



Assessment Report
Customer Service Excellence

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

Successful
21 September 2018

Assessment Summary

Overview

Overall Self-assessment	Unprocessed
Overall outcome	Successful

RP1 - 2018: 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. It is clear from presented evidence, observation of service delivery and discussion with stakeholders, partners and staff that all in CSS are fully customer focused and deliver an exceptional service. The assessor was once again extremely impressed with the commitment to customer service across all parts of CSS and commend all for delivering such a high level. Five new areas were identified as excelling beyond requirement and were awarded compliance plus ratings and the existing four ratings were maintained. CSE accreditation is therefore very well deserved.

1: Customer Insight

Criterion 1 self-assessment	Unprocessed
Criterion 1 outcome	Successful

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

RP1 2018: In-depth understanding of customer characteristics continues to be gained through extensive and impressive channels and processes. The engagement and consultation with a wide range of customer groups, stakeholders and partners is impressive and the gathering of the data, subsequent analysis and publishing is extremely thorough and professional through channels such as web pages, facebook and instagram. Consequently, compliance plus ratings are awarded at 1.1.1 and 1.2.1. Delivering first class services and obtaining high levels of customer satisfaction remain top priorities. A comprehensive range of standards are set and outcomes are measured and analysed systematically and thoroughly. Although the 90% overall satisfaction target remains in place many areas show performance well above this figure.

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.

RP1 2018: The customer service culture and expectations set at corporate level are clearly applied with significant encouragement from the CSS senior team. This is appreciated by staff, who are clearly motivated, and also commented upon by stakeholders met. Consequently 2.1.1 attracts a compliance plus rating. All customers are treated fairly through sound systems and procedures but also with sensitive service delivery. Several policies and procedures are in place to recruit, induct and develop customer focused staff. Existing staff are fully committed to providing a high level of customer service delivery. Staff are also willing to engage with customers and use the insight gained to improve service delivery. This has included some demanding project work, which has enhanced skills and potential.

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.

RP1 2018: A wide range of information continues to be provided through several channels, in ways that meets customer needs including developments within social media, on-line provision and interactive service, liaison with the Passport Agency, new promotional information within the Registration Service, ICT assistance to internal customers and the provision of WiFi facilities. Consequently 3.2.1 attracts a compliance plus rating. Access to services remains first class and facilities such as Procurement Surgeries and Skype add to the level of service delivery. The compliance plus at 3.3.1 therefore remains in place. Arrangements with partners and other providers are outstanding and considerable very positive feedback was provided to the assessor during discussion. There are clear customer benefits with all such arrangements and 3.4.1 is allocated a new compliance plus rating. Considerable effort continues to be made to evaluate the success of access channels and the compliance plus at 3.3.2 remains in place.

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.

RP1 2018: Meaningful and robust performance standards remain in place, including those for statutory and national requirement. Customer expectations at the outset of service delivery are extremely well managed across all parts of the business. However, it is noted that specific efforts have been made to enhance the range of facilities within Registration with regard to marriage and ceremony options. Consequently, the existing compliance plus rating 4.2.1 remains in place. The willingness to identify dips in performance remains very proactive, which includes publication of the existing problems and actions taken. There is also a willingness to learn from others and the ethos of Listen, Learn and Fix is applied across the business.

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.

RP1 2018: Appropriate standards remain in place for the timeliness and quality of customer service delivery. This applies to core activity as well as joint working arrangements with partners and other providers. Monitoring of performance against each standard remains very thorough and professional through a variety of channels, including the use of technology. Service provision at the first point of contact remains outstanding and there is a real sense of commitment by staff in delivering such high level service. Consequently the previous compliance plus at 5.2.2 remains in place.

