Government now carry out annual national customer surveys which consistently place A&B in the top 3 BS services out of the 32 LAs.

| | | |
|--|----------------------|-----|
| BS024: Continuous Customer Survey Questionnaire and Results | Assessor Acceptance: | Yes |
|--|----------------------|-----|

The customer survey returns are collated centrally and analysed to ensure all customer groups are treated fairly.

Corporate Evidence

| | | |
|---|----------------------|-----|
| C009: CSC Telephone Satisfaction Survey 2018 | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C020: Automated Complaints process Satisfaction Survey | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

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

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

RP1 - 2017: The commitment to treat customers fairly, is outlined in considerable detail in publications such as the Customer Charter, but also during engagement with customers and partners. Despite the difficulties of a geographically diverse customer base and variety in applications for building warrants received, each applicant is treated with equal respect and attention.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the approach to treating customers fairly warrants retention of compliance plus.

Evidence Value: Fully Met

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

RP1 - 2017: Formal customer feedback, including survey results and personal testimony, shows that all customers are treated fairly. Despite resource pressures and additional work taken on to support other Building Standards in other local authorities, delivery of service remains at a very high standard. Feedback to the assessor from the other local authorities supported was extremely complimentary of the approach by Argyll & Bute Building Standards staff. Consequently a compliance plus rating is awarded here.

RP2 - 2018: See comment at 2.1.4.1.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our Building Standards Customer Service Charter (in line with Council Customer Service Charter) has a commitment to "Provide somewhere for you to discuss your query in private if you'd prefer". All Customer Service Points have at least one private interview room. This can be seen on site.

| | | |
|--|----------------------|-----|
| BS025: Building Standards Register Policy | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Under the Building (Scotland) Act 2003 we legally maintain a Public Register that contains limited information (Part 1) on each application and the remaining information (Part 2 - floor plans, etc.) are held securely in the office.

| | | |
|-----------------------------------|----------------------|-----|
| BS027: Procedural Handbook | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

Pages 59 - 63 set out the national guidelines for the protection of customers information in relation to building warrant application.

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C056: Ensuring GDPR Law and Standards are Met 2018 | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|--------------------------------------|----------------------|-----|
| C030: Secure computer systems | Assessor Acceptance: | Yes |
|--------------------------------------|----------------------|-----|

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

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

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

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

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: New facilities at the Council Building in Helensburgh are impressive, and although the reception desk was not fully open to customers, it was clear that the facilities would be conducive to providing private face-to-face services. Agents met by the assessor confirmed that customer engagement on building sites is conducted professionally.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The sound policies to protect customers' privacy remain in place, but have been augmented by review of the requirements for the new General Data Protection Regulations (GDPR), which includes the revision of Privacy Statements. There is also a web link to which customers can access more information on the privacy guidance. Observation of service delivery at the reception desk confirms that the approach to privacy and facilities available are first class.

Evidence Value: Fully Met

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

Nov 13: Tight procedures are in place to ensure that sensitive information is protected. This is particularly important in the roll out of e-building.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: The tight procedures to keeping customer information safe remains in place and this is also being included in the roll out of E - Building.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Likewise the tight procedures for the transfer and storage of information remain in place, but this area is constantly under review due to the development of digital channels. Discussion with service users confirms that there is no concern regarding the handling and storage of customer information.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS020: Verification Performance Report | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Pages 31-35. These areas of the Balanced Scorecard demonstrate our commitment to empower and encourage all staff to actively promote and participate in the customer focused culture of our Service.

| | | |
|--|----------------------|-----|
| BS030: Team, Team Leader, Whole Team Meetings - Agendas and Minutes | Assessor Acceptance: | Yes |
|--|----------------------|-----|

We have 3 levels of meetings where staff are encouraged to contribute and participate. There are Team Leader meetings with Management, area office representative meetings (Team Leader & Surveyor) and whole team meetings. These help to deliver statutory and customer requirements and are circulated.

| | | |
|---|----------------------|-----|
| BS031: Customer Service Training | Assessor Acceptance: | Yes |
|---|----------------------|-----|

To ensure that Building Standards remain customer focused all staff (including all new staff) have undertaken refresher training in customer care. These internal courses have supplemented the externally provided customer care training all Building Standards staff undertook in 2009.

Corporate Evidence

| | | |
|---------------------------------------|----------------------|--------------|
| C057: 2018-21 Website Strategy | Assessor Acceptance: | Not Reviewed |
|---------------------------------------|----------------------|--------------|

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

| | | |
|-------------------------------------|----------------------|-----|
| C023: Customer Care Training | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

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

| | | |
|---|----------------------|--------------|
| C099: Employee Excellence Awards | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

2.1.6.1: We empower and encourage all employees to actively promote

Nov 13: The presented evidence indicates that you empower all employees to promote, and

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Discussion with managers confirms the commitment to putting all processes in place to ensuring staff are fully empowered. Although the workforce is in the main well established, considerable trust is placed in the confidence to new recruits.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: participate in customer service delivery. Comment to the assessor from staff, indicates that they are impressed with the level of support and trust provided to them by managers.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The assessor met a selection of staff and comment made confirms that leaders not only support and guide but delegate considerable responsibility. The new recruits saw this as an excellent approach in comparison to previous employment experiences.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong
 Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS031: Customer Service Training | Assessor Acceptance: | Yes |
|---|----------------------|-----|

To ensure that Building Standards remain customer focused all staff (including admin and new starts) undertake / have undertaken refresher training in customer care. Refresher training will be undertaken every 5 years with the next round due 2018.

| | | |
|---|----------------------|-----|
| BS032: Building Standards Surveyor Job Description | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Competence based recruitment in line with the requirements of the job enables the Surveyor to draw on their own experience to demonstrate a customer focused approach. As part for of our recruitment there is a training and development procedure in place to ensure good customer service is embedded.

| | | |
|---|----------------------|-----|
| BS034: Risk Assessment Protocols | Assessor Acceptance: | Yes |
|---|----------------------|-----|

The allocation of work to surveyors takes account of various factors including their competence, the surveyors current and projected workloads, the requirement for surveyor development or training and any other circumstances which may affect the performance of the surveyor, section or department.

Corporate Evidence

| | | |
|-------------------------------------|----------------------|-----|
| C023: Customer Care Training | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

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

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

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

| | | |
|---|----------------------|-----|
| C070: Example Recruitment Job Description 2018 | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

RP1 - 2017: The updated evidence shows an on-going commitment to recruit customer focussed staff. The job descriptions show appropriate guidelines for customer focus, and while the workforce is a mix of very experienced staff, there are a number of more recently recruited staff who have demonstrated the commitment to customer service delivery at the outset.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

2.2.1.2: training and development policies for staff.

RP1 - 2017: Effective arrangements for training and development of staff is clearly in place. This is provided through formal processes, but also mentoring by experienced staff. Managers are also to be commended here for supporting staff at all stages of career. Staff met confirmed their appreciation of support provided.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

Our customer survey results confirm that our staff are polite, friendly and understanding of our customer's needs.

| | | |
|---|----------------------|-----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our Charter sets out the minimum standards of care that all customers can expect from Building Standards staff. These standards are in line with the Council and Planning & Regulatory Services Customer Care Charters to ensure a consistent approach across the Council.

| | | |
|--|----------------------|-----|
| BS035: Staff Recognition by Customers | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Building Standards staff receive on a regular basis letters and emails from satisfied customers which highlight staff going well beyond normal service delivery.

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C009: CSC Telephone Satisfaction Survey 2018 | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

This survey from April 2018 shows 95.6% satisfaction with staff attitude and professionalism and para 3.4.3 has many comments on politeness and courtesy of staff.

| | | |
|--|----------------------|--------------|
| C028: Our Polite and Friendly Standards | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

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

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

2.2.2.1: Our staff are polite and friendly to customers

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Policies and procedures commit staff to providing polite and friendly services. Customer feedback is obtained through customer engagement, which was presented in the evidence. Partners and customers met also confirmed that they appreciate that all in Building Services provide a very polite and friendly service.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The commitment to providing polite and friendly service delivery, is clearly embedded into official policies and procedures and staff are well aware of their obligations. The customer feedback outlined in the presented evidence shows a high level of satisfaction, and this was echoed during discussion with service users met.

Evidence Value:

Fully Met

2.2.2.2: and have an understanding of customer needs.

Nov 13: The level of engagement, described above, is considerable and very perceptive in identifying customer needs. However considerable customer research is also carried out to verify service delivery. Partners met also informed the assessor that all staff are very polite and friendly, but also very fair in their judgement.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Every effort is made to understand customer needs, by thorough analysis of customer feedback and interactive engagement in day-to-day service delivery.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: All in the very experience workforce have, over the years, developed a deep understanding of customer needs. However this knowledge has been shared with new staff, with whom the assessor met, and their knowledge and commitment is equally effective.

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: Strong

Compliance to Standard: Compliant

Active Evidence

BS013: Planning, Housing and Regulatory Services Service and Team Plans Assessor Acceptance: Yes

Flowing from the Balanced Scorecard, our main driver for customer service improvement, the Planning & Regulatory Services Service Plan and Building Standards Team Plan highlight the "golden thread" and ensures customer focus is a priority at all levels of service delivery. (BS026 in Team Plan).

BS020: Verification Performance Report Assessor Acceptance: Yes

Pages 31-35 demonstrates our service makes customer focus a priority and which is a key driver for staff training and reward. The importance of customer focus is embedded in staff attitudes.

