

**CUSTOMER  
SERVICE  
EXCELLENCE**



Assessment Report  
Customer Service Excellence

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

Successful

16 September 2019

## Assessment Summary

### Overview

Overall Self-assessment	Unprocessed
Overall outcome	Successful

RP3 - 2019: Argyll and Bute Council - Customer and Support Services (CSS) performs in the main the front facing services on behalf of the Council. Around 200 staff are employed with about half of the workforce being engaged in Revenues and Benefits. Others are involved in Service Points, Call Centre, Procurement, ICT and the Web Team. However there has been some restructuring of the service and the new scope will include the addition of Human Resources and Business Support, with the loss of Revenue and Benefits to Finance.

This service is the focal point for all Argyll and Bute customers and the drive for demonstrating customer service excellence is clearly obvious from the commitment to using the CSE standard, presented evidence and the leadership of the customer service manager. Innovation is also a strong driver to improving customer experience. The entire workforce is totally committed to customer service delivery and all staff will rise to any challenge.

Obtaining in-depth customer insight and analysing outcomes remains a very strong focus and some interesting developments have emerged, such as enhancement of Smart Assistant, introduction of Abby and promotion and expansion of 'My Account'. A range of on-going system enhancements is also noted including greater emphasis on customer security, web access and drive for digital options.

Overall, the approach to customer service delivery remains first class and recommendation for retention of the CSE accreditation is well deserved. This is supported by a total of 13 compliance plus elements being applicable: 1.1.1, 1.1.2, 1.2.1, 1.3.5, 2.1.1, 2.1.5, 2.2.2, 3.2.1, 3.3.1, 3.3.2, 3.4.1, 4.2.1 and 5.2.2

### 1: Customer Insight

Criterion 1 self-assessment	Unprocessed
Criterion 1 outcome	Successful

Criterion 1 is about customer insight, customer engagement and customer satisfaction.

You continue to gather and use a substantial range of customer insight to better understand needs and preferences. The introduction of the 'Keep in the Loop' is a welcome channel and the number of customers using this facility is growing fast and the work with child poverty, merits a compliance plus at 1.1.2. The wide range of consultation and engagement with customers continues to be an integral part of customer focus across all parts of the business. Some interesting developments have been achieved by ICT with the Group Asset Management and Child Poverty plans.

Assuring that customers are fully satisfied with high level customer service remains a high priority and a lot of effort is made to analyse outcomes and provide customers with meaningful feedback. The development of a 'You said we did' list is noted. However a substantial range of other enhancements includes the development of an e-mail drop box, wider options at the Customer Service Centre including 'My Account' and personal payment plans. Consequently 1.3.5 merits a new compliance plus.

Overall a first class effort with 4 areas of compliance plus: 1.1.1, 1.1.2, 1.2.1 and 1.3.5.

### 2: The Culture of the Organisation

Criterion 2 self-assessment	Unprocessed
Criterion 2 outcome	Successful

Criterion 2 is about the culture of the organisation and the emphasis on customer focus.

The culture throughout the entire organisation is completely customer focused with the use of insight being central to all activities. Service delivery processes are reviewed and updated. Particular care is paid to the security of customer information and considerable effort has been made to increase the level of security. The appointment of a Security Manager and the advancements with Cyber Essentials shows the level of deep commitment. Customer feedback indicates complete confidence in people and processes, consequently 2.1.5 merits compliance plus. Likewise the commitment to providing polite and friendly service delivery is also noted. The developments with Net Call, Smart Assistant and Abby clearly demonstrate system enhancements, but is also substantially supported by staff who are receptive and very willing to engage with customers. This level of service delivery merits compliance plus at 2.2.2. Managers appreciate this level of commitment and continually recognise staff in a variety of ways.

Overall the culture, processes, support and service delivery is excellent and deserves compliance plus at 2.1.1, 2.1.5 and 2.2.2.

### 3: Information and Access

Criterion 3 self-assessment	Unprocessed
Criterion 3 outcome	Successful

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

The wide range of quality information continues to be provided across all parts of the business. Specific arrangements for publishing appropriate cost charges for customers are good. While Element 3.2.2 is compliant, with procedures in place, to check that information is fully understood, there is scope to provide more detailed evidence on how information is received by customers. This theme will therefore be reviewed again at the RP3 visit. Access to services remains exceptionally good and you continue to evaluate all access channels extremely thoroughly. The developments with Smart Assistant and Abby have proved useful in identifying specific access trends. The joint working arrangements with partners and other providers are also highly efficient, with clear lines of accountability. This level of seamless service is appreciated by customers.

Overall provision of information, access and joint working arrangements are excellent and worthy of recognition with the retention of compliance plus at 3.2.1, 3.3.1, 3.3.2 and 3.4.1.

### 4: Delivery

Criterion 4 self-assessment	Unprocessed
Criterion 4 outcome	Successful

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

Delivering services against set standards continues to be monitored frequently and very efficiently through a variety of robust systems. Outcomes show consistent high performance and customers are made fully aware of the results. This includes delivering against service promises made to customers at the outset of engagement, particularly at the Service Centre and Customer Service Points.

There is also a huge commitment to dealing with problems as they arise, through a well embedded complaints system but also as enquiries are received on a day-to-day basis by staff. The formal complaints system is reviewed, through corporate channels, but also at service level where improvements have been identified and implemented such as upgrading the complaints bulletin.

Overall the approach to delivering a high level of service is professional and effective with particular care at the first point of contact which merits the retention of compliance plus at 4.2.1.

### 5: Timeliness and Quality of Service

Criterion 5 self-assessment	Unprocessed
Criterion 5 outcome	Successful

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

Meaningful and appropriate standards are well embedded for the timeliness and quality of customer service. This is particularly important for the service delivered at the Service Centre and Service Points. Up front promises on service delivery are also made, but it is not clear how all aspects are communicated to customers and the assessor will review element 5.2.1 again at the RP3 visit.

However there is clear indication that the commitment to dealing with customers at the first point of contact is outstanding. Likewise dealing with contact enquiries are dealt with swiftly and efficiently. Service delivery against the set standards is very thoroughly monitored and performance is consistently good across all parts of the business.

Overall the commitment to timeliness and quality is highly appreciated by customers and the retention of compliance plus at 5.2.2 is deserved.

---

## 1: Customer Insight

### 1.1: Customer Identification

#### 1.1.1: We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.

Applicant Self Assessment: Not Rated

#### Active Evidence

---

##### CSS013: Netcall Multimedia Customer Engagement System

This evidence shows our powerful ACD System's capability to analyse customer channel preferences and thus to see these changing over time so we can review and respond

---

##### CSS015: Registration Demographic data and trends 2017

Our Registration Service gets excellent understanding of the characteristics of its customers from the Registrar General's Annual Review of Demographic Trends and we augment this with local data to help forecast potential future service demands, targets and resources.

---

##### CSS113: Segmentation of Customer Satisfaction returns - Extract

The Socitm Customer Satisfaction Survey results provide a full segmentation breakdown of the participants including the department they belong to and a little more about the role they undertake.. This extract contains a breakdown of how that information is reported back to the ITMT

#### Corporate Evidence

---

##### C001: Website Visitor Report 2017

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

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

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

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS024: Keep in The Loop Outreach Service**

The council introduced a proactive notification service in Sept 2018. Called 'Keep in the loop' it let customers elect to subscribe to different types of services and how they wanted to be kept in touch, thus giving excellent insight on their needs and preferences. It is linked to their CRM accounts.