1: Customer Insight

1.1: Customer Identification

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

Applicant Self Assessment: Not Rated
Compliance to Standard: Compliance Plus

Active Evidence

CSS013: Netcall Multimedia Customer Engagement System	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C113: Using CRM Customer Info For Proactive Engagement	Assessor Acceptance:	Yes
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The council CRM holds comprehensive data on every customer in A&B and the reasons they have been in touch. We use those characteristics to send targeted communications about service disruption and service changes, events and other beneficial information. Reports help us identify potential target groups

C002: Website Demographic Data Resource	Assessor Acceptance:	Yes
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The council's web site has a wealth of demographic data re population change over time and that helps all Services plan budgets & activities, e.g. Adult Care and is also made available to customers so they can use it when making grant applications etc. This example shows segmentation by area & by age

C001: Website Visitor Report 2017	Assessor Acceptance:	Yes
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Analysis of visitor usage of the website gives us an insight into activities that can inform future developments & ongoing improvement. This evidence is of our quarterly analysis of website usage with demographic breakdown by gender, age, channel preference etc that goes to the Customer Service Board

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

In addition to corporate processes CSS use a variety of methods to gaining extensive knowledge and understanding of current customer groups. Data is well documented, analysed and segmented to show the information relevant to all current customer groups.

RP1 - 2018: An extensive range of data is gathered through very professional and innovative channels. In addition considerable effort is made to segment and analyse the data to show an increasing knowledge of customers, customer groups and a lot of detail on needs and preferences. This approach is steered by a very dedicated team within CSS and the effort is recognised by a compliance plus rating.

Evidence Value: Fully Met

1.1.1.2: and potential customer groups

A lot of work is done to identify potential customer groups, particularly through the Registration Demographic data, but also with close relationships with other partnership providers such as the schools co-ordinator.

RP1 - 2018: In addition to the problems presented by the geographical spread of population across Argyll & Bute close monitoring of demographics is maintained to identify shift and developments. A lot of work is done to review Registration and School data to identify future trends for service requirement.

Evidence Value: Fully Met

1.1.1.3: based on recent and reliable information.

All outcomes from the extensive customer insight research, documentation and analysis is based on current and very meaningful activity.

RP1 - 2018: There is certainly a wealth of very current and reliable information created and available for analysis and effective use.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS024: Employee beta Testing of New MyAccount Channel 2016 Assessor Acceptance: Yes

The council introduced a new personalised, authenticated Web Account for customers called MyAccount and to fully test it before launch we invited all council employees to try it as they represent a cross section of customer groups. Over 200 did and their feedback resulted in changes to look, feel etc

CSS072: Meet the Buyer Procurement Events Assessor Acceptance: Yes

In 2016 Procurement held 3 Meet the Buyer events across Argyll to assist and learn from companies who would like to bid for council services. This report details the events and the actions taken as a result e.g. section 3.5 notes the new supplier training put in place.

CSS131: Welfare Reform USDL Trial Assessor Acceptance: Yes

USDL trial outcome report, detailing the service designed after developing feedback from surveys, interviews and work with focus groups. These reports summarise the feedback and the actions then taken e.g. at section 2.1 we identified the new triggers now used to offer services to customers in need.

Corporate Evidence

C004: Customer Consultation and Local Agreements Assessor Acceptance: Yes

The 'Have Your Say' page of the website signposts the different ways customers can influence services in Argyll and Bute; e.g through consultation so we can understand needs. The consultation Diary shows customer consultation opportunities & historic ones and their outcomes including an Action Plan.

C025: Customer Care Toolkit Assessor Acceptance: Yes

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

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

We used customer insight about our customer groups to launch a multimedia budget consultation to inform the council's spending choices. This resulted in the most successful response ever with 1700 people participating. This report summarises the outcomes and the changes made to meet citizens' needs.

1.1.2.1: We have developed customer insight about our customer groups

The Meet the Buyer Procurement events, Welfare Reform USDL and My Account Channel provide very useful platforms to gain relevant customer insight, which is used extensively to identify areas for service delivery improvements including cutting costs substantially for Argyll and Bute Council.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.1.2.2: to better understand their needs and preferences.

Some very useful feedback from the activities outlined at 1.1.2.1 is analysed very professionally and used to make positive improvements across all aspects of the business. However particular emphasis is drawn to the impact of the Meet the Buyer Procurement events. This has enhanced service delivery outcomes considerably and particular praise from this activity was highlighted to the assessor during discussions with stakeholders, partners and service users.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS018: 2016 SLA to provide services and support to Colonsay. Assessor Acceptance: Yes

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) Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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

C005: Face to face Customer Surveys Assessor Acceptance: Yes

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

C006: Website Accessibility Report and Guidance Assessor Acceptance: Yes

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

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

The council area includes part of the Gaelic speaking heartland of Scotland so we make extra efforts to ensure their needs are met. This evidence shows the consultation that took place re the new Gaelic Action Plan and the actual Plan that was then developed, including new Gaelic greetings.