BS036: Staff Recognition by Management Assessor Acceptance: Yes

Building Standards Management recognise the importance of positive customer engagement by staff on the reputation of the Council. As a result thank you letters and emails to staff praising them for their continual customer focus are issued where appropriate.

Corporate Evidence

C052: Elected Leadership Policy Lead Assessor Acceptance: Not Reviewed

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

C099: Employee Excellence Awards Assessor Acceptance: Yes

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

C132: Corporate Customer Service Scorecard Assessor Acceptance: Yes

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

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

Nov 13: Customer service delivery is clearly at the top of the agenda throughout the organisation. Managers lead by example and encourage staff to identify and prioritise service delivery. This approach was very evident from the outcomes of the Planning and Regulatory Plans and the Team Meetings.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Senior managers continue to lead by example and although they are very much hands on, allow staff freedom to exercise their own judgement. The outcomes from the Balanced Score Card are used effectively to measure results and set priorities.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: Good efforts are made to support staff, evaluate contribution and reward staff for their approach to service delivery. In addition to the Employee Recognition Scheme, managers also reward staff with regular notes of praise. Compliments made by customers are also used by managers to praise staff, although many simply respond by saying 'I'm only doing my job'.

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Evaluation is done formally through systems such the Balanced Score Card and recognition is awarded formally through the various corporate schemes as well as plaudits from local managers.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong
Compliance to Standard: Compliant

Active Evidence

BS028: Policies, Views, General Office Guidance and Instruction Notes Assessor Acceptance: Yes

These documents are produced as a result of whole team input to ensure a consistent, fair and customer focused approach to decision making is made by all area teams.

BS029: Building Standards Staff Survey 2016 Assessor Acceptance: Yes

Annually Building Standards staff participate in a questionnaire which measures staff satisfaction as it relates to the individuals participation in the customer focused culture of our organisation. The results of the survey are presented and discussed annually with the team and management.

BS030: Team, Team Leader, Whole Team Meetings - Agendas and Minutes Assessor Acceptance: Yes

These regular structured meetings at different levels allow staff to present ideas to improve the service in an open, relaxed environment. This gives staff the confidence to put ideas forward in the knowledge that management value their input.

Corporate Evidence

C057: 2018-21 Website Strategy Assessor Acceptance: Not Reviewed

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

C031: Corporate Employee Surveys 2018 Assessor Acceptance: Yes

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

C035: Employee Suggestion Scheme Assessor Acceptance: Yes

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

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

RP1 - 2017: The level of engagement by all in Building Standards is extensive and provides a range of information which is used effectively for service improvement. The changes stretch from policies such as the new Customer Engagement Strategy to introducing a new communication to applicants as outlined in the CCNP Letter.

RP2 - 2018: Not reviewed at this visit.

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: Strong
Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|---|----------------------|-----|
| BS036: Staff Recognition by Management | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Building Standards Management recognise the importance of positive customer engagement by staff on the reputation of the Council. As a result thank you letters and emails to staff praising them for their continual customer focus are issued where appropriate.

| | | |
|-----------------------------------|----------------------|-----|
| BS037: Whole Team Meetings | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

During the Whole Team meetings the Manager's presentation always includes information on our performance and customer feedback, and concludes with thank you to individuals and teams as appropriate. As a thank you the BSM arranges lunches to be provided, with a festive theme at the December meeting.

| | | |
|--|----------------------|-----|
| BS084: Professional Subscriptions | Assessor Acceptance: | Yes |
|--|----------------------|-----|

The Local Authority values their staff's commitment to professionalism which includes customer oriented service delivery within the workplace and to support this the LA finances their annual subscriptions to the relevant professional bodies.

Corporate Evidence

| | | |
|--|----------------------|--------------|
| C058: Council Leader's Report on CSE Achievers. | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|---|----------------------|-----|
| C033: Employee Recognition for CS Excellence | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C099: Employee Excellence Awards | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Formal evaluation of staff input continues to be prominent and this was confirmed during discussion with managers met.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: It was very clear from the outset of the assessment that staff, and their efforts, are highly appreciated by senior managers within Building Standards, but also within the parent service of Planning, Housing and Regulatory Services. This is done through formal channels such as the Council wide recognition and reward schemes.

Evidence Value: Fully Met

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

Dec 14 - RP1: Not reviewed at this visit.

Nov 15 - RP2: Stakeholders, partners and users met, although not fully aware of how staff are rewarded, indicated that staff are supported and encouraged to provide first class customer service.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Considerable effort is made by leaders and managers to engage with staff on a personal level, which includes thank you e-mails, but also freedom to exercise initiative. This is as much appreciated by staff as the formal Council wide schemes. Managers have a huge trust in their staff to deliver beyond requirement, which has enabled them to take on additional work from other Local Authorities. This has safeguarded staff numbers, which is unique to Argyll and Bute. Comment from Scottish Government Verification Team met indicated that this was only possible through sound and effective management planning. Consequently this merits compliance plus.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | No |
|---|----------------------|----|

Our Charter provides information on the services we provide and how we can be contacted. This information is in line with the Council and Planning & Regulatory Services Customer Care Charters to ensure a consistent approach across the Council.

| | | |
|---|----------------------|-----|
| BS038: Building Standards Webpages | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our webpages provide information on the full range of services we provide including how and when people can contact us, how our service is run, who is in charge and also includes a wide range of guidance documents and applications forms.

| | | |
|--|----------------------|-----|
| BS040: CCNP Letter to Applicant | Assessor Acceptance: | Yes |
|--|----------------------|-----|

The letter to the applicant contains important information advising the customer on the importance of the proposed inspection regime, how and when to contact us and the requirements of the need to obtain a Completion Certificate at the end of the process.

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C004: Your Voice Consultation 2018 | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|--------------------------------|----------------------|-----|
| C034: Who is in Charge? | Assessor Acceptance: | Yes |
|--------------------------------|----------------------|-----|

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

| | | |
|--|----------------------|-----|
| C124: Corporate Website Contact Us Page | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

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

RP1 - 2017: It was agreed with the applicant that the Building Standards Customer Engagement Strategy should replace the Service Charter at item BS019. This and other presented evidence describes fully how information is provided to customers. The introduction of the CCNP letter is a very good channel to inform new customers.

RP2 - 2018: Not reviewed at this visit. ,

Evidence Value: Fully Met

3.1.1.2: including how and when people can contact us,

RP1 - 2017: Although all in Building Standards are very accessible and people are well known, as confirmed during discussions with customers, partners and stakeholders, appropriate contact details are included in formal communications such as the website.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

RP1 - 2017: Customer experience confirms that services are very well run, not only because of commitment by all to deliver, but because of good communications. This includes information on managers and team leaders.

RP2 - 2018: Not reviewed at this visit.

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: Strong
Compliance to Standard: Compliant

Active Evidence

BS039: Building Standards Application Forms Assessor Acceptance: Yes

All applications forms have a fee note, where relevant.

BS041: Building Standards Fee Guidance Assessor Acceptance: Yes

This note which is available on our webpages and in our area offices outlines all the statutory and non-statutory fees charged by Building Standards, including copy charges.

BS042: Building Standards Non-Statutory Charges Assessor Acceptance: Yes

This information on non-statutory Building Standards charges is on the council website and is available to all. (See page 13 of document)

Corporate Evidence

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

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

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

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

C126: Downloadable Fees and Charges Assessor Acceptance: Yes

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

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

Nov 13: Appropriate charges are comprehensively published, in appropriate ways for different customer groups. Information is available on the web site, in leaflets available at the Service Points, and provided verbally during face-to-face and telephony engagement.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Appropriate publication of information on charges continues to be provided.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Appropriate charges continue to be levied and communicated to customers and potential customers. The existing communication channels are used consistently and feedback from surveys and other customer insight confirms customer satisfaction. Customers met also confirmed their appreciation of appropriate communications.

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: Strong
Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|--|----------------------|-----|
| BS008: Accessibility to Service | Assessor Acceptance: | Yes |
|--|----------------------|-----|

BS provides a devolved service from 4 areas and 2 sub-area offices strategically located throughout A&B which are fully accessible. We strive to fully utilise electronic forms of communication (Customer Engagement Strategy) with staff able to communicate with customers out of office hours(BS044)

| | | |
|---|----------------------|-----|
| BS017: Annual Customer Satisfaction Survey | Assessor Acceptance: | Yes |
|---|----------------------|-----|

The survey contains specific questions relating to how Building Standards keep customers informed and respondents comment on how they feel the Service delivers on this. Also linked to BS092 - National Customer Survey.

| | | |
|---|----------------------|-----|
| BS038: Building Standards Webpages | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our webpages provide information on the full range of services we provide including how and when people can contact us, how our service is run, who is in charge and also includes a wide range of guidance documents and applications forms.

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C112: Corporate Social Media Policy 2016 | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|-------------------------------------|----------------------|-----|
| C125: Display Screen Network | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

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

| | | |
|-----------------------------------|----------------------|--------------|
| C059: An Array of Channels | Assessor Acceptance: | Not Reviewed |
|-----------------------------------|----------------------|--------------|

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

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

RP1 - 2017: Although the information required during the process of building warrant applications, is governed by legislation and procedure, the methods used to provide the information is geared to suit the needs of customers and customer groups. This is best demonstrated through the flexibility and balance between electronic channels, traditional written communications and face-to-face engagement at all locations.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that excellent attention is given to providing information, and compliance plus is maintained.

Evidence Value: Fully Met

3.2.1.2: using a variety of appropriate channels.