---

**CSS072: Customer and Supplier Satisfaction Survey and Training Report**

The procurement team carry out customer and supplier satisfaction surveys the results of which are implemented into actions in order to improve our service delivery to our customers. This resulted in procurement refresher training to all our relevant customers

---

**CSS131: Child Poverty Action Plan**

Child Poverty Action Plan - extracts showing gathering customer insight to set the plan. The customer insight and the plan itself also goes through the full Council for approval on 27 June 2019.

**Corporate Evidence**

---

**C004: Your Voice Consultation 2018**

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**

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**

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.

---

**1.1.3: We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS018: 2016 SLA to provide services and support to Colonsay.**

Our remote small islands are challenging to support but this evidence is our 2016 SLA with the geographically hard to reach Colonsay island community for providing customer service support by providing funding, IT support and expertise from the Customer Service Centre. The SLA documents the agreement

---

**CSS076: ICT - Rural primary schools prioritised for IT training (public guest access)**

WRWG Focus group highlighted in rural areas travel to attend training was an issue. The ICT Service enabled guest wi-fi in a number of rural schools. This enabled Adult Learning and Literacy to deliver digital training. Children resident in care homes were also given public wi-fi access.

---

**CSS132: Employability Hubs in Argyll and Bute**

This Case Study evidences the Cafe style job clubs held in 6 towns in ABC. They reach out to customers with employment, adult learning and literacy issues to offer tailored advice and services in response to personal needs. We intend to roll this out to other towns. .

**Corporate Evidence**

---

**C006: Website Accessibility Report and Guidance**

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.**

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**

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.

---

## 1.2: Engagement and Consultation

### 1.2.1: We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.

Applicant Self Assessment: Not Rated

#### Active Evidence

---

##### **CSS019: Registration Service Customer Engagement Improvement Strategy .**

---

The Registration annually reviews its approach to customer engagement in the digital world and this evidence shows the Improvement Plan for 2018/19 including a dedicated ceremonies website, attendance at wedding events and questionnaires issued after weddings, births etc.

---

##### **CSS074: Extracts from Procurement & Commissioning Strategy**

---

This extract from the Council's Procurement and Commissioning Strategy and Procurement Manual shows some of the methods we will continually use to engage with our customers to ensure we are meeting their needs e.g. pro-active engagement with key suppliers, collaboration with partners etc.

---

##### **CSS118: ICT Strategy Extract - Vision**

---

This current ICT Strategy shows how we will engage a range of internal Services using many channels to help provide an effective ICT platform from which they can deliver services to their. This extract shows the vision for 2018 and beyond and details the outcomes and how we expect to achieve them.

#### Corporate Evidence

---

##### **C039: MOWG on Communication**

---

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**

---

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**

---

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.

---

**1.2.2: We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS024: Keep in The Loop Outreach Service**

Customers can elect to subscribe to receive notification of consultations affecting them as an option within Keep in the Loop and this evidence shows that nearly 4,000 have done just that. It was first used in our annual budget consultation and doubled uptake to nearly 2000 respondents.

---

**CSS114: ICT GAMP Emerging Priorities**

ICT Group Asset Management Plan compiled using information collated from our customers in particular each customers Emerging Service Priorities. This feeds into ICT Development Plan and directly informs our future investment plans. This extract contains the Departmental Emerging Priorities

---

**CSS133: Child Poverty Action Plan Report**

Child Poverty Action Plan covers 4 yrs from 1.4.18 to 31.3.22 but the Council's responsibility extends to 2030. We have consulted with children in setting the current action plan and other organisations involved in the monitoring and maintenance of the plan and will consult in prep of next 4 years.

**Corporate Evidence**

---

**C011: Customer Service Strategy 2015-19**

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**

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**

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.

**1.2.3: We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS134: HB Overpayment and Debt Recovery Strategy**

---

This Strategy has recently been adopted after consultation with the DWP best practice guide and benchmarking information from other Scottish local authorities. It shows the changes made to the strategy and the highlighted elements show the new methods used going forward.

---

**CSS166: SOCITM Annual Benchmarking Workshop Outcomes**

---

We participate in the annual SocitM Benchmarking & Customer Satisfaction survey. The cycle begins with a workshop to review the consultation based on past year's result. This is the 2016 workshop outcome e.g. at P.3 it details what was important to users and so these'll be the focus for this year.

**Corporate Evidence**

---

**C013: Departmental Reporting Against ABOIP Targets**

---

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**

---

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**

---

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.

---

### 1.3: Customer Satisfaction

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

Applicant Self Assessment: Not Rated

##### Active Evidence

---

##### CSS037: Registration Customer Satisfaction Survey Form

---

Following its recent review of customer engagement in 2016 the Registration Service introduced a post event satisfaction survey for immediate feedback on a range of performance and improvement topics. This was reviewed and revised by Area Leads in 2018 and are also available online.

---

##### CSS046: Procurement Customer Surveys and Tender Forms

---

Procurement issue satisfaction surveys to our internal service customers and external suppliers to continually improve our services to them and the market place. The results of the surveys are reported to Procurement Board and corresponding action plan put in place. Sample sizes are highlighted.

---

##### CSS100: CSS100 SOCITM ICT Satisfaction Form 2018

---

We have participated in the Socitm Customer Satisfaction surveys since 2005. The Socitm process is recognised across the sector as the most effective and reliable means of measuring customer satisfaction for Scottish Local Authority ICT Departments. This is the questionnaire used in the survey.

##### Corporate Evidence

---

##### C001: Website Visitor Report 2017

---

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

---

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

---

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

---

**1.3.2: We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS046: Procurement Customer Surveys and Tender Forms**

We issue satisfaction surveys to internal customers and survey external suppliers to continually improve services to them and the market place. The results are reported to Procurement Board and action plan put in place to ensure the service remains accessible, efficient & delivers appropriate result

---

**CSS116: Socitm Gap Analysis Improvements**

Socitm Satisfaction Survey results are published in reports to ITMT, DMT & SMT. This extract shows how the gap between the importance placed on certain functions by our customers and their experience of the services we deliver has reduced since the last survey, but we have an Action Plan in place

---

**CSS164: Digital Transaction Survey and Outcomes**

Since January 2017 we have been asking our online customers who undertake some form of digital transaction action if there are any other online services that they would like to see in an effort to identify customer driven transactional improvements, this evidence shows outcomes and sample improvement

**Corporate Evidence**

---

**C017: Argyll and Bute Customer Service Charter**

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**

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**

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.

---

**1.3.3: We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service, as well as specific questions which are informed by customer insight.**

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS047: Procurement Customer Surveys**

---

Relevant questions are included within the Procurement customer satisfaction surveys which show the types of issues raised by customers and areas which we then seek to focus on in future surveys.

---

##### **CSS101: Socitm S47 Questionnaire**

---

The Socitm Satisfaction questionnaire was designed following a multi-council workshop whose purpose was to review the previous year's outcomes and refine them based on user responses and the evolving needs of the business. This evidence shows the amended questionnaire following the workshop.

#### **Corporate Evidence**

---

##### **C005: Face to face Service Satisfaction Report**

---

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**

---

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**

---

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.

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS004: CSC Team Performance Scorecard 2016**

---

This evidence is from the council's performance management system and it shows the scorecard updated every quarter. The scorecard includes key customer service indicators like satisfaction with different channels, length of call etc. Stretching targets are set and reviewed every year.

---

**CSS073: Tender Documentation Customer Satisfaction**

---

Tender documentation is at the crux of procurement so the team surveys customers on how the process and product was after each tender. The target is for 5 out of 6 measures to be met or exceeded in each tender. This recent example shows all were exceeded. Further examples can be shown.

