



Assessment Report
Customer Service Excellence

Argyll and Bute Council Corporate Template

Complete
27 November 2018

Assessment Summary

Overview

Overall Self-assessment	Strong
Overall outcome	Unprocessed

1: Customer Insight

Criterion 1 self-assessment	Strong
Criterion 1 outcome	Unprocessed

2: The Culture of the Organisation

Criterion 2 self-assessment	Strong
Criterion 2 outcome	Unprocessed

3: Information and Access

Criterion 3 self-assessment	Strong
Criterion 3 outcome	Unprocessed

4: Delivery

Criterion 4 self-assessment	Strong
Criterion 4 outcome	Unprocessed

5: Timeliness and Quality of Service

Criterion 5 self-assessment	Strong
Criterion 5 outcome	Unprocessed

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: Unmarked

Active Evidence

C001: Website Visitor Report 2017	Assessor Acceptance:	Yes
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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
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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
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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

Evidence Value: Not Reviewed

1.1.1.2: and potential customer groups

Evidence Value: Not Reviewed

1.1.1.3: based on recent and reliable information.

Evidence Value: Not Reviewed

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

Applicant Self Assessment: Strong

Compliance to Standard: Unmarked

Active 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

Evidence Value: Not Reviewed

1.1.2.2: to better understand their needs and preferences.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C006: Website Accessibility Report and Guidance Assessor Acceptance: Yes

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

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

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

C038: Strategic Islands Group Assessor Acceptance: 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.

1.1.3.1: We make particular efforts to identify hard to reach

Evidence Value: Not Reviewed

1.1.3.2: and disadvantaged groups and individuals

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C039: MOWG on Communication	Assessor Acceptance:	Not Reviewed
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In late 2017 the Council set up a Member-officer Working Gp specifically to totally review it Communication Marketing nad Web approaches to engaging all customer groups. This shows the scope and outcomes.

C049: Communication, Marketing and Web Strategy 2018-20	Assessor Acceptance:	Not Reviewed
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A key outcome of the Comms MOWG (C039) was a new Communication, marketing and Web Strategy - Go to bottom of this document to see summsry of Plan on a Page.

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

Evidence Value: Not Reviewed

1.2.1.2: using a range of methods

Evidence Value: Not Reviewed

1.2.1.3: appropriate to the needs of identified customer groups.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

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

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

C050: Vision Values, Outcomes Consultation Assessor Acceptance: 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.

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

Evidence Value: Not Reviewed

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

June 15 - Assessment: Processes, on-going activity and outcomes are clearly communicated to customers through a variety of channels such as the Website, which is regarded as one of the best nationwide; Member's Reports; Minutes of Meetings.

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

C013: Departmental Reporting Against ABOIP Targets Assessor Acceptance: Yes

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

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

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

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

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

1.2.3.1: We regularly review our strategies and opportunities for consulting

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C001: Website Visitor Report 2017	Assessor Acceptance:	Not Reviewed
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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
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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
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The Council keeps track of over 30 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 4 years 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.

June 15 - Assessment: There is clear commitment corporately to use reliable research methods to measure customer satisfaction, but it was agreed that item CO18 should be replaced with item CO49 (Customer Satisfaction Monitoring). However it is noted that the extent to which customer satisfaction targets are in place for Governance & Law is limited.

Evidence Value: Not Reviewed

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: Unmarked

Active 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

Evidence Value: Not Reviewed

1.3.2.2: for all main areas of our service

Evidence Value: Not Reviewed

1.3.2.3: and we have improved services as a result.

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active 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,

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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

Applicant Self Assessment: Strong

Compliance to Standard: Unmarked

Active 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

Evidence Value: Not Reviewed

1.3.4.2: and our levels are improving.

Evidence Value: Not Reviewed

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Unmarked

Active 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,

Evidence Value: Not Reviewed

1.3.5.2: including improved customer journeys.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C022: Corporate Plan, Vision, Values and Strategic Outcomes	Assessor Acceptance:	Yes
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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
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The Council's leadership has set up a Customer Service Board of senior managers to manage customer service performance, ensure the CS development plan is implemented and to promote CS training. evidence is the Boards Terms of Reference reviewed and updated in 2015 as part of the CS Strategy review

C052: Elected Leadership Policy Lead	Assessor Acceptance:	Not Reviewed
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The elected council leadership has appointed specific councillors to be Policy Leads for critical areas. Rory Colville is the Policy Lead for Customer Services. He receives a monthly update on key targets and developments.