RP1 - 2017: The flexibility in the channel use was commented upon very favourably by customers and agents met. A lot of importance is placed of the use of verbal communications, particularly during the pre-warrant discussions. The whole approach to engaging with customers remains impressive and justifies retention of compliance plus rating.

RP2 - 2018: See comment at 3.2.1.1.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|-------------------------------------|----------------------|-----|
| BS009: Customer Consultation | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

Our questionnaires ask for feedback on the level and quality of information and advice given. To date no adverse comments have been received.

| | | |
|-----------------------------------|----------------------|-----|
| BS046: eBuilding Standards | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

Following the increasing demand for electronic communications all Building Standards application forms can now be completed and submitted online. This also includes the submission of plans and associated documentation as part of application process.

| | | |
|--|----------------------|----|
| BS047: User Forums and Newsletter | Assessor Acceptance: | No |
|--|----------------------|----|

Building Standards actively communicate with our stakeholders via our face to face User Forums where feedback on the quality and clarity of the information presented is sought and this is supplemented by our regular newsletters in the intervening periods between forums.

Corporate Evidence

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

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

| | | |
|---|----------------------|--------------|
| C009: CSC Telephone Satisfaction Survey 2018 | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|------------------------------|----------------------|-----|
| C041: Smart Assistant | Assessor Acceptance: | Yes |
|------------------------------|----------------------|-----|

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

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

Nov 13: Presented evidence gives a clear indication how you ensure information is received by customers. Appropriate checks are made by Building Services staff throughout the customer journey, and specific questions are asked during customer surveys.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: In most instances information can be checked as part of on-the-spot service delivery. However follow up feedback is obtained through consultation and engagement.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: It was agreed with the applicant that evidence at item BS047 should be replaced with BS001 (User Forums), being a better example of up-front communication and the opportunity to check receipt of relevant information. There is clear commitment at the outset of service delivery to ensuring customers receive, and.....

Evidence Value:

Fully Met

3.2.2.2: and understood the information we provide.

Nov 13: Likewise you do ensure that information provided is understood across your customer groups. This was clearly demonstrated during visits to building sites and to the Call Centre.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: It is fair to say customers understand the information provided, because it is provided in a professional and easy to read format. This was emphasised during discussion with customers and partners met.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: understand the information provided. Assurances are sought through customer satisfaction surveys and during engagement with Agents at the Forums. However it was confirmed through discussion with Agents, during the visit, that a lot of effort is made by staff to ensuring information is both received and understood.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|--|----------------------|-----|
| BS049: Document Review and Update | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Regular reviews and updates where required of all documentation produced by Building Standards are carried out in line with our Balanced Scorecard and in compliance with Corporate Policy. Historical copies of documentation can be viewed on site ('B' & 'Y' drives).

| | | |
|-----------------------------------|----------------------|-----|
| BS071: Gaelic Translations | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

As the Gaelic language is still widely used in areas in Argyll & Bute we now provided Gaelic versions of our main guidance documents which are available from our area offices and our webpages.

| | | |
|-----------------------------------|----------------------|-----|
| BS093: BS Webpage Updating | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

Regular review and update our webpages to ensure that we provide our customers with online access to the most up to date information and documentation.

Corporate Evidence

| | | |
|--|----------------------|--------------|
| C049: Communication, Marketing and Web Strategy 2018-20 | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|---------------------------------------|----------------------|--------------|
| C057: 2018-21 Website Strategy | Assessor Acceptance: | Not Reviewed |
|---------------------------------------|----------------------|--------------|

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

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

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

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

Nov 13: Considerable enhancements have been made to the use of telephony, both at the Call Centre and at Building Services offices.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Verbal communications through the Service Points and at the Call Centre continue to be updated as required.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

3.2.3.2: published

Nov 13: The provision of the Gaelic version of the Customer Charter is a good example of improved communications. The easy to read Charter on display at Service Points is also welcomed by customers.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: All documents are reviewed annually to ensure current information is provided. The latest version of the Gaelic Leaflet was presented as evidence to the assessor.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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.

Nov 13: Improvements in presentation and other provision, such as wider options being made available on the web site. The assessor was impressed with the web site and learned that this is now regarded as being in the top 20 web sites across the UK.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The website, including the pages directly relating to Building Standards is refreshed continuously.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS017: Annual Customer Satisfaction Survey | Assessor Acceptance: | Yes |
|---|----------------------|-----|

There are several questions within our survey that allow the customer to give feedback on the accuracy of information received.

| | | |
|---|----------------------|-----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our Charter outlines the Service's standards for responding to customers enquiries.

| | | |
|---|----------------------|-----|
| BS034: Risk Assessment Protocols | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our risk assessment protocols aid staff development but through a process of first and second checks ensures that the information we provide to customers is accurate and complete.

Corporate Evidence

| | | |
|--|----------------------|-----|
| C044: Fixing Avoidable Contacts | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

| | | |
|---|----------------------|--------------|
| C113: Using CRM Customer Info For Proactive Engagement | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|---|----------------------|-----|
| C123: Avoidable Contact Insight Analysis | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

Nov 13: The commitment to providing accurate and complete information is clearly outlined in the Charter. Delivery is checked through mystery shopping and customer satisfaction surveys. Additional evidence in the Customer Satisfaction Survey held in September 2013 was accepted.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The existing channels to ensure accurate and complete information, are still very effectively active. Feedback from customers and partners met confirms that failure to provide this level of service delivery at the outset is a very rare occasion.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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.

Nov 13: Building Services staff ensure that customers are kept informed of progress should accurate and complete information not be available at the outset of engagement. This commitment to providing follow up assistance was also shown at the Call Centre, where the McFarlane System was demonstrated.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: There is clear commitment to keeping customers informed on the rare occasions that follow up information is required. The arrangements with the Service Points and Call centre also remain very effective.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong
Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|--|----------------------|-----|
| BS008: Accessibility to Service | Assessor Acceptance: | Yes |
|--|----------------------|-----|

The Building Standards Service provides a devolved service from four areas and two sub-area offices strategically located throughout Argyll and Bute which are fully accessible. We strive to fully utilise electronic forms of communication and now accept applications via the SG National Portal.

| | | |
|---|----------------------|-----|
| BS038: Building Standards Webpages | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our webpages provide information on the full range of services we provide including how and when people can contact us, how our service is run, who is in charge and also includes a wide range of guidance documents and applications forms.

| | | |
|-----------------------------------|----------------------|-----|
| BS071: Gaelic Translations | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

With a percentage of our residents being fluent gaelic speakers our charter and main guidance documents have been translated with gaelic version being available via our webpages and in all area offices.

Corporate Evidence

| | | |
|-----------------------------------|----------------------|--------------|
| C059: An Array of Channels | Assessor Acceptance: | Not Reviewed |
|-----------------------------------|----------------------|--------------|

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

| | | |
|------------------------------|----------------------|-----|
| C041: Smart Assistant | Assessor Acceptance: | Yes |
|------------------------------|----------------------|-----|

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

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

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

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

RP1 - 2017: The accessibility of the services provided remains outstanding. This was confirmed by very meaningful feedback received from all customers, partners and stakeholders met during the visit. This included customers based in Edinburgh and Moray, whose warrant applications were being handled by Argyll & Bute Building Standards. The compliance plus rating therefore remains in place.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the range of accessible services remains outstanding and compliance plus is retained.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

The customer survey returns are collated centrally, analysed and reported quarterly. This information is used where possible to identify service improvements and offer better choices.

| | | |
|---|----------------------|-----|
| BS020: Verification Performance Report | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Page 13 of the Verification Performance Report provides information on the use of the Customer Service Centre 'Golden Number' and this will confirm since its introduction more customers are dealt with at first point of contact.

| | | |
|---------------------------------------|----------------------|-----|
| BS079: Service Improvement Log | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

The Service Improvement Log was created to register suggestions from stakeholders, staff and benchmarking groups for potential service improvements. The suggestions are evaluated, adopted if appropriate and published on our webpages.

Corporate Evidence

| | | |
|-------------------------------------|----------------------|--------------|
| C063: Advice Services Review | Assessor Acceptance: | Not Reviewed |
|-------------------------------------|----------------------|--------------|

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

| | | |
|--|----------------------|-----|
| C043: 2018 Channel Shift Report | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C107: SOCITM Feedback and Our Response | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

Nov 13: Adequate evidence presented to show how you evaluate customer interaction across a variety of channels. Considerable data is obtained through surveys, balanced score card and customer comments and complaints.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: A lot of emphasis is placed on the Balanced Score Card outcomes and customer comments received during normal engagement, to provide the data to evaluate.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: While the commitment to evaluate customer interaction is not doubted, there is scope to show more evidence on the evaluation across all access channels. While compliance is maintained, the assessor wishes to review progress at the RP3 assessment.

Evidence Value: Fully Met

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

Nov 13: Outcomes are positive and a number of improvements have been highlighted, which include e-building and joint forums. Feedback to the assessor from customers and partners met, confirms that these developments are appreciated and help to provide very flexible and accessible services.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: The Improvement Log is populated regularly and demonstrates the commitment to tracking customer journeys and improvements.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: While the Improvements Log shows that you are committed to implementing change, the range of entries did not fully cover all access channels. Likewise the assessor wishes to review this at the RP3 assessment.