---

**CSS102: Socitm Gap Analysis & Satisfaction Levels**

---

ICT uses Socitm's Satisfaction survey to monitor satisfaction levels and has a target to reduce the weighted gap in performance and increase satisfaction levels. These have from 5.4 in 2016 to 5.56 in 2018.

**Corporate Evidence**

---

**C015: CSC Key Telephony Indicators**

---

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**

---

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**

---

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

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS005: Customer led service redesign-Water Direct**

In 2018 a new deduction from benefits for water charges was implemented. Customers soon mentioned significant issues and their specific concerns were used in a workshop that led to a 5 point improvement plan implemented in November 2018. This evidence shows that lifecycle.

---

**CSS016: Revised Facebook Enquiry Handling**

Our process for handling customer enquiries via Facebook were inefficient and led to a poor customer experience. We mapped the customer journey and used new functionality to make significant improvements, shown in 1.0 of the attached Agent Bulletin. This cut duplication, gave accountability and speed

---

**CSS135: Implementation of Council Tax online portal,**

Improved customer online portal linked to MyAccount with single sign on. Issues with customers trying to sign up to the service were resolved by matching work behind the scenes and a short video published on the website taking customer through the process. Video shows positive changes to help signup

**Corporate Evidence**

---

**C019: Website Customer Behaviour and Performance Analysis Tool**

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**

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**

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.

---

## 2: The Culture of the Organisation

### 2.1: Leadership, Policy and Culture

#### 2.1.1: There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.

Applicant Self Assessment: Not Rated

#### Active Evidence

---

##### CSS006: CSS Customer Service Dev Plan FQ2 2018

Every year Customer and Support Services formulates and tracks delivery of its Customer Service Development Plan. This is monitored by the senior management who report progress to the Customer Service Board and Strategic Management team. Progress is also monitored by elected members.

---

##### CSS048: Procurement Board Terms of Reference 23092016

The Council's SMT set up a Procurement Board of senior managers to manage procurement processes and methodology, therefore ensuring customer expectations are met via procurement activity. This Board's TOR's shows that commitment from the highest council level.

---

##### CSS165: ICT Strategy Board and Customer Led Strategy Development

Extract from ICT Steering Board shows putting the customer (Services) at the heart of service delivery & strategy. ICT Steering Board shows the intent to have customer engagement in the ICT strategy, recommendation 2.2 is for Board Members to advise on key priorities. Para 1.2. shows pan council input.

#### Corporate Evidence

---

##### C022: Corporate Plan, Vision, Values and Strategic Outcomes

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

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

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.

---

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS021: Colonsay Customer Service insight 2019.**

---

This evidence shows how detailed insight from Colonsay Community Dev. Co. into the provision of the Service Point on the island. This saved this and other CSPs from cuts and the reviewing of the SLAs with a marginally increased budget. The strategy to reduce Island FTF provision was halted.

---

##### **CSS049: Procurement and Commissioning Strategy & Sustainable Procurement Policy 2018/19**

---

Recent consultation carried out to inform the new Procurement Strategy and Sustainable Procurement Policy. Stakeholder groups were consulted and the general public via the Council website. The results were analysed used to inform the final versions of both documents.

---

##### **CSS103: ICT GAMP Future Service Delivery Aspirations**

---

The ICT Group Asset Management Plan (GAMP) contains a section on the Departmental Emerging Priorities which is developed in conjunction with each department. This section forms the basis of the ICT Department's strategy and is used to prioritise investment plans and improvement activities.

#### **Corporate Evidence**

---

##### **C004: Your Voice Consultation 2018**

---

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**

---

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**

---

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.

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS020: CSC 2016 SLA with Roads and Amenities including Performance Targets**

---

The CSC acts on behalf of all major services so it is vital to customers that detailed SLAs are agreed and reviewed between them that set excellent levels of service for call handling, issues resolution etc. This is an example SLA with one of our busiest services.

---

**CSS050: Single Point of Enquiry - Procurement**

---

SPOE is an independent, impartial and confidential service provided by the Scottish Government for suppliers with issues or concerns with any procurement exercise carried out by public sector organisations. We have included a link to this within our FAQs.

---

**CSS136: Online Benefits Calculator**

---

The council has invested in an Online Benefits Calculator to help customers see if they may qualify for benefits. this self service process uses industry leading algorithms to provide accurate forecasts of eligibility and reasons why customers may not qualify for benefit. It is available 24/7.

**Corporate Evidence**

---

**C016: Copy of our Customer Service Charter Poster**

---

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**

---

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**

---

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.

---

**2.1.4: We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of customer experience.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS007: Customer Experience through Avoidable Contact**

---

The new CRM system lets us to analyse our customers' experiences through analysis of Failure Demand/Avoidable Contact. Every customer contact is classified as to whether it was the result of service delivery failure; including where employee conduct or delivery failure was due to some unfairness.

---

**CSS051: Procurement and Commissioning Strategy and Procurement Manual and Customer**

---

Fairness, openness transparency are fundamental principles of procurement and are evidenced in Procurement and Commissioning Strategy and Manual. The Manual details the method of engaging with suppliers to ensure they are all treated openly, fairly and transparently. Customer feedback shows this.

**Corporate Evidence**

---

**C009: CSC Telephone Satisfaction Survey 2018**

---

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**

---

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**

---

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.

---

### **2.1.5: We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.**

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS007: Customer Experience through Avoidable Contact**

There are private rooms available within all servicepoints as per the Customer Charter, for when customers have requested a private appointment for e.g. benefits. The Assessor has seen the ones at Helensburgh, Campbeltown & Lochgilphead. These leaflets include our Privacy Statement for customers.

---

##### **CSS078: PSN Certificate & Cyber Essentials Plus Certificate**

The Council's ICT systems and networks are accredited under the Cabinet Office's code of connection to the Public Services Network and deemed to be secure enough for the transfer of public information. The Council is one of only three Scottish Councils to be re-accredited for Cyber Essentials Plus.

---

##### **CSS137: Dual Tone Multi Frequency suppression of customers card details on our phone lines**

Evidence is a) an extract from The PCI security standards Council which shows our new process and b) the end project report with the background on page 5 discussing the importance of protecting customer card data and describing what we set out to achieve in the project.

#### **Corporate Evidence**

---

##### **C030: Secure computer systems**

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**

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**

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

---

**2.1.6: We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS008: Employee Feedback improving new Rev&Bens System 2018**

The CSC Agents completed user testing for the key products within the new Oracle CRM system. Ongoing issues were recorded on an issues log and the systems team picked these issue up and resolved them. Resolutions and improvements were detailed on the Customer Management System Project Bulletins.

---

**CSS052: Procurement and Commissioning Sessions with Locality Managers**

Procurement team hold sessions with council locality managers from Services to provide support and to seek feedback on service improvements. this evidence shows some of the outcomes from those engagements. Focusing on localities ensures the geographical range of employees is covered and not just HQ.

---

**CSS138: Closer Collaborative Working Project**

The Project's purpose was to promote greater customer focus in front and back offices. The elements highlighted in yellow show employee input to better working for customers and improvements made as a result of it.

**Corporate Evidence**

---

**C023: Customer Care Training**

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**

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**

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: Staff Professionalism and Attitude**

### **2.2.1: We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.**

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS009: Growing Our Own 2018**

We are fully committed to the council's policy of "Growing Our Own" whereby we support and fund motivated staff to achieve professional qualifications that will help ensure customers receive the most knowledgeable service. This is a digest of recent awards across teams..