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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

C004: Your Voice Consultation 2018	Assessor Acceptance:	Not Reviewed
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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
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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
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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

Evidence Value: Not Reviewed

2.1.2.2: and to prioritise service improvement activity.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

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

Our Customer Service Charter tells customers what they are entitled to in terms of customer service whenever 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)

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.

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.

Evidence Value: Not Reviewed

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: Unmarked

Active 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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

C030: Secure computer systems Assessor Acceptance: Yes

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

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

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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

C023: Customer Care Training Assessor Acceptance: Yes

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

C057: 2018-21 Website Strategy Assessor Acceptance: 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.

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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C023: Customer Care Training	Assessor Acceptance:	Yes
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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
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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
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Every recruitment requires a Job Description to be created specific to the new post, even temporary ones. These all include elements of customer focus 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,

Evidence Value: Not Reviewed

2.2.1.2: training and development policies for staff.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Not Reviewed
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This survey from April 2018 shows 95.6% satisfaction with staff attitude and professionalism and para3.4.3 has many comments on politeness and courtesy of staff.

C028: Our Polite and Friendly Standards	Assessor Acceptance:	Not Reviewed
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The Council's Customer Service Charter has a specific standard on polite and friendly service and this evidence shows that and how performance against it is monitored by 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
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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

Evidence Value: Not Reviewed

2.2.2.2: and have an understanding of customer needs.

Evidence Value: Not Reviewed

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: Unmarked

Active 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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C031: Corporate Employee Surveys 2018 Assessor Acceptance: Yes

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

C035: Employee Suggestion Scheme Assessor Acceptance: Yes

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

C057: 2018-21 Website Strategy Assessor Acceptance: 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.

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C033: Employee Recognition for CS Excellence Assessor Acceptance: Yes

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

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

C099: Employee Excellence Awards Assessor Acceptance: Yes

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

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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C004: Your Voice Consultation 2018	Assessor Acceptance:	Not Reviewed
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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
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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
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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,

Evidence Value: Not Reviewed

3.1.1.2: including how and when people can contact us,

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active 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.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C059: An Array of Channels	Assessor Acceptance:	Not Reviewed
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This evidence shows the array of mediated and automated channels we use to inform and transact with customers. Note the volumes.

C112: Corporate Social Media Policy 2016	Assessor Acceptance:	Not Reviewed
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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
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The council has 16 display screens across its estate in public buildings that it displays changing info on for customers who do not use the web. This evidence is the invoice for £17k for the network's recent upgrade.

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

Evidence Value: Not Reviewed

3.2.1.2: using a variety of appropriate channels.

Evidence Value: Not Reviewed

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: Unmarked

Active 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

Evidence Value: Not Reviewed

3.2.2.2: and understood the information we provide.

Evidence Value: Not Reviewed

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: Unmarked

Active 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,

Evidence Value: Not Reviewed

3.2.3.2: published

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active 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,

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C041: Smart Assistant	Assessor Acceptance:	Yes
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The council has introduced a new Smart Assistant Service on its website to assist people who are less digitally able or who cannot find the info they. Need. It works out of hours when webchat is not available and if the customer still cannot find what they need it notifies an agent to help them.

C059: An Array of Channels	Assessor Acceptance:	Not Reviewed
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This evidence shows the array of mediated and automated channels we use to inform and transact with customers. Note the alternative channels such as voiceforms.

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C043: 2018 Channel Shift Report	Assessor Acceptance:	Yes
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This report shows the continual analysis that we undertake to check how customers are contacting the council and the ever increasing shift to digital channels. It captures the new digital channel choices we have offered such as webchat, smart assistant and voice forms.

C063: Advice Services Review	Assessor Acceptance:	Not Reviewed
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In 2018 the council carried out a full review of its face to face advice services such as Welfare Rights, Homelessness and debt counselling - this report details the new approach using partner outlets for best value.

C107: SOCITM Feedback and Our Response	Assessor Acceptance:	Yes
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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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

3.3.2.3: and offer better choices

Evidence Value: Not Reviewed

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: Unmarked

Active 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.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

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

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

C063: Advice Services Review	Assessor Acceptance:	Not Reviewed
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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
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The council works closely with Highland Island Enterprise and Enterprise Scotland to help business customers grow and prosper, this newsletter provides many recent examples.

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

Evidence Value: Not Reviewed

3.4.1.2: and these arrangements have demonstrable benefits for our customers

Evidence Value: Not Reviewed

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: Strong

Compliance to Standard: Unmarked

Active Evidence

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.

C075: TellUs Once Assessor Acceptance: Yes

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

C090: Complaints Handling Procedure Assessor Acceptance: Yes

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

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

Evidence Value: Not Reviewed

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: Unmarked

Active 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.