Evidence Value: Fully Met

3.3.2.3: and offer better choices

Nov 13: The development of e-services, joint forums, 24/7 payment card line and development of digital TV channels to view council information are good examples of offering better choices, particularly to remote customers.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: The access channels in place continue to offer ample choice. The continued development of E-Building widens the scope.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The Improvements Log shows two examples of better choices being offered to both improve and promote on-line services. This shows the end delivery outcomes from evaluation of access channels.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|--------------------------------|----------------------|-----|
| BS050: Office Locations | Assessor Acceptance: | Yes |
|--------------------------------|----------------------|-----|

We have a decentralised office set up with local area offices located throughout the Authority. These offices are fully accessible and meet with Corporate standards.

Corporate Evidence

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

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

| | | |
|---|----------------------|-----|
| C036: Customer Service Point Checklist | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C121: Corporate Cleaning Customer Satisfaction | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

Nov 13: The commitment to providing facilities that are clean and comfortable has been demonstrated. The assessor was impressed with the standard of accommodation at reception points and looks forward to seeing further developments with the new project at Helensburgh.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The new site at Helensburgh, including the reception area is extremely impressive. The commitment given to keeping all sites clean and comfortable is not in doubt.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong
Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|---|----------------------|-----|
| BS052: Internal and Legislative Consultees | Assessor Acceptance: | Yes |
|---|----------------------|-----|

We work in partnership with many statutory and non statutory consultees, both internal and external, to ensure the customer's experience is integrated with other statutory permissions thereby making the process more transparent and quality focused.

| | | |
|---------------------------------------|----------------------|-----|
| BS077: Service Level Agreement | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

Service Level Agreement between the Customer Service Centre/Points and Planning, Housing & Regulatory Services is updated annually with quarterly monitoring meetings to formalise the partnership working.

| | | |
|-----------------------------------|----------------------|-----|
| BS096: Partnership Working | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

As an income generating process we have increased our commercialisation to include assisting other Local Authorities and the private sector. Benefits: quality service to our new service users; additional income; and a recognition of our CSE status to a wider stakeholder group.

Corporate Evidence

| | | |
|-------------------------------------|----------------------|--------------|
| C063: Advice Services Review | Assessor Acceptance: | Not Reviewed |
|-------------------------------------|----------------------|--------------|

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

| | | |
|--|----------------------|--------------|
| C065: Business Growth Partnerships 2018 | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|---|----------------------|-----|
| C048: Community Planning Partnership | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

RP1 - 2017: The joint working arrangements continue to operate extremely well. The range of partners is extensive and includes other services within Argyll & Bute Council, particularly the customer service points, professionals in the building trade, emergency services and very impressive arrangements with NVA. The assessor met with representatives of all of these organisations and was informed that the level of input by Argyll & Bute Building Standards personnel is extremely respected and valued.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the range of partnership working remains comprehensive and compliance plus is retained.

Evidence Value: Fully Met

3.4.1.2: and these arrangements have demonstrable benefits for our customers

RP1 - 2017: During discussion with the wide range of partners, it was clear that the arrangements have demonstrable benefits for customers. For example the pulling together of resources and knowledge to help progress Warrant Applications considerably enhances the quality and speed of response. This was particularly emphasised during discussion with Edinburgh and Moray Building Standards. Consequently a compliance plus rating is awarded here.

RP2 - 2018: See comment at 3.4.1.1.

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: Satisfactory
Compliance to Standard: Compliance Plus

New Evidence

BS098: BSD & LABSS Assessor Acceptance: Yes

The close links developed between the SG BSD and LABSS ensure a greater level of accountability for quality of service for customers and through the BSD's audit programme ensures that customers nationally are able to access a minimum standard of service irrespective of their location.

BS099: Verification for partner LAs Assessor Acceptance: Yes

As a service of excellence (CSE) we are now seen as being the LA to go to for assistance. As a result we are currently assisting City of Edinburgh and Scottish Borders Councils, and previously Moray Council. This assistance is operated with clear lines of accountability ensuring quality of service.

BS100: Third Party Reviewers Assessor Acceptance: Yes

The current verification systems requires each LA to have third party partners providing Fire Engineering and Structural specialisms. As a result we have developed close links between ourselves and GCU & ATK ensure that our customers have clear lines of accountability for quality of service.

Corporate Evidence

C075: TellUs Once Assessor Acceptance: Yes

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

C090: Complaints Handling Procedure Assessor Acceptance: Yes

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

C066: CPP Progress Bulletins Assessor Acceptance: Not Reviewed

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

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.

RP3 - 2016: Although not reviewed at this visit, compliance plus is still appropriate here.

RP1 - 2017: Although not formally reviewed at this visit, it was clear from extensive discussion with customers and partners that the joint working arrangements continue to be impressive and deserves retention of a compliance plus rating.

RP2 - 2018: The extensive range of joint working arrangements remains impressive. The range of partners present during the assessment and very willing to share experience with the assessor, was a clear indication of the extent to which joint working arrangements are valued and operated by Argyll & Bute Building Services. Colleagues from Edinburgh City Council and Scottish Office Verification Team were extremely complimentary of the efforts made by all in Argyll & Bute Building Standards. Retention of compliance plus is certainly well deserved here.

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: Strong
Compliance to Standard: Compliance Plus

Active Evidence

BS056: GCU Education Award Assessor Acceptance: Yes

Since 2009 Argyll and Bute Council Building Standards have annually sponsored an Educational Award in partnership with Glasgow Caledonian University.

BS057: Interaction Within Wider Communities Assessor Acceptance: Yes

A number of our Building Standards staff are actively engaged in the wider community carrying out a variety of additional paid and voluntary roles, eg. retained fire fighter, coastguard rescue officer, minister of religion, RLSS UK Tutor, Piper in Oban Pipe Band, VP Innellan Bowling Club, etc.

BS090: Effective Engagement with Acces Panels Assessor Acceptance: Yes

As a result of effective engagement with the Oban and District Disability Forum and Access Panel we have developed a protocol for future engagement and roll out to all other area based disability forums and access panels. This protocol is published on our webpages.

Corporate Evidence

C027: Customer Driven Community Improvements Assessor Acceptance: Not Reviewed

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

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

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

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

RP3 - 2016: The level of interaction with the wider community continues to be developed in innovative ways. The diverse and geographical spread of customers provides both challenges and opportunities to engage with communities both in the sense of providing core type facilities beyond requirement, but also support to the people around Argyll and Bute. The list of such activities outlined in evidence BS057 are impressive. Consequently this level and standard of provision deserves a compliance plus rating.

RP1 - 2017: Although not formally reviewed at this visit, it was clear from discussion with managers and staff that the contribution to the wider community continues to be extensive and deserves retention of the compliance plus rating.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the extensive range of activities with the wider community deserves retention of compliance plus.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS015: Building Standards Division Performance Framework for Verifiers | Assessor Acceptance: | Yes |
|---|----------------------|-----|

This national framework sets baseline standards of service delivery and requires us to submit quarterly and annual reports on 9 Key Performance Outcomes to the Scottish Government.

| | | |
|--|----------------------|-----|
| BS018: Customer Satisfaction Target | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Our performance for our main services including customer satisfaction are collated, interrogated, updated and published quarterly on our webpages and displayed in all offices.

| | | |
|---|----------------------|-----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our Charter sets out challenging standards for service delivery both National and Local. Our performance results are published quarterly.

Corporate Evidence

| | | |
|--|----------------------|--------------|
| C091: 2017/18 Corporate Complaints Report | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|---|----------------------|-----|
| C013: Departmental Reporting Against ABOIP Targets | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|--|----------------------|-----|
| C119: Departmental Performance Reporting to Customers | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

4.1.1.1: We have challenging standards for our main services,

RP1 - 2017: The standards for dealing with building warrant applications are set with customer service requirements in mind.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

RP1 - 2017: The standards, governed in the main legislatively and nationally, are applied with commitment and diligence.

RP2 - 2018: Not reviewed at this visit.

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: Strong
Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|--|----------------------|-----|
| BS011: User Forum Presentations | Assessor Acceptance: | Yes |
|--|----------------------|-----|

All User Forums presentations contain up to date information on our performance results including progress in our Customer Service Excellence Award status and at these meetings we listen to and encourage feedback from our customers on the level of service we provide.

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

Building Standards have a suite of challenging targets which it monitors constantly and reports on internally and externally quarterly and annually through a variety of methods. As a result of this we have amended our target for customer satisfaction from corporates 84% to a more challenging 90%.

| | | |
|--|----------------------|-----|
| BS013: Planning, Housing and Regulatory Services Service and Team Plans | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Flowing from the Balanced Scorecard the PH&R Services Service and BS Team plans compliments and builds upon the direction and priorities set by the Council Plan and identifies a clear programme of work for the coming year, outcomes are reported via Director's quarterly report.

Corporate Evidence

| | | |
|--|----------------------|--------------|
| C091: 2017/18 Corporate Complaints Report | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|--|----------------------|--------------|
| C104: Corporate Annual Report 2017-18 | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|---|----------------------|--------------|
| C013: Departmental Reporting Against ABOIP Targets | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

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

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: The arrangements for monitoring performance against standards continues to be applied systematically and with purpose. The variety of research methods used strengthens the validity of outcomes.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Performing well against service standards remains a high priority for Argyll & Bute Building Standards. All performance areas are thoroughly monitored through a variety of channels including the Balance Score Card and Surveys. The performance in all areas exceeds target, which is commendable. Building Standards outcomes contribute significantly to the success of the Directorate and Council wide performance. The commitment to the challenge of a 5% target increase in commercialisation has been met with innovation, and the outcome being able to provide assistance to other local authority Building Standards.

Evidence Value: Fully Met

4.1.2.2: and we tell our customers about our performance.