---

##### **CSS010: GDPR Employee Training 2018**

To ensure our customer focused training for customer data privacy meets the highest standard, Corporate policy was for ALL staff to complete an online course on it. C&SS staff completions were monitored to ensure this was done.

---

##### **CSS027: CSC Structured Training Programme 2018**

The CSC Agents need to be skilled in Service Knowledge and how to work on the different channels that customers contact us on. This evidence shows how we deliver the policy of multiskilling agents through structured training via gap analysis.

#### **Corporate Evidence**

---

##### **C023: Customer Care Training**

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**

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**

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.

---

### **2.2.2: Our staff are polite and friendly to customers and have an understanding of customer needs.**

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS011: CSP Satisfaction Survey 2019**

This is the report detailing most recent Satisfaction Survey at service points and 95% of 38 respondents said the agent who dealt with the enquiry was polite, friendly and sensitive to my needs and the same were understood.

---

##### **CSS032: New Registration Service Satisfaction Survey 2018-19**

in 2018/19 we implemented a new satisfaction survey for the Registration Service and this first report shows 98.5% of 67 respondents were very satisfied with the politeness and helpfulness of the Registrars and 94% happy with the info they received, showing understanding of needs by Registrars.

---

##### **CSS167: CSC Automated Phone Survey 2019**

This is the FQ1 2019 Automated phone survey report that shows a 92% very satisfied score with both Politeness and understanding (sample of 25 respondents) and continues the high trend of previous years (never below 90%).

#### **Corporate Evidence**

---

##### **C009: CSC Telephone Satisfaction Survey 2018**

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**

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**

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.

---

**2.2.3: We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS038: Feedback email from HoS to Registrar**

Feedback sent from Head of Service to a Registrar who went the extra mile for a customer and did a marriage ceremony on Colonsay at short notice. The HoS takes time to thank and praise the Registrar for their going the extra mile (literally) approach. Shows Customer focus from top to bottom..

---

**CSS121: Excellence and Recognition Awards 2018**

The corporate Awards reflect the priority that customer focus has in the council due to the number of customer related categories. This evidence shows Customer and Support Services had 3 finalist team and solo award entries including Partnership, Innovation and Customer Service!

---

**CSS168: Benefits Team Customer Focus Evidence**

These 2 pieces of evidence demonstrate customer focus and through performance mgt. The first is the benefits staff performance scorecard for customer measures. It shows how staff performance is measured and assessed, The second piece a successful employee suggestion scheme entry improving letterheads.

**Corporate Evidence**

---

**C052: Elected Leadership Policy Lead**

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**

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**

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.

---

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

Applicant Self Assessment: Not Rated

##### **Active Evidence**

---

##### **CSS008: Employee Feedback improving new Rev&Bens System 2018**

---

When the new CRM Revenues and benefits system went live staff were asked to complete issues logs of problems/suggestions they required to be resolved. This item shows one vital staff suggestion being tracked through to successful completion.

---

##### **CSS029: Ops Working Gp CSC-Bens 2018**

---

In order to improve service given to customers the CSC and colleagues in the Benefits Service have regular low level meetings with staff representatives to plan for new changes, review processes and address issues. This is a copy of a minute from one of the recent Operational Working Group meetings.

---

##### **CSS053: Procurement Team Meetings**

---

Procurement team meetings are a key forum for employees to give input to process, system and statutory change. This evidence shows examples of actions, updates and notes where employees have given input and they have been minuted. They cover a wide range of improvement activities.

##### **Corporate Evidence**

---

##### **C031: Corporate Employee Surveys 2018**

---

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**

---

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**

---

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.

---

**2.2.5: We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS012: Collage of Employee recognition Articles 2019**

Our service makes extensive use of the council intranet and News releases to recognise team and individual achievements. this evidence is a collage of recent articles, some by the Chief Exec recognising customer service excellence.

---

**CSS121: Excellence and Recognition Awards 2018**

Evidence shows both the 3 Awards won by C&SS plus the fact that the Head of Service showed the value of customer service by praising to all staff. Similarly Customer Engagement manager re team being shortlisted for a COSLA award for Keep in the loop.

---

**CSS140: IRRV Success on the Hub**

Evidence shows an extract from Council's Hub page detailing congratulations, success and thanks to our staff. The highlighted area shows 3 members of staff being congratulated for successfully attaining IRRV qualification showing that we value the contributions they are making to the service

**Corporate Evidence**

---

**C033: Employee Recognition for CS Excellence**

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.**

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**

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

---

### 3: Information and Access

#### 3.1: Range of Information

**3.1.1: We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.**

Applicant Self Assessment: Not Rated

#### Active Evidence

---

##### CSS001: Tell Us Once Service - Leaflet

CSP Information is displayed on Corporate Signage, Notice Boards, in stands containing Leaflets and Brochures , posters etc providing information from the Council and also 3rd party providers. See also CSS025 re the Passport interview Service

---

##### CSS079: Screen Capture

All IT Assets are tagged with details on how to call the Service Desk, including the unique ID number of any device to speed and aid issues resolution. Customised Desktop Backgrounds also contain asset tags and contact details for the ICT Servicedesk which ensures users can readily contact ICT.

---

##### CSS141: New Online Claims Forms &Guidance

As part of its recent replacement of its Council Tax and Benefits System we invested in an entirely new online self-service Portal for customers that provides personalised information across the range of council tax and benefits services.

#### Corporate Evidence

---

##### C004: Your Voice Consultation 2018

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?

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

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.

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS028: Registration Fees and Charges 2019-20**

---

Registration Ceremony Packs contains detail of statutory and discretionary fees, this information is also displayed on the website. This evidence shows the fees and charges.

---

**CSS080: Internal Print Charges**

---

Print Room re-charges - table of charges

---

**CSS142: Crystal marked Council Tax & NDR Bills**

---

Our Bills are all crystal marked and include all contact details, phone, web mail. How to pay, what the charge is, how it is made up

---

**Corporate Evidence**

---

**C040: The Council's "Pay It" Facility.**

---

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**

---

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**

---

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

## 3.2: Quality of Information

### 3.2.1: We provide our customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.

Applicant Self Assessment: Not Rated

#### Active Evidence

---

##### CSS013: Netcall Multimedia Customer Engagement System

---

ABC offers no fewer than 11 different channels to customers through which they can be provided the information or service they need. These include mediated and automated channels for a variety of digital abilities. All are controlled through a Netcall system gateway that will be fully demonstrated.

---

##### CSS025: Passport interview Service 2018

---

We reviewed our info and publicity about the Passport interview Service including the display screen network video and the posters in CSP as these are most appropriate channels for the target customer.

---

##### CSS169: New ICT Service Page on the Hub

---

The Council provides a variety of guidance on the Hub on how to use ICT services including access to the Staff Wi-Fi password to allow staff to conduct their private business. A range of guides are available on how to best use key systems.

#### Corporate Evidence

---

##### C059: An Array of Channels

---

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

---

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

---

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.

---

**3.2.2: We take reasonable steps to make sure our customers have received and understood the information we provide.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS056: Procurement Satisfaction Surveys and Tender Review Forms**

The Procurement Team include a question on the information they provide in their satisfaction surveys and carry out tender reviews following tender processes which ascertain customers have understood and are satisfied with the process that we carried out on their behalf.

---

**CSS167: CSC Automated Phone Survey 2019**

Our automated telephone survey asks "Did you understand the information you received" Customers rate this on a 1-5 scale and leave freetext message if not happy. 92% of 25 respondents in our first survey were very satisfied and only 4% dissatisfied.