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

C013: Departmental Reporting Against ABOIP Targets	Assessor Acceptance:	Yes
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The council delivers a range of Services to national and ABOIP related targets, this shows the quarterly reports of performance for each Dept that relate to those ABOIP targets. It replaces old SOA targets.

C091: 2017/18 Corporate Complaints Report	Assessor Acceptance:	Not Reviewed
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We have a number of targets for complaints that comply with SPSO guidelines, This report fully details those targets and our performance against them . It is published on the website.

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

This evidence shows the Public Performance Reporting across all our services and depts on the web, how we are doing against internal and national targets and SOA. It is regularly updated and goes to PRS 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,

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

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.

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.

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

Evidence Value: Not Reviewed

4.1.2.2: and we tell our customers about our performance.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C004: Your Voice Consultation 2018	Assessor Acceptance:	Not Reviewed
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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
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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
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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.

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active 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
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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
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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.

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active 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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Strong

Compliance to Standard: Unmarked

Active 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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C046: National Innovation Exchange Assessor Acceptance: Yes

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

C086: Customer Service Board Minute Assessor Acceptance: Yes

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

C107: SOCITM Feedback and Our Response Assessor Acceptance: Yes

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

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

Evidence Value: Not Reviewed

4.2.4.2: and outside our organisation,

Evidence Value: Not Reviewed

4.2.4.3: and we publish our examples externally where appropriate.

Evidence Value: Not Reviewed

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: Unmarked

Active 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
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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

Evidence Value: Not Reviewed

4.3.1.2: and explain these to customers,

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Strong

Compliance to Standard: Unmarked

Active 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,

Evidence Value: Not Reviewed

4.3.2.2: which includes a commitment to deal with problems fully

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Strong

Compliance to Standard: Unmarked

Active 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

Evidence Value: Not Reviewed

4.3.3.2: and to investigate them objectively,

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active 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
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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

Evidence Value: Not Reviewed

4.3.4.2: and informal complaints and comments from customers

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Unmarked

Active 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,

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active 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 isto be reviewed by a second officer, even if it is upheld. 69 out of 367 complaints went to S2 in 2017/18 of which 21 were upheld.

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

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

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

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C009: CSC Telephone Satisfaction Survey 2018	Assessor Acceptance:	Not Reviewed
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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
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Council's charter outlines the protocols for responding to all forms of customer contact including telephone calls, letters, e-communications and personal callers Section 3 shows the measures and performance against them.

C064: FOI Response Monitoring	Assessor Acceptance:	Not Reviewed
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Customers can make an FOI request by any channel and all must be responded to in 20 Days. This evidence shows how ABC abide by that standard and monitor and meet them, by measuring training, capacity and responsiveness.

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

Evidence Value: Not Reviewed

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: Unmarked

Active 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.

Evidence Value: Not Reviewed

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: Unmarked

Active Evidence

C042: Easy read charter	Assessor Acceptance:	Yes
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Customer Service points have standard and easy read posters showing the Customer Service Charter Standards and over 5,000 copies of the credit card sized Z card of the charter pledges have been handed out and are available at counters. This is a copy of the newly updated easy read poster.

C064: FOI Response Monitoring	Assessor Acceptance:	Not Reviewed
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Customers considering making a Subject Access Request under FOI are informed of the time scales and nature of the response they will receive both on the council website and on the acknowledgement send registering their request.

C090: Complaints Handling Procedure	Assessor Acceptance:	Yes
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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.

Evidence Value: Not Reviewed

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: Unmarked

Active 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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

C075: TellUs Once	Assessor Acceptance:	Yes
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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
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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
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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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

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

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

C062: Corporate Approach to Complaints Mgt Assessor Acceptance: Yes

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

C064: FOI Response Monitoring Assessor Acceptance: 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.

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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Unmarked

Active 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,

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed

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: Satisfactory

Compliance to Standard: Unmarked

Active Evidence

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

Evidence Value: Not Reviewed

5.3.1.2: and quality of customer service

Evidence Value: Not Reviewed

5.3.1.3: and we take action if problems are identified.

Evidence Value: Not Reviewed

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: Unmarked

Active 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

Evidence Value: Not Reviewed

5.3.2.2: and quality of customer service

Evidence Value: Not Reviewed

5.3.2.3: and we publicise our performance against these standards.

Evidence Value: Not Reviewed

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Unmarked

Active 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

Evidence Value: Not Reviewed

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

Evidence Value: Not Reviewed