Nov 13: Customers are continually informed on the outcomes of performance monitoring, through a variety of methods such as the web site, posters and user presentations. One customer commented to the assessor that performance against the standards set is always high on the agenda at the presentations.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: Communication is still an important tool within Building Services and all existing channels are used effectively.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Stakeholders and customers are frequently informed of the outcomes and the style and content of the feedback provided at the Agents' Forum is a very good example. Stakeholders, partners and customers met by the assessor, were all very complimentary regarding the level of service delivery performance. Consequently a compliance plus rating is awarded here.

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: Satisfactory
Compliance to Standard: Compliance Plus

Active Evidence

BS058: Staff Working Group Assessor Acceptance: Yes

Building Standards actively encourage staff participation in the setting, reviewing and raising of local standards, through formal channels eg. Scorecard Team, CSE Team, Technical Group, Team, Whole Team and Team Leader meetings. Suggestions are also welcome at anytime. (see on site)

BS077: Service Level Agreement Assessor Acceptance: Yes

Through consultation with CSC partners a Service Level Agreement is annually produced and agreed.

BS080: CSE Benchmarking Group Assessor Acceptance: Yes

The agendas and minutes demonstrate our commitment to CSE. By benchmarking with the other Local Authority Building Standards, third sector and private sector CSE accreditation holders we learn from Best Practice and further set, review and raise our standards.

Corporate Evidence

C004: Your Voice Consultation 2018 Assessor Acceptance: Not Reviewed

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

C010: Customer Service - Customer Consultation Report Assessor Acceptance: Not Reviewed

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

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

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

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

RP3 - 2016: The level of consultation with customers, partners and staff has increased considerably. The Staff Working Group has proved to be very effective and staff met confirmed their appreciation of this level of engagement. Although performance is very high, opportunities are always taken to review this against the set standard, and although not presented here the Balanced Score Card provides the data to identify areas for improvement. The assessor found this commitment from both managers and staff to be very impressive and has marked this element as worthy of compliance plus.

RP1 - 2017: Although not formally reviewed at this visit, it was clear from discussion with customers and partners that the level of consultation deserves retention of the compliance plus rating.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the range of consultation merits retention of compliance plus.

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: Strong
Compliance to Standard: Compliance Plus

Active Evidence

| | | |
|---|----------------------|-----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our Customer Service Charter, in its variety of formats, sets out the aims of our Service and how we intend on delivering these. It outlines what customers can do to help and how they can provide feedback on the service we provide.

| | | |
|---|----------------------|-----|
| BS038: Building Standards Webpages | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Web pages detail the purpose, scope and standards of the BS service so customers know what to expect, plus guidance and FAQs to assist customers.

| | | |
|------------------------------------|----------------------|-----|
| BS097: Verification Process | Assessor Acceptance: | Yes |
|------------------------------------|----------------------|-----|

On receipt of an application an acknowledgement letter is issued informing the applicant/agent on what they can expect from the service. On issue of a Building Warrant along with issue of the warrant to an agent a letter with the CCNP is also sent directly to the applicant outlining the process.

Corporate Evidence

| | | |
|--|----------------------|--------------|
| C010: Customer Service - Customer Consultation Report | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

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

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

| | | |
|---|----------------------|-----|
| C094: Corporate Complaints Leaflet | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

RP1 - 2017: It is clear from presented evidence, particularly the Verification Process, that handling customer expectations at the commencement of engagement is a top priority. The introduction of the CCNP letter also enhances the opportunity to set and deliver customer expectations. Comment from customers and partners met confirms that this aspect of service delivery is highly regarded. Although expectations are high, delivery more than matches the expectations. Consequently a compliance plus rating is awarded.

RP2 - 2018: Although not reviewed at this visit, it was clear from discussion with staff and observation of service delivery, that the efforts made to ensure customers expectations are met merits retention of compliance plus.

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: Strong

Compliance to Standard: Compliant

New Evidence

BS101: Customer Journey Map and Engagement Strategy Assessor Acceptance: Yes

Through the production of our customer engagement strategy which we developed as a the result of the adoption of the national customer journey map we can demonstrate that we deliver the service that we promised to our customers.

Active Evidence

BS001: User Forum Attendance and Feedback Assessor Acceptance: Yes

Each forum presentation contains up to date information on our service performance. Feedback on the presentation and our service performance is encouraged. This confirms that the outcomes are positive for the majority of our customers.

BS012: Customer Survey Results Assessor Acceptance: Yes

Show the level of service promised to customers, including clear evidence of trends which allow resources to be allocated accordingly. These results published internally and externally quarterly and annually confirm that the outcomes for the majority of our customers are positive.

Corporate Evidence

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

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

C117: Ongoing Web Satisfaction Surveys Assessor Acceptance: Yes

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

C119: Departmental Performance Reporting to Customers Assessor Acceptance: Yes

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

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

Nov 13: Evidence presented shows the extensive range of methods used to measure that promises are delivered. They range from on the job monitoring to systematic and thorough research such as surveys and mystery shopping.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: The robust methods used to ensure promises are delivered remains in place and some additional corporate evidence was proposed by the applicant to further demonstrate compliance.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: New evidence presented to show the work in developing a specific Engagement Strategy for Argyll & Bute Building Standards customers. It is a professional document and includes the commitment to deliver services as promised. This was a very positive outcome from the introduction of the National Building Standards Journey Map, which is equally impressive.

Evidence Value: Fully Met

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

Nov 13: Outcomes from the full range of measures confirms that promises are delivered, but this was also confirmed during discussion with customers and partners met.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: Stakeholders, partners and customers met confirmed that promises are consistently communicated and delivered.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: While the presented evidence shows positive outcomes for the majority of customers, there is scope to show in more detail the full range of outcomes that were obvious during comments made to the assessor by stakeholders, partners and customers.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

| | | |
|---------------------------------------|----------------------|-----|
| BS079: Service Improvement Log | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

The Service Improvement Log was created to register suggestions from stakeholders, staff and benchmarking groups for potential service improvements. The suggestions are evaluated, adopted if appropriate and published on our webpages.

| | | |
|--------------------------------------|----------------------|-----|
| BS080: CSE Benchmarking Group | Assessor Acceptance: | Yes |
|--------------------------------------|----------------------|-----|

The agendas and minutes demonstrate our commitment to CSE. By benchmarking with the other Local Authority Building Standards, third sector and private sector CSE accreditation holders we learn from Best Practice and further set, review and raise our standards.

| | | |
|--|----------------------|-----|
| BS091: Verification Performance 2015-16 | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Through our performance returns submitted to the BSD a report is provided which highlights our performance in relation to the other 31 Local Authorities. This confirms our performance ranks highly, but has indicated continued education on CCNPs is needed for all partners in the verification process.

Corporate Evidence

| | | |
|---|----------------------|-----|
| C045: Scottish Local Gvt Digital Partnership | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C107: SOCITM Feedback and Our Response | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C136: Local Gvt Benchmarking Framework | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

Nov 13: Presented evidence shows that performance against standards is effectively benchmarked, both at national level and against other councils. In particular, the Balanced Score Card gives considerable opportunity to benchmark performance against other local authorities.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The Verification Performance outlines considerable data that is compared with other authorities and provides a good platform to identify areas for improvement. The focus on improving the CCNP process is noted. The Improvement Log continues to show considerable areas where changes have been made to improve service delivery.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: The introduction of Fast Tracking is one good example, where improvements have been made following benchmarking performance with Angus Council.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The CSE Benchmarking Group, although not directly related to comparing outcomes from performance standards, it does provide a good platform to benchmark activities across a wide range of service applications. However it is noted that you were unable to attend the last two meetings.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

| | | |
|------------------------------------|----------------------|-----|
| BS004: Customer Journey Map | Assessor Acceptance: | Yes |
|------------------------------------|----------------------|-----|

As a result of partnership working between LABSS and the BSD a national CJM has been produced and published which we have now adopted in line with the other 31 LAs. This document is available on our webpages and replaces our own CJM.

| | | |
|-----------------------------------|----------------------|-----|
| BS046: eBuilding Standards | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

The National eBS platform was developed to mirror the solutions adopted by Development Management (Planning). This now allows Building Standards electronic submissions to be made through a Scottish Government national portal which then routes it to the relevant Local Authority.

| | | |
|--|----------------------|-----|
| BS091: Verification Performance 2015-16 | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Through our performance returns submitted to the BSD a report is provided which highlights our performance in relation to the other 31 Local Authorities. This confirms our performance ranks highly, but has indicated continued education on CCNPs is needed for all partners in the verification process.

Corporate Evidence

| | | |
|---|----------------------|-----|
| C046: National Innovation Exchange | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|--|----------------------|-----|
| C086: Customer Service Board Minute | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C107: SOCITM Feedback and Our Response | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

Nov 13: The Electronic Document Management system has been introduced to Building Services following consultation internally. Lessons have also been learned from the Service Champions, within Customer Service Group, and changes have been made to response times.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The commitment to continue learning was obvious from discussion with managers and staff.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4.2.4.2: and outside our organisation,

Nov 13: The Fast Tracking initiative has been introduced following learning from Angus Council.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Considerable effort has been made to learn from external sources and liaison with LABSS and the CSE Benchmark Group. Opportunities to review working practices and performance standards, including E-Building are a few cited in the evidence.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4.2.4.3: and we publish our examples externally where appropriate.