---

**CSS170: The Smart Assistant Service 2019**

The councils online smart assistant allows customers to self serve finding answers to common questions. The systems provides common answers but also checks to see the info given has been received & understood and if not it the customer can remit their query to an agent. Accuracy has increased in 2019

**Corporate Evidence**

---

**C005: Face to face Service Satisfaction Report**

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**

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**

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

---

**3.2.3: We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of customers.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS035: SOCITM Website Improvement Plan 2016**

---

Although the Council achieved three out of a possible four stars from our independent SOCITM website assessment we quickly developed an improvement action plan to make it even better and this was sent to CSB in July 2016.

---

**CSS036: Updated Winter Maintenance Plan**

---

Every year the council reviews its Roads winter maintenance plan and in October the CSC Meets with Roads to review and update Web Content and Disruption procedures for the benefit of Customers. This year a new Nightly forecast and gritting activity info service was introduced for customers:

---

**CSS143: New Council tax Booklet**

---

This evidence is the 2016/17 Council tax booklet. The information we provide with CT bills is reviewed annually and last year we issued key council information in this new booklet form. It covers council services, council contacts and billing details to provide a wider range of information.

**Corporate Evidence**

---

**C049: Communication, Marketing and Web Strategy 2018-20**

---

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**

---

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**

---

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.

**3.2.4: We can demonstrate that information we provide to our customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS026: Registration Checking and Remedial Action**

---

To guarantee the accuracy of Registration information provided to customers EVERY entry is checked by a 2nd employee before extracts are issued. In this registration the informant gave wrong information of the deceased, they were contacted and told if they returned it a correct one would be sent.

---

**CSS058: Procurement Lessons Learned from Helensburgh Bus Contract**

---

CSS073 shows most tender info is accurate and complete, but here concerns were raised surrounding a recent tender, which was cancelled and reviewed to ensure the information was accurate before being reissued. Bidders were informed a revised tender would be done after a lessons learned report.

---

**CSS171: Benefit Accuracy Checking Regime**

---

There is an extensive checking regime in place to ensure customers receive accurate information about their Housing Benefit entitlement. This evidence shows a quality check, an error identified AND the notice to the customer informing them of the revised outcome.

**Corporate Evidence**

---

**C044: Fixing Avoidable Contacts**

---

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**

---

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**

---

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. In FQ1 2018 there were 38/48327 contacts, info is largely accurate

---

### **3.3: Access**

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS059: Procurement Surgeries and SDP**

Events are held across Argyll and Bute, including Procurement Surgeries Supplier Development Programme workshops and free training sessions. In addition to this, Meet the Buyer events allow suppliers an informal opportunity to introduce themselves to find out more about how they can bid for work.

---

##### **CSS083: Guest and Employee Wifi Channel**

Guest Wi-Fi in rural schools - enabling Adult Learning and Literacy to deliver courses. Schools equipped with additional wi-fi access points to enable a guest wi-fi service used in Adult Literacy classes to help ensure higher levels of IT Literacy amongst our communities. Schools are used

---

##### **CSS084: Skype for Business iPhone Screen Capture IMG\_0188**

IT customers can use Skype For Business to communicate with customers and colleagues from any online location. This includes the SfB mobile phone client for offline (mobile network) connections

#### **Corporate Evidence**

---

##### **C041: Smart Assistant**

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**

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**

.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.

---

### **3.3.2: We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements, and offer better choices**

Applicant Self Assessment: Not Rated

#### **New Evidence**

---

##### **CSS150: CSC Analysis Report FQ1 2019**

This is a quarterly report analysing channel interactions from customers through CSC and identifying issues and improvements. It also goes to Chief Exec. This one highlights new Abby Virtual Asst improvement.

#### **Active Evidence**

---

##### **CSS085: Video Conferencing Analyse and reporting**

An analysis of the performance of all room based Video Conference calls is presented every month to the ICT Management Team detailing successes and failures and any resulting changes or improvements to the VC process. Example report enclosed

---

##### **CSS104: Bandwidth Analysis in Schools**

To improve digital channel services to schools ICT carried out bandwidth analysis and service availability check to determine the most appropriate circuits for each school. The SWAN contract allows upgrades to circuits where improvements in the national infrastructure allow and are affordable.

#### **Corporate Evidence**

---

##### **C043: 2018 Channel Shift Report**

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**

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**

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.

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS040: Excellent Council Marriage Rooms for Customers**

---

The Council has an excellent range of marriage rooms from traditional at Campbeltown CSP to ultra modern at Helensburgh. This is the brochure but site visits to see the excellent condition are advised.

---

**CSS041: Improved Reception Staffing Helensburgh**

---

This evidence is the successful business case to recruit additional reception resource at the new Helensburgh Office. Customers were not getting a good customer experience so the issue was addressed speedily to reduce waiting/standing time and enhance comfort.

---

**CSS086: New meeting room**

---

This evidence shows the upgrade to facilities at the ITC HQ in Helensburgh which is used by internal customers. The office now has a new meeting room, kitchen and toilet facilities for use by them and by employees.

**Corporate Evidence**

---

**C005: Face to face Service Satisfaction Report**

---

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**

---

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**

---

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.

### **3.4: Co-operative working with other providers, partners and communities**

#### **3.4.1: We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers**

Applicant Self Assessment: Not Rated

##### **Active Evidence**

---

##### **CSS087: Pathfinder North MoA for SWAN - Final [15.07.24]**

---

This is a Partnership minute of agreement for Pathfinder North partnership which has provided immense benefits to customers and partners due to significant investment in network infrastructure giving resilient high speed networking across the council area.

---

##### **CSS144: Money Skills Argyll Partnership**

---

The Council is the lead partner for the contract with Big Lottery Fund for the delivery of the Money Skills Argyll project. Money Skills Argyll is a three year, £3.75 million project which is joint funded by European funds and the Big Lottery. and includes an number of third sector partners.

---

##### **CSS145: Money skills Argyll back to back contracts**

---

This diagram shows a new service allowing 700 NHS staff to access the Council's Carefirst system securely. Its secure posture checking system ensures Health based devices meet acceptable security standards before accessing Council systems. It aims to deliver a one stop patient - partner assessment.

##### **Corporate Evidence**

---

##### **C048: Community Planning Partnership**

---

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**

---

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**

---

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

---

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

Applicant Self Assessment: Not Rated

**New Evidence**

---

**CSS139: SLA with NHS re Blue Badge Assessments**

The CSC has a new SLA with NHS partners who do mobility assessments for our blue badge service. This stipulates timeliness and quality in terms of resources, information transfer, system access, data handling etc. See Section 7 Summary of Service.

**Active Evidence**

---

**CSS042: Award Winning Passport Service Partnership**

Passport Interviews are carried out within 7 Service Points to facilitate process in Rural Communities for first applicants to avoid travel to Glasgow Office. The contract shows clear responsibilities and regular audit to maintain quality; hence it won gold Excellence Award in 2018/19.

---

**CSS145: Money skills Argyll back to back contracts**

Evidence is the contract in relation to the ESF/BLF project Money Skills Argyll. The Council were the lead contractor and subcontracted to 8 partner organisations providing them with clear roles and responsibilities and accountability for delivering the MSA Project. Back to Back contract attached.

**Corporate Evidence**

---

**C066: CPP Progress Bulletins**

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**

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**

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.

---

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS060: Procurement Community Benefits delivered through tenders**

---

Community Benefits Clauses (CBCs) provide a method of including social, environmental and economic matters in contracts for the supply of goods, services or works. This report details the achievements during 2015/16. Delivery of CBCs is reported quarterly to our Procurement Board.

---

##### **CSS147: Welfare Videos Signposting Additional Help**

---

Customers contact the council for council specific financial assistance like housing benefit, but we use this as an opportunity to signpost them to external assistance (CSS145/146) and provide videos on display screens and the website that provide guidance and where else to get financial support.

---

##### **CSS172: Collage of community focused Charitable Activities.**

---

Customer and Support Services employees use workplace participation to fund raise for a number of charities (local and national community based) with the support of the council they use the intranet and email service to enlist support. This evidence is a montage of some recent examples.

#### **Corporate Evidence**

---

##### **C027: Customer Driven Community Improvements**

---

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**

---

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.

---

## 4: Delivery

### 4.1: Delivery standards

#### 4.1.1: We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.

Applicant Self Assessment: Not Rated

#### Active Evidence

---

##### CSS023: Registrar General's Report 2015

National registrars of Scotland carry out annual audits and collate statistics on all LA's published annually. The National Target for Registration Accuracy is 98% and ABC has averaged 98.04% over the past 6 years.

---

##### CSS078: PSN Certificate & Cyber Essentials Plus Certificate

Our ICT security infrastructure is measured against the rigorous national standard for the Public Services Network, with annual accreditation. This evidence is our current certificate of compliance. <https://www.gov.uk/government/groups/public-services-network> Fully Compliant for 2018

---

##### CSS148: CIPFA and DWP PIs

Our Local Tax and Benefit administration performance is benchmarked with other Scottish LAs and stats are compared nationally through the CIPFA stats returns shown in this evidence. It is also reported locally in the Pyramid scorecard.

#### Corporate Evidence

---

##### C013: Departmental Reporting Against ABOIP Targets

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

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

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

---

**4.1.2: We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.**

Applicant Self Assessment: Not Rated

**New Evidence**

---

**CSS057: Registration Accuracy Performance Monitoring**

---

This evidence shows the Registration Accuracy being monitored in the council's pyramid system and reported nationally to NRS who publish it to the public in a benchmark table. We exceed the national average for accuracy (97.99% vs 97.85%).

**Active Evidence**

---

**CSS061: Head of service bulletin(smt procurement bulletin pdf) and SMT procurement bulletin**

---

Community Benefits Clauses (CBCs) provide a method of including social, environmental and economic matters in contracts for the supply of goods, services or works. This report details the achievements during 2015/16. Delivery of CBCs is reported quarterly to our Procurement Board.

---

**CSS149: Council Benefit Performance on Website and Pyramid**

---

This evidence shows performance for Benefits speed of processing and change of circs reported on Pyramid.

**Corporate Evidence**

---

**C013: Departmental Reporting Against ABOIP Targets**

---

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**

---

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**

---

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.

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS034: Case Study - System Failure CSC 2018**

The CSC has quarterly SLA meetings with Services to review performance and to set standards Meetings are minuted and this evidence is an example where at items 3/4 action was taken on abandon rates and Average answer times. See also CSS020 for an actual SLA with agreed standards.

---

**CSS123: Customer and Support Services Service Plan Target Consultation 2017-18**

This evidence shows employees being consulted on the reviewing and setting of targets for the year ahead. It is an email from the Head of C&SS to staff seeking their input. Also attached is a snapshot of the outcome of the consultation, which is targets in the Annual Service Plan.

---

**CSS173: Colonsay CSP Review and New SLA 2016**

The service provided at Colonsay CSP in partnership with Colonsay Community Development Company was reviewed in 2016 and a customer survey was done to inform the review. This evidence shows the survey and new SLA which covered review of service standards.

**Corporate Evidence**

---

**C004: Your Voice Consultation 2018**

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**

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**

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

---

## 4.2: Achieved Delivery and Outcomes

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

Applicant Self Assessment: Not Rated

#### Active Evidence

---

##### CSS030: Marriage and Ceremony Guidance

---

Marriage packs and wedding brochures are issued to prospective couples with regard to marriage ceremonies held within Argyll & Bute, providing details of what they can expect. Ceremonies Facebook site and Website also gives on demand information.

---

##### CSS062: Procurement Manual

---

The Manual clearly sets out what customers/suppliers can expect regarding procurement processes/service via a number of channels and it is widely available with FAQs which shows what customers can expect from us. The manual is reviewed regularly and includes consultation.

---

##### CSS151: Scottish Welfare Fund Website

---

Updated SWF Website - how and when will I be notified elements plus change to tier 2 appeals now being taken by SPSO and also links to Myth Busting information sheet at Scot Govt.

#### Corporate Evidence

---

##### C010: Customer Service - Customer Consultation Report

---

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

---

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

---

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.

---

**4.2.2: We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS032: New Registration Service Satisfaction Survey 2018-19**

In 2018/19 we implemented a new satisfaction survey for the Registration Service and this showed 98.5% of 67 respondents were very satisfied but also see <https://www.argyll-bute.gov.uk/marriage/content/testimonials#overlay-context=content/testimonials>

---

**CSS063: Procurement Tender Review Feedback comments**

Tender review forms are issued to the customer at conclusion of the tender process to ensure feedback is received as quickly as possible and that their experience working with us has been positive. Any lessons can be learned for future processes through the qualitative feedback provided.

---

**CSS117: ICT Satisfaction Comments and Performance Scorecard**

The Satisfaction Survey is an opportunity for customers to score and comment on the IT Service. KPI scores are out of 7 and customers can use a free text comment box. We received 303 comments with most of our customers positive about outcomes; a view supported by the recent ICT performance scorecard

**Corporate Evidence**

---

**C005: Face to face Service Satisfaction Report**

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**

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**

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.

---

**4.2.3: We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS070: Procurement PCIP Score**

We participate in the National Scotland Excel Procurement Capability Assessment to compare our performance with and learn from other councils & public bodies to improve conformance and practice. This evidence shows the outcome of that benchmark (We are top band F!) and areas we are seeking to improve.

---

**CSS091: Socitm benchmarking SMT Oct 2015v2**

We've participated in the Scottish Socitm Benchmarking club since 2005. The Socitm process is recognised as the most effective and reliable means of benchmarking performance for Scottish Local Authority ICT Departments. This report shows us in top 25% in UK and improvement based in better training.

---

**CSS152: CIPFA DWP and IRRV Benchmarking of Performance**

Benefits team benchmark using CIPFA stats, DWP comparative performance stats and at IRRV and we use these inputs to identify best practice and refine service delivery. Yellow highlights show this for collection rates, Scottish Welfare Fund and cost of collection where we excel despite our geography.

**Corporate Evidence**

---

**C045: Scottish Local Gvt Digital Partnership**

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**

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**

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.

---

**4.2.4: We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS064: Procurement GO Awards Submissions**

This evidence shows how our learning from procurement best practice led to us being shortlisted in 4 categories of the Scottish 2016 GO awards; being commended in Team of the Year. Our approach was publicised on the GO website and through follow up contacts with councils who wanted to learn from us.

---

**CSS092: Argyll Bute - PCI Scoping Study v3.0**

This evidence shows a Consultant guided us through the complex accreditation process and produced a report advising on the route we should take. We used that expertise and achieved full compliance (see evidence CSS078)

---

**CSS153: Use of Consultants to Improve Benefits Service**

The Benefits Team used ex DWP expert consultant John Giblin to review the Fraud Error Reduction Incentive Scheme. We learned from external best practice and implemented a number of improvements. This evidence shows that learning in a slide show at a team day and were shared via IRRV.