Nov 13: Improvements made from learning from best practice are published, where appropriate on the HUB Intranet and web site.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The main platform to publish such improvements continues to be on the Hub Intranet, Website and in the Improvement Log.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

| | | |
|-----------------------------------|----------------------|-----|
| BS060: BW Transfer Records | Assessor Acceptance: | Yes |
|-----------------------------------|----------------------|-----|

Building Standards aims to have no dip in service as we work as a virtual team with regular transferring of pending applications between area offices where greater processing availability is present. Ensuring a seamless service is provided to our customers regards of office application submitted to.

| | | |
|--|----------------------|-----|
| BS074: Building Standards Website Published Performance Information | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Current performance confirms that there is no performance issues. Staffing issues in area offices dues to sickness, etc. trigger the utilisation of the wider virtual team as necessary. This linked to BS060 and BS075.

| | | |
|---------------------------|----------------------|-----|
| BS075: BW Transfer | Assessor Acceptance: | Yes |
|---------------------------|----------------------|-----|

Our regularly issued newsletters which are electronically distributed to all our internal and external stakeholders (also available on our webpages and office receptions) advise that we regular redistribute applications around the area offices preventing dips in performance. This is linked to BS060

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C113: Using CRM Customer Info For Proactive Engagement | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|--|----------------------|-----|
| C119: Departmental Performance Reporting to Customers | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C132: Corporate Customer Service Scorecard | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

4.3.1.1: We identify any dips in performance against our standards

RP1 - 2017: Although performance is consistently high, sound procedures are in place to ensure that dips in performance would be identified very quickly. This high standard is achieved through constant monitoring and work is moved to resources available in other area offices.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4.3.1.2: and explain these to customers,

RP1 - 2017: The website and agent forums are used to inform customers on performance outcomes, and the commitment to include dips in performance is obvious. Customers and stakeholders met confirmed that they have confidence that any dips would be dealt with effectively and fully published.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

RP1 - 2017: Likewise the actions taken to tackle dips in performance would be published in co-operation with all interested parties.

RP2 - 2018: Not reviewed at this visit.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

BS015: Building Standards Division Performance Framework for Verifiers Assessor Acceptance: Yes

This framework includes the option of an escape route for customers who are not satisfied with the performance of their local verifier

BS019: Building Standards Customer Service Charter Assessor Acceptance: Yes

Our charter outlines our commitment to handling complaints to satisfactory resolution. It explains the process involved in making a complaint and outlines the timescales involved for processing.

BS094: Customer Engagement Strategy Assessor Acceptance: Yes

Through having formalised our customer engagement by producing this strategy we continue to ensure that all our staff operate in a customer focused manner and as a result we don't let problems develop and normally resolved at source with no recourse to the corporate complaints procedure.

Corporate Evidence

C062: Corporate Approach to Complaints Mgt Assessor Acceptance: Yes

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

C088: Complaints Performance Monitoring Assessor Acceptance: Yes

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

C094: Corporate Complaints Leaflet Assessor Acceptance: Yes

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

4.3.2.1: We have an easy to use complaints procedure,

Nov 13: Although not formally presented, customer feedback was given to the assessor, indicating that customers find the complaints system easy to use. The feedback confirms that they have confidence in Building Services staff to deal with concerns.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: The corporate complaints system is well embedded into Building Services activity. Partners and customers met, although personally had no reason to lodge a complaint were aware of the process to do so.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Argyll & Bute Building Standards use the corporate complaints system, which is a robust and easy to use system. However issues raised by customers are reviewed from a Building Standards perspective and the Performance Framework for Verifiers demonstrates this.

Evidence Value: Fully Met

4.3.2.2: which includes a commitment to deal with problems fully

Nov 13: Commitment to dealing with problems fully is clearly outlined in the Customer Charter and complaints leaflets.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: All publicity and guidance includes the commitment to deal with problems fully and thoroughly.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: It is clear from formal commitments such as in the Customer Charter that all issues are treated with full attention and professionalism. Discussion with staff, demonstrated to the assessor the extent to which staff will tackle problems and attempt to solve them at the first point of contact.

Evidence Value: Fully Met

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

Nov 13: All complaints and concerns are logged by the Lagan system, which provides very comprehensive monitoring facilities including checking time scales. Performance in this respect is good.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: Recorded timescales show the commitment and delivery to respond within target, wherever possible.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: It is also clear from the commitment and records maintained that issues are tackled within timescale.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS031: Customer Service Training | Assessor Acceptance: | Yes |
|---|----------------------|-----|

To ensure that Building Standards remain customer focused all staff including new starts undertake customer care training. These internal courses includes compliant handling. Refresher training will be undertaken every 5 years, with the first batch due 2018.

Corporate Evidence

| | | |
|-------------------------------------|----------------------|-----|
| C023: Customer Care Training | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C047: Complaints Co-ordinator Bulletin | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|---|----------------------|-----|
| C062: Corporate Approach to Complaints Mgt | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

4.3.3.1: We give staff training and guidance to handle complaints

Nov 13: Staff are thoroughly trained and provided with ample guidance to deal with complaints. Staff met by the assessor confirmed that they are supported and trusted to handle difficult situations.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The corporate procedures to provide training in complaint handling are used effectively. However local managers offer considerable support and guidance to staff including new recruits.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4.3.3.2: and to investigate them objectively,

Nov 13: Evidence shows that staff investigate complaints thoroughly, and ...

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The assessor met a selection of staff, including recruits, who confirmed their appreciation of the support from managers.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: are empowered to put things right.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Customers met confirmed that any issues raised are very competently dealt with and indicated that it appeared to them that staff are empowered to deal with issues at the first attempt.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

BS001: User Forum Attendance and Feedback Assessor Acceptance: Yes

Engaging with our regular users face to face gives us the opportunity to identify any formal or informal issues which arise. These meetings are also used to publicise any service improvements proposed.

BS012: Customer Survey Results Assessor Acceptance: Yes

Show the level of service promised to customers, including clear evidence of trends which allow resources to be allocated accordingly. These results published internally and externally quarterly and annually confirm that the outcomes for the majority of our customers are positive.

BS079: Service Improvement Log Assessor Acceptance: Yes

All complaints formal and informal are fully investigated. We receive very few complaints (non upheld) to allow us to make service improvements through this process. Our service improvements are made by benchmarking, best practice and dialogue with our service users and are published on our webpages

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey Assessor Acceptance: Not Reviewed

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

C088: Complaints Performance Monitoring Assessor Acceptance: Yes

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

C123: Avoidable Contact Insight Analysis Assessor Acceptance: Yes

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

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

RP1 - 2017: Formal complaints are rare, but from discussion with managers and staff, it is clear that mistakes will be analysed thoroughly to learn and identify areas for improvement.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4.3.4.2: and informal complaints and comments from customers

RP1 - 2017: Likewise comment from customers, particularly during engagements with customers and at agent forums, are taken on-board. This commitment was confirmed during discussion with customers and partners met.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

RP1 - 2017: The Service Improvements Log is a very useful tool and contains a lot of information about enhancements to procedures and practices.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

New Evidence

BS102: Corporate Complaints Procedure Training Assessor Acceptance: Yes

While the Council has produced guidance on compliant handling for staff. BS have identified that there is currently no formal training available. We have arranged for Iain Jackson, Governance and Risk Manager, to provide a CPD training session for BS staff on 12th Dec which can then be rolled out.

Active Evidence

BS065: D&I Customer Complaint Monitoring Assessor Acceptance: Yes

D&I Management Team quarterly review all complaints including the effectiveness in handling them. Any improvement actions as a result are minuted.

BS088: Customer Feedback Assessor Acceptance: Yes

We try to identify customer dissatisfaction through analysis of customer satisfaction surveys and user forum feedback returns. With any negative comments/experiences being investigated to prevent any potential future issues developing into formal complaints.

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey Assessor Acceptance: Yes

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

C047: Complaints Co-ordinator Bulletin Assessor Acceptance: Not Reviewed

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

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

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

4.3.5.1: We regularly review and improve our complaints procedure,

Nov 13: Corporately the complaints procedure has been reviewed and the 2 tier system has been introduced smoothly. The evidence at item CO66 is still not appropriate here.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: The review of the complaints system is carried out at corporate level and it is clear that Argyll and Bute Council will

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The complaints procedures are reviewed corporately and any issues raised are taken on-board by Argyll & Bute Building Standards. This has been demonstrated by additional training being sought from the Governance and Risk Manager.

Evidence Value: Fully Met

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

Nov 13: Although no evidence on customer feedback through consultation or surveys is presented here, there is sufficient data within the Lagan system to show that customer views are reviewed. Staff met by the assessor confirmed that their views on handling complaints are taken on board.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2:take on board national requirements as well as comments from customers, complainants and staff. Currently no major changes to the system has been required.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Although the responsibility for reviewing complaints, including the input of staff comments, is at a corporate level, managers in Building Standards will ensure that any customer or staff comments that could impact on improvements to complaint handling will be passed on.

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: Satisfactory

Compliance to Standard: Compliant

Active Evidence

BS015: Building Standards Division Performance Framework for Verifiers Assessor Acceptance: Yes

This performance framework includes the concept of an 'escape route' for customers who are not satisfied with the performance of their local verifier. Since its inception 5 years ago none of our customers have had cause to use this.

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey Assessor Acceptance: Not Reviewed

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

C090: Complaints Handling Procedure Assessor Acceptance: Yes

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

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

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

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

Nov 13: Although the evidence presented outlines the complaints procedures, it does not conclusively show that where a formal complaint is upheld you seek confirmation from the customer their satisfaction with the outcome and the complaints handling procedure.