**Corporate Evidence**

---

**C046: National Innovation Exchange**

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**

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**

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.

---

### **4.3: Deal effectively with problems**

#### **4.3.1: We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.**

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS034: Case Study - System Failure CSC 2018**

This case study shows a time when performance monitoring showed there had been a system failure that stopped 46 customers getting new bin calendars, corrective action and a letter of thanks.

---

##### **CSS094: CSS094 - ICT Issues Management**

This shows how ICT deals effectively with system performance issues; both tactically and in a planned way. The 1st is a broadcast to customers notifying an outage and that staff will be kept up to date. The 2nd is a report on perceived issues with LyncVC and steps to address these and stop recurrence.

---

##### **CSS124: Minutes of C&SS Performance Monitoring Meeting**

Minutes of monthly monitoring meetings that takes place in respect of performance. Also monthly report to Policy Lead Councillor with performance exceptions and an example measure that's dipped below target and the comment against it on our Pyramid Mgt system explaining steps taken to address it.

#### **Corporate Evidence**

---

##### **C113: Using CRM Customer Info For Proactive Engagement**

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**

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**

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

---

**4.3.2: We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.**

Applicant Self Assessment: Not Rated

**New Evidence**

---

**CSS069: Anatomy of a Chief Executive Complaint**

---

Sometimes customers short circuit the Corporate system by appealing direct to the Chief Exec. This is an example of a C&SS complaint showing speed of resolution and commitment to sort the complaint and underlying issues.

**Active Evidence**

---

**CSS033: Complaints Guidance Bulletin 5 2018**

---

The corporate complaints management system is managed on the CRM and it is regularly reviewed and updated to review effectiveness. This is an example of a guidance bulletin issued to Complaint Controllers, detailing improvements and bug fixes. It is the 5th such bulletin since 2016

---

**CSS125: Complaints log and Example of a complaint**

---

Customer and Support Services uses individual complaints logs to manage complaints effectively and speedily as back up to the corporate Oracle system. This is an example of the 2019 complaints log and example of a complaint resolved in target time through it.

**Corporate Evidence**

---

**C062: Corporate Approach to Complaints Mgt**

---

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**

---

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**

---

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.

---

**4.3.3: We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS033: Complaints Guidance Bulletin 5 2018**

The corporate complaints management system is managed on the CRM and it is regularly reviewed and updated to review effectiveness. This is an example of a guidance bulletin issued to Complaint Controllers, detailing improvements and bug fixes. It is the 5th such bulletin since 2016.

---

**CSS127: Annual complaints Performance Report 2015-16**

This is the Annual Complaints Report For 2015/2016. It shows how staff are empowered to deal with mistakes by the fact that 265 were investigated at stage 1 and 138 were fully or partly upheld by those officers with Appendix 2 detailing the corrective actions they instigated to put things right.

---

**CSS154: Example of staff empowered to resolve a complaint in Revs and Bens**

This complaint response to a customer was written by a manager who attended the ABC Manager Complaints training and shows her empowered to remove a summary warrant and to instigate training for CSC agents on a stages in the dent recovery process. It fully explains the decision in an objective way.

**Corporate Evidence**

---

**C023: Customer Care Training**

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**

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**

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.

---

**4.3.4: We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS065: Procurement Lessons Learned**

The Procurement Team, as part of good practice and PCIP requirements, report on best practice/lessons learned at team meetings and to Procurement Board to show continual improvement of services. The specific examples provided have arisen from customer feedback.

---

**CSS095: Improving Services from Complaints -Council tax**

This evidence shows how we used complaints about for charging double Council Tax on Empty properties to review and update our policy, thus reducing future complaints on the matter..

---

**CSS128: Annual Complaints Report to Members**

This is the most recent annual report on complaints received via the corporate complaints system for elected members. It details volumes, issues and improvement actions. It is also publicised on the Website <https://www.argyll-bute.gov.uk/do-it-online/comments-and-complaints>.

**Corporate Evidence**

---

**C020: Automated Complaints process Satisfaction Survey**

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**

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**

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.

---

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

Applicant Self Assessment: Not Rated

##### **New Evidence**

---

##### **CSS090: 2019 Complaint Process Improvement Example**

This evidence shows how we recently improved the complaints procedure so we could link post complaint survey feedback to actual complaint cases and analyse it more effectively to ensure resolution and improvement actions were completed. It shows the email trail leading to improvement and analysis.

##### **Active Evidence**

---

##### **CSS033: Complaints Guidance Bulletin 5 2018**

The corporate complaints management system is managed on the CRM and it is regularly reviewed using insight and updated to review effectiveness. This is an example of a guidance bulletin issued to Complaint Controllers, detailing improvements and bug fixes. It is the 5th such bulletin since 2016.

---

##### **CSS174: Minutes of Complaints Managers Meetings**

Complaints Managers from each Dept. meet quarterly to review complaint handling performance, to review the processes and take account of customer led comments and from staff who deal with complaints. These minutes show the outcomes of those meetings and the continual improvement actions documented.

##### **Corporate Evidence**

---

##### **C020: Automated Complaints process Satisfaction Survey**

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**

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**

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.

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS129: Feedback from Customer on complaints**

---

In addition to an automated survey Emails showing we asked customers if outcome was ok for them C&SS officers often contact the customer to check that the outcome and process has been satisfactory. These are some real examples.

---

**CSS130: C&SS Complaint Resolution and Complainant led service improvement.**

---

Following the CSE Pre-Assessment C&SS implemented a new automated complainant survey for ALL corporate complaints. Every complainant can now tell us their thoughts on the process as well as service improvements. See item 2 in the attached and the fact the customer can say if it was satisfactory.

---

**CSS175: Survey Analysis and Feedback to Complaint Managers**

---

Outcomes of Complainant feedback on the complaint process (CSS130) is regularly collated and analysed and the findings sent to the Complaints Managers Meeting for a decision on improvement actions, this evidence shows collated results and suggested process

**Corporate Evidence**

---

**C020: Automated Complaints process Satisfaction Survey**

---

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**

---

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**

---

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!

---

## 5: Timeliness and Quality of Service

### 5.1: Standards for Timeliness and Quality

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

Applicant Self Assessment: Not Rated

#### Active Evidence

---

##### CSS066: Procurement Creditors and Commissioning Pyramid reporting of invoices paid in 30 days

---

We aim to pay our suppliers within 30 days and have set a target for 2017/18 of 94.5%. Included screenshot showing us exceeding target of 94%. This is monitored monthly and is broken down by department so any problem areas can be identified. Pyramid can be shown at assessor visit.

---

##### CSS096: OCT Fix Time and VC OFFICIAL

---

ICT has a challenging 4hr average fix time covering incidents, problems and service requests. We then report our actual performance against that target time every month in Pyramid - Time to fix figures. This evidence shows improving performance and target achievement.

---

##### CSS155: SWF Targets

---

This evidence shows the range of targets set to ensure timeliness of response and processing for Scottish Welfare fund - these are reported on the council website and in Pyramid.

#### Corporate Evidence

---

##### C009: CSC Telephone Satisfaction Survey 2018

---

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

---

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

---

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.

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS017: Website performance report FQ1 2019**

---

Each Quarter the Webteam produce a comprehensive performance report including quality, satisfaction, accessibility etc and this is published to customers, members and CSB.  
Note new format for 2019

---

**CSS107: Corporate Mail handling Closure report v03 20161027**

---

ICT sets high quality standards for their ICT Projects that are detailed in Project initiation Documents and then reported against in End Project Reports. This evidence is a typical ICT End Project Report with project success indicators including Quality and delivery against planned outcomes.

---

**CSS176: Sheriff Officer Standards**

---

The council contracts Walker Love Sheriff Officers to collect debt for council tax etc and this evidence shows the quality standards included from the tender through to the live code of conduct covering everything from quality of dress to letters to info provision.

**Corporate Evidence**

---

**C005: Face to face Service Satisfaction Report**

---

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**

---

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**

---

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.

---

## 5.2: Timely Outcomes

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

Applicant Self Assessment: Not Rated

#### New Evidence

---

##### CSS139: SLA with NHS re Blue Badge Assessments

---

The CSC acts on behalf of all major services and has detailed SLAs to set excellent levels of service for quality and timeliness. This new one with NHS complements those at CSS042, CSS020.

#### Active Evidence

---

##### CSS017: Website performance report FQ1 2019

---

Each Quarter the Webteam produce a comprehensive performance report including quality, satisfaction, accessibility etc and this is published to customers, members and CSB. Note new format for 2019

---

##### CSS155: SWF Targets

---

SWF Performance is reported in Pyramid and on the council website in the customer and support services annual performance review on page 2 under business outcome 04.

#### Corporate Evidence

---

##### C042: Easy read charter

---

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

---

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

---

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.

---

**5.2.2: We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS067: Procurement Contact details on webpage and monitored inbox**

Procurement section of website contains relevant contact details of appropriate officers so they are easily identified by area of responsibility and contactable by either telephone or email. Monitoring of Procurement inbox - queries directed to most relevant member of the team.

---

**CSS097: Service Desk call logging message-5322716**

We take full details from callers and log them in the TopDesk system before allocating the call to the most appropriate IT group.

---

**CSS157: 2 tier triage for customers in USDL trial**

The focus of the USDL trial was a 2 tier triage process designed to identify customer money management needs immediately and how they could then be satisfied by the partner organisations taking part. See section 2 para2 for triage details and how customers are directed to the appropriate resources

**Corporate Evidence**

---

**C006: Website Accessibility Report and Guidance**

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**

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**

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.

---

**5.2.3: We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS031: Data Sharing With the Improvement Service**

This year TIS asked us to do a data sharing and matching exercise with data they held to track down 15,000 customers in our area who were due to receive a new NEC card. Over 12,000 cards were automatically issued as a result, thus these customers did not have to manually re-apply

---

**CSS044: Collaborative process for clothing grants and FSM.**

To minimise the need for customers to produce evidence of eligibility for Clothing Grants and Free School Meals the Benefits Service and CSC collaborate to issue a mailshot to parents who prequalify. This is that procedure and an extract from the data file.

---

**CSS158: Data sharing between Revenues and Benefits**

This evidence is of information sharing between council tax and benefit service to register properties and ensure that benefit can be processed quickly and new tenancies can be registered promptly. Also Death notices from Registration to Ctax so liabilities can be ended to minimise distress.

**Corporate Evidence**

---

**C075: TellUs Once**

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**

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**

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.

---

**5.2.4: Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS068: Procurement timetable**

---

When a tender is advertised a procurement timetable is published. This contains indicative dates for contract award and performance of the contract.

---

**CSS099: ICT Service Desk Customer Update System - Example**

---

The ICT Servicedesk has an advanced automated system to acknowledge issues raised by users, give them a unique reference and track and provide update all activity on that call. This is an example showing that the customer has been provided a comprehensive update and next steps.

---

**CSS159: Complaint and Appeal email example**

---

e-mail exchange with customer about complaint and appeal to VAC" shows it was responded to with timescales and advising the customer of the overall process and formal options available to try and resolve his query. Due to confidential nature this will be shown to assessor on the day.

**Corporate Evidence**

---

**C017: Argyll and Bute Customer Service Charter**

---

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**

---

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**

---

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.

---

**5.2.5: We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS024: Keep in The Loop Outreach Service**

The council introduced a new pro-active notification service 'Keep in the loop' it allowed customers to subscribe to different types of services and the most popular £5.5k subscribers is the Service Disruption service and its linked to CRM so we can segment by location etc. so notifications are sent

---

**CSS110: IT Service News disruptions and Top Desk Actions**

Alert emails to all users from ICT notifying them of a significant service outage and the steps taken to rectify it. History of email updates enclosed. These are sent for all significant ICT issues affecting multiple users.

---

**CSS160: Benefit Processing Delays**

Minute of Welfare Reform Working Group 30.5.18 - item 56 page 3 shows there were issues processing Housing Benefit Payments resulting in delays for Customers. The Head of Service advised RSL's of progress and that additional resource was being recruited to speed up processing and fix delays.

**Corporate Evidence**

---

**C041: Smart Assistant**

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**

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**

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.

---

### 5.3: Achieved Timely Delivery

#### 5.3.1: We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.

Applicant Self Assessment: Not Rated

##### Active Evidence

---

##### CSS045: CSC Analysis of Longest Calls

---

In addition to real time performance management a monthly analysis meeting is held to drill down into stats, identify issues and agree and implement improvement actions. This evidence shows stats and actions from July 2018 meeting.

---

##### CSS111: ICT Performance Monitoring - Quality of Service

---

Planning service were experiencing performance issues for RDS users in Uniform. This evidence shows the steps ICT took to investigate and resolve the issues to the Customer's satisfaction

---

##### CSS161: Remedial performance actions in revs & bens

---

This evidence shows how we monitor and comment on dips in performance and lower level actions taken to improve this in revs and Bens

##### Corporate Evidence

---

##### C005: Face to face Service Satisfaction Report

---

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

---

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

---

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,

---

**5.3.2: We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.**

Applicant Self Assessment: Not Rated

**Active Evidence**

---

**CSS017: Website performance report FQ1 2019**

Each Quarter the Webteam produce a comprehensive performance report including quality, satisfaction, accessibility etc and this is published to customers, members and Customer Service Board. See also 5.2.1

---

**CSS039: CSC Performance Scorecard FQ4 2019**

This evidence shows the Scorecards and the measures for timeliness and quality across all C&SS services published on Pyramid in FQ4 2019 and so to the P&R Committee whose reports are on the web and in the PPF part of the website.

---

**CSS162: Housing Benefit Speed of Processing**

Actual performance in benefits processing against time (speed of processing) & quality (accuracy) standards on the service plan and those achieved by other councils are recorded in a spreadsheet as evidence.

**Corporate Evidence**

---

**C013: Departmental Reporting Against ABOIP Targets**

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**

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**

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

---

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

---

##### **CSS023: Registrar General's Report 2015**

---

This evidence shows the excellent quality of the registration work done by Argyll and Bute registrars, not only in itself but compared to other councils, with a very low error rate and appreciation by customers.

---

##### **CSS070: Procurement PCIP Score**

---

The Procurement and Commercial Improvement Programme (PCIP) assessment took place in June 2016. It includes a benchmark of our performance for quality of contract development and management against 16 councils. Only 6 INCLUDING ARGYLL AND BUTE GOT THE TOP F1 MARK

---

##### **CSS163: DWP Benefit Processing Statistics**

---

These national DWP stats show we average 6 days to process change in circs- 6th shortest of 32 Scottish LAs and 2 days less than the national average of 8 days. For new claims it takes an average of 19 days to process; also inside the top 10 nationally and 3 days quicker than the national average

#### **Corporate Evidence**

---

##### **C107: SOCITM Feedback and Our Response**

---

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**

---

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**

---

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