Dec 14 - RP1: The updated evidence and in addition Appendix D of the HUB shown to the assessor, contains precise instructions on the follow up procedures for upheld complaints. Although no formal upheld complaints have so far been recorded, the assessor is satisfied that procedures are now in place to justify full compliance here.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Although no formal complaints have needed to be upheld, it is confirmed that procedures are in place to ensure customers will be invited to confirm that the outcome of a complaint is satisfactory to them.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|--|----------------------|-----|
| BS018: Customer Satisfaction Target | Assessor Acceptance: | Yes |
|--|----------------------|-----|

To ensure our customer satisfaction target is challenging we have increased our target from 84% (Corporate target) to 90% and we publish the current quarter's results and trends in our area offices and on our websites. This information is also included within our user forum presentations.

| | | |
|---|----------------------|-----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our charter provides full details of performance indicators for all aspects of service delivery.

| | | |
|---------------------------------------|----------------------|-----|
| BS077: Service Level Agreement | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

Our SLA with the CSC/CSP sets appropriate and measurable standards for the timeliness of response to telephone and personal callers. These targets are monitored and performance reported quarterly.

Corporate Evidence

| | | |
|--------------------------------------|----------------------|--------------|
| C064: FOI Response Monitoring | Assessor Acceptance: | Not Reviewed |
|--------------------------------------|----------------------|--------------|

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

| | | |
|---|----------------------|--------------|
| C009: CSC Telephone Satisfaction Survey 2018 | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

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

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

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.

RP1 - 2017: Appropriate targets for the timeliness of response are in place across all contact channels. Similar targets are in place for joint working arrangements and are clearly included in Service Level Agreements.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our charter mirrors the Corporate and Planning & Regulatory Services charters and provides full details on all aspects on the quality of customer service to be expected.

| | | |
|---|----------------------|-----|
| BS034: Risk Assessment Protocols | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Quality checks are undertaken by Team Leaders to monitor the quality of service delivery by Surveyors and to identify areas of service improvement and training needs. A minimum of 5% of all applications are scrutinised by Team Leaders.

| | | |
|---------------------------------------|----------------------|-----|
| BS077: Service Level Agreement | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

Our SLA with the CSC/CSP sets appropriate and measurable standards for the timeliness of response to telephone and personal callers. These targets are monitored and performance reported quarterly.

Corporate Evidence

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

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

| | | |
|---|----------------------|--------------|
| C009: CSC Telephone Satisfaction Survey 2018 | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

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

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

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

RP1 - 2017: The standards for all aspects of the quality of customer service are set at a high level. The appropriate standards are fully outlined in the presented evidence, but it was agreed with the applicant that the contents of the Building Standards Customer Engagement Strategy adds additional strength here.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS019: Building Standards Customer Service Charter | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our charter mirrors the Corporate and Planning & Regulatory Services charters and provides full details on all aspects on the quality of customer service to be expected, including timeliness.

| | | |
|---|----------------------|-----|
| BS038: Building Standards Webpages | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our webpages include all relevant information for customers regarding timeliness and quality of service they can expect.

| | | |
|---|----------------------|-----|
| BS043: Acknowledgement Letter Template | Assessor Acceptance: | Yes |
|---|----------------------|-----|

All Applicant/Agents receive an acknowledgement letter confirming contact details of appropriate case officer and a timeline indicating when a full response will be provided.

Corporate Evidence

| | | |
|--------------------------------------|----------------------|--------------|
| C064: FOI Response Monitoring | Assessor Acceptance: | Not Reviewed |
|--------------------------------------|----------------------|--------------|

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

| | | |
|--------------------------------|----------------------|-----|
| C042: Easy read charter | Assessor Acceptance: | Yes |
|--------------------------------|----------------------|-----|

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

| | | |
|--|----------------------|-----|
| C090: Complaints Handling Procedure | Assessor Acceptance: | Yes |
|--|----------------------|-----|

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

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

Nov 13: A comprehensive range of channels are used to inform customers about the standards set.

Customers and partners met indicated that they are fully aware of the standards in place.

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: Stakeholders, partners and customers met indicated that promises on timeliness and quality of customer service are clearly outlined in well laid out and easy to follow communications.

RP3 - 2016: Not reviewed at this visit.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: The sound procedures outlined in the presented evidence continue to be used to ensure customers are fully informed about promises on timeliness and the quality of customer service. Partners and customers met confirmed that they are fully informed about all aspects of service delivery.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---|----------------------|-----|
| BS020: Verification Performance Report | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our Balanced Scorecard (page 19-23) provides details on how and when we can be contacted.

| | | |
|---|----------------------|-----|
| BS034: Risk Assessment Protocols | Assessor Acceptance: | Yes |
|---|----------------------|-----|

This protocol ensures that each application is allocated to an appropriately qualified and experienced surveyor.

| | | |
|---|----------------------|-----|
| BS043: Acknowledgement Letter Template | Assessor Acceptance: | Yes |
|---|----------------------|-----|

All our correspondence, letter and email, contains contact details of appropriate case officer. Additional templates, etc. can be seen on site.

Corporate Evidence

| | | |
|--|----------------------|--------------|
| C006: Website Accessibility Report and Guidance | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|------------------------------|----------------------|--------------|
| C041: Smart Assistant | Assessor Acceptance: | Not Reviewed |
|------------------------------|----------------------|--------------|

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

| | | |
|--|----------------------|--------------|
| C078: CSC Contact Handling System | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

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

Nov 13: First point of contact engagement both within Building Standards and Customer Services is first class.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The outcomes from the Balanced Score Card and the Risk Assessment Protocols confirm that customers' needs at the first point of contact are clearly identified. This aspect of service delivery was specifically commented upon by customers and partners met.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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.

Nov 13: Every attempt is made to deal with customers fully at first point of contact. However arrangements to ensure the appropriate person will deal with customers is very effectively managed. This will include an arranged telephone call back, re-arranged appointments or special call out in emergencies.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Accessibility to the right person to deal with customer enquiries and issues is regarded, by customers met, as first class.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---------------------------------------|----------------------|-----|
| BS016: Improvements to Service | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

As a result of feedback received from our customers we now hold joint user forums in conjunction Development Management who share the same stakeholders. This is reducing unnecessary contact for our customers.

| | | |
|--|----------------------|-----|
| BS025: Building Standards Register Policy | Assessor Acceptance: | Yes |
|--|----------------------|-----|

The online Building Standards Register allows customers to obtain information on the progress of current applications without direct contact with the service.

| | | |
|-------------------------------------|----------------------|-----|
| BS067: Cross Service Working | Assessor Acceptance: | Yes |
|-------------------------------------|----------------------|-----|

Joint working initiatives ensure that the customer is provided with the appropriate and consistent advice as required by each distinct legislative process. We currently liaise internally with DM, EH, TS, APAG, Housing, Licensing, Legal, Roads, and externally with SFRS, SEPA, LABSS, BSD, SW.

Corporate Evidence

| | | |
|--------------------------|----------------------|-----|
| C075: TellUs Once | Assessor Acceptance: | Yes |
|--------------------------|----------------------|-----|

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

| | | |
|--|----------------------|--------------|
| C103: Minute of CSC- Reg. Services SLA Meeting 2017 | Assessor Acceptance: | Not Reviewed |
|--|----------------------|--------------|

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

| | | |
|---|----------------------|-----|
| C123: Avoidable Contact Insight Analysis | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

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

Nov 13: Although Building Services in Argyll and Bute covers a very wide geographical area including a number of remote islands, innovative procedures are in place to ensure that information is shared quickly.

This applies within Building Services, Customer Services and the Council wide.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The joint working arrangements, which are impressive, continue to have a sharing protocol that is effective, fast and reliable.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: The Lync system is a good facility to help reduce unnecessary contact, but information is shared in other more traditional ways. The 'Tell us Once' strategy is also used effectively.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: The 'Tell us Once' strategy continues to be promoted and used across all Council business. The channels used through the CRM system at the Call Centre are also analysed to identify information that can be shared across the business.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

BS019: Building Standards Customer Service Charter Assessor Acceptance: Yes

Sets out the aims of our Service and how we intend on delivering these. Our commitment to providing a level of service within the standards set by statutory and local performance indicators. Outlines what customers can do to help and how they can comment on our feedback on the service we provide.

BS068: Office Meeting and Site Inspections Assessor Acceptance: Yes

During site inspections and in office meetings we seek to provide answers to all enquires and queries at time of asking. If this is not possible we advise the customer of this and provide a timeline for a full response. (discuss on site)

BS076: Uniform Templates Assessor Acceptance: Yes

Our letter templates clearly set out timelines to be expected and detail the information that is required to achieve compliance/outcome being sought.

Corporate Evidence

C064: FOI Response Monitoring Assessor Acceptance: Not Reviewed

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

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

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

C062: Corporate Approach to Complaints Mgt Assessor Acceptance: Yes

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

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

Nov 13: Sound procedures are in place to ensure that customers are informed of the next steps, if service is not completed at the first point of contact. Customer Services use impressive systems to log customer enquiries and action taken is fully logged.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Sound procedures remain in place to ensure that first class service is provided at the first point of contact. However on the rare occasion that this is not possible clear guidance and information is provided to customers. Customers met confirmed that they are very confident that should service not be concluded at first attempt, appropriate information will be provided.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: Appropriate time scales are indicated and the assessor observed this during the visit to the Call Centre.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Precise timescales will be provided to customers in the event of follow up action being required.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

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: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

BS019: Building Standards Customer Service Charter Assessor Acceptance: Yes

Sets out the aims of our Service and how we intend on delivering these. Our commitment to providing a level of service within the standards set by statutory and local performance indicators. Outlines what customers can do to help and how they can comment on our feedback on the service we provide.

BS075: BW Transfer Assessor Acceptance: Yes

A potential dip in performance in an area office was identified due to staffing issues and steps taken to ensure that this did not transpire. The users of this office were advised of these potential issues and the steps being taken to ensure a continued level of service. This is linked to BS060.

BS089: Automatic Out of Office Replies, monitoring of mailboxes Assessor Acceptance: Yes

Out of Office replies and messages on the Lync system are used to ensure that customers are aware of alternative contacts in times of absence.

Corporate Evidence

C041: Smart Assistant Assessor Acceptance: Not Reviewed

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

C078: CSC Contact Handling System Assessor Acceptance: Yes

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

C113: Using CRM Customer Info For Proactive Engagement Assessor Acceptance: Not Reviewed

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

5.2.5.1: We respond to initial enquiries promptly,

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: It became very clear to the assessor, during discussion with managers, staff, stakeholders, partners and customers, that responding promptly is a huge advantage in modern business. Electronic and multi-media methods of communication are used to maximum advantage.

RP3 - 2016: Although not formally reviewed at this visit, it is clear that the compliance plus rating should remain.

RP1 - 2017: Although not formally reviewed at this visit, it was clear from further discussion with customers that the promptness of service delivery deserves retention of the compliance plus rating.

RP2 - 2018: There is absolutely no doubt about the commitment to respond to enquiries promptly, and this is matched with service delivery. In addition to the presented evidence there is ample other customer feedback, including survey results to confirm the speed with which services are delivered.

Evidence Value:

Fully Met

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

Dec 14 - RP1: Not tested at this visit.

Nov 15 – RP2: On the rare occasion of delay, prompt notification is given to customers. However it became clear to the assessor that potential delays are identified. For example staffing issues likely to have an impact on service delivery are identified swiftly and action is taken to inform customers. The assessor views that this level of service warrants a compliance plus rating.

RP3 - 2016: See comment at 5.2.5.1.

RP1 - 2017: See comment at 5.2.5.1.

RP2 - 2018: Likewise the commitment to keeping customers informed, particularly during complex applications, is first class. Messages on the automated 'out of office' replies and on the Lync system are constantly updated to ensure customer are kept abreast of current information. Feedback from partners and customers met also indicated a high level of appreciation of information flow. Consequently the compliance plus rating is maintained.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

Our performance including our customer satisfaction is reported internally and externally through a variety of mediums. This allows trends to be identified and corrective action taken if necessary.

| | | |
|---|----------------------|-----|
| BS015: Building Standards Division Performance Framework for Verifiers | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Through the performance framework 9 national performance outcomes have been established including timeliness and quality of customer service. This framework requires every Local Authority to provide quarterly and annual returns to the Scottish Government.

| | | |
|---|----------------------|-----|
| BS020: Verification Performance Report | Assessor Acceptance: | Yes |
|---|----------------------|-----|

Our performance including our customer satisfaction is reported quarterly via our Verification Performance Report (Page 26-31) to the Scottish Government and published on our webpages.

Corporate Evidence

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

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

| | | |
|---|----------------------|--------------|
| C009: CSC Telephone Satisfaction Survey 2018 | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|---|----------------------|--------------|
| C026: Leadership Commitment Strategic Customer Service Board | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

5.3.1.1: We monitor our performance against standards for timeliness

RP1 - 2017: Sound procedures for the monitoring of performance against timeliness standards remain in place. They include internal verification but also external confirmation through channels such as customer surveys.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

5.3.1.2: and quality of customer service

RP1 - 2017: Likewise the thorough procedures include the monitoring of the quality of customer service. Comment from customers and partners met, particularly from Building Standards in Edinburgh and Moray, confirms that the speed and quality of response is excellent.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

5.3.1.3: and we take action if problems are identified.

RP1 - 2017: It was clear from discussions and observation of service delivery during the visit that action will be taken should problems arise.

RP2 - 2018: Not reviewed at this visit.

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: Strong

Compliance to Standard: Compliant

Active Evidence

| | | |
|--------------------------------------|----------------------|-----|
| BS007: Performance Management | Assessor Acceptance: | Yes |
|--------------------------------------|----------------------|-----|

As part of our performance monitoring qualitative and quantitative updates are provided quarterly internally and externally. Our Balanced Scorecard including Continuous Improvement Plan are submitted quarterly to the BSD and published. These detail current and past performance and successes.

| | | |
|--|----------------------|-----|
| BS011: User Forum Presentations | Assessor Acceptance: | Yes |
|--|----------------------|-----|

Our user forum presentations provides our performance results both past and present and allow for customer engagement in shaping future service improvements.

| | | |
|---------------------------------------|----------------------|-----|
| BS012: Customer Survey Results | Assessor Acceptance: | Yes |
|---------------------------------------|----------------------|-----|

Our performance including our customer satisfaction is reported internally and externally through a variety of mediums. This allows trends to be identified and corrective action taken if necessary.

Corporate Evidence

| | | |
|---|----------------------|--------------|
| C013: Departmental Reporting Against ABOIP Targets | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

| | | |
|---|----------------------|-----|
| C055: Performance Reporting to Customers | Assessor Acceptance: | Yes |
|---|----------------------|-----|

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

| | | |
|---|----------------------|--------------|
| C132: Corporate Customer Service Scorecard | Assessor Acceptance: | Not Reviewed |
|---|----------------------|--------------|

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

5.3.2.1: We are meeting our current standards for timeliness

Nov 13: Results of monitoring show that standards for both timeliness and
Dec 14 - RP1: Not tested at this visit.
Nov 15 – RP2: Good monitoring through systems such as Pyramid, continues to show that standards for timeliness are being consistently met.
RP3 - 2016: Not reviewed at this visit.
RP1 - 2017: Not reviewed at this visit.
RP2 - 2018: There is a consistent performance in meeting time targets and in the most recent quarterly results recorded the outcomes demonstrate this:
Request for Building Warrant with 20 days - 95.6% against target of 80%
Time to respond to request for completion Certificate - 2.5 days against target of 3 days
Issue of Building Warrant within 6 days - 95.5% against a target of 80%
Completion Certificate issued within 3 days - 100% against a target of 80%

Evidence Value: Fully Met

5.3.2.2: and quality of customer service

Nov 13:... quality of customer service are being consistently met.
Dec 14 - RP1: Not tested at this visit.
Nov 15 – RP2: Likewise the quality of customer service delivery remains high. Much emphasis is placed on the delivery of quality of service and stakeholders, partners and customers met confirmed this during discussion with the assessor.
RP3 - 2016: Not reviewed at this visit.
RP1 - 2017: Not reviewed at this visit.
RP2 - 2018: Likewise the performance against the quality of customer service delivery standards is equally good. Survey results show customer scores as being either excellent or good with no negative scores or comments. The pyramid indicators also show complete satisfaction in all areas.

Evidence Value: Fully Met

5.3.2.3: and we publicise our performance against these standards.

Nov 13: A good range of avenues to publish results are being used effectively. Customers and partners met confirmed their complete satisfaction with the standards delivered.
Dec 14 - RP1: Not tested at this visit.
Nov 15 – RP2: The good level of communicating outcomes continues to maintained, again confirmed by customers met.
RP3 - 2016: Not reviewed at this visit.
RP1 - 2017: Not reviewed at this visit.
RP2 - 2018: Outcomes continue to be published at Customer Service Points, at Agents' Forums, in formal reports and on the web site. Customers met confirmed that the information on level of performance, although welcomed, is of no surprise.

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: Strong

Compliance to Standard: Compliant

Active Evidence

BS080: CSE Benchmarking Group Assessor Acceptance: Yes

The agendas and minutes demonstrate our commitment to CSE. By benchmarking with the other Local Authority Building Standards, third sector and private sector CSE accreditation holders we learn from Best Practice in relation to timeliness and quality of service.

BS091: Verification Performance 2015-16 Assessor Acceptance: Yes

Through our performance returns submitted to the BSD a report is provided which highlights our performance in relation to the other 31 Local Authorities. This confirms our performance ranks highly in relation to timeliness and quality of service.

BS092: National Customer Survey Assessor Acceptance: Yes

Since 2013 the Scottish Government have commissioned an annual national LA BS customer survey. The results of the survey confirm we are ranked among the top 5 LAs by our customers for timeliness and quality of service.

Corporate Evidence

C107: SOCITM Feedback and Our Response Assessor Acceptance: Not Reviewed

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

C129: SPSO Complaints Stats 2017-18 Assessor Acceptance: Not Reviewed

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

C136: Local Gvt Benchmarking Framework Assessor Acceptance: Yes

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

5.3.3.1: Our performance in relation to timeliness

Nov 13: Useful benchmarking of performance is being carried out for both timeliness , and

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: Additional corporate evidence was introduced here - item C136 (SOA Benchmarking of Timeliness and Quality Indicators). The Verification Performance and National Survey outcomes shows very favourable comparisons in both timeliness, and

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Nov 13: ... quality of customer service. Feedback from several people met at the partners forum indicates that the whole approach by Argyll and Bute Building Services is exemplary and compares exceptionally well against others.

Dec 14 - RP1: Not tested at this visit.

Nov 15 - RP2: Not reviewed at this visit.

RP3 - 2016: ...quality of service. In both Argyll and Bute rank in the top brackets in several areas.

RP1 - 2017: Not reviewed at this visit.

RP2 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met