1.1.3.1: We make particular efforts to identify hard to reach

The geographical spread of Argyll and Bute Council customers makes it particularly difficult to reach all customer groups. However considerable effort is made to reach all groups through a wide variety of access channels. The spread of channels demonstrated to the assessor during the visit is impressive. This includes the work done to identify hard to reach,...

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.1.3.2: and disadvantaged groups and individuals

... and disadvantaged groups and individuals. The work with the Employability Hubs and ICT development for schools are very good examples where specialised needs are met. These activities are not just one-off initiatives but are used systematically to maintain the on-going interaction with vulnerable customer groups and individual customers.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

The specific development of digital access to schools and care facilities in remote areas is a good example of improving services. Customer feedback on these developments has been very positive and commented upon during discussions with the assessor.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.2: Engagement and Consultation

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS019: Registration Service Customer Engagement Improvement Strategy	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C008: Community and Customer Engagement Strategy	Assessor Acceptance:	Yes
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The council's principle structured approach to engaging customers is through the Community Planning Framework. Community plans then feed into the Corporate Plan and outcomes. This evidence shows the Community Planning resources on our website including a Community Engagement Resource pack.

C115: Assisted Digital Strategy 2016-19	Assessor Acceptance:	Yes
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The council uses digital media to engage and involve customers but it recognises that not all have access to or can use digital media. Our Assisted Digital Strategy shows how we will help digitally disenfranchised customers by providing support appropriate to their needs, e.g. outreach support.

C112: Corporate Social Media Policy 2016	Assessor Acceptance:	Yes
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Social Media is an increasingly important way of engaging and informing customers and increasing it was part of our Customer Service Strategy. This is a copy of the corporate policy stating when it should be used and how it is managed to ensure effective, secure and appropriate engagement.

1.2.1.1: We have a strategy for engaging and involving customers

All main wings of the organisation have their own specific strategies for engaging and involving customers. This includes Procurement, Registration and ICT. It is clear from review of evidence that the strategies are robust and effective. Comment from stakeholders, service users and staff met also confirms the extent to which engagement and involvement is crucial to delivering a high level of customer service.

RP1 - 2018: The strategies already in place have been deployed to not only maintain the high level of engagement and involvement, but to exploring new and more in-depth avenues, such as

Evidence Value: Fully Met

1.2.1.2: using a range of methods

In addition to traditional methods of engagement such as forums and surveys other innovative ways are used. The ICT Portals and My Account facilities, both demonstrated to the assessor, show the willingness to engage with customers in ways that reach customers across a geographical area that is difficult to reach.

RP1 - 2018: the use of Facebook, Web page testimonials and Instagram. This has not impacted on the existing channels, but indeed has opened up fresh and more direct dialogue with customers and partners. This development was particularly praised by stakeholders and partners met.

Evidence Value: Fully Met

1.2.1.3: appropriate to the needs of identified customer groups.

The flexibility of channels used to reach customers and to engage with them is expertly used to provide the appropriate channel. Although technology provides a major route, traditional methods are also used to reach customers who prefer facilities such as face-to-face.

RP1 - 2018: Overall, the very professional and dedicated approach to engagement and involvement is a very strong feature across all parts of the business and at all levels. Managers and staff met displayed considerable commitment to ensuring this high level of activity and merits a compliance plus rating.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS002: Outcome of Members Sounding Board 2016	Assessor Acceptance:	Yes
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This evidence is the Agenda and "You Said, We Did" Outcome form a consultation with a sounding board group of elected Members regarding the functionality they wished to see for their Councillor Casebook customer management system, this has now been fully implemented as per their requirements (demo)

CSS114: ICT GAMP Emerging Priorities	Assessor Acceptance:	Yes
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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: Universal Service Project Learning Event Presentation	Assessor Acceptance:	Yes
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USDL trial outcome presentation, detailing the service designed on the back of feedback from surveys, interviews and work with focus groups.

Corporate Evidence

C010: Customer Service - Customer Consultation Report	Assessor Acceptance:	Yes
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In November 2014 the Council consulted customers specifically on how it delivers customer service, standards, channels etc. This report from Feb 2015 analyses the responses from nearly 600 customers and was used to develop the new Customer Service Strategy and Action Plan (Evidence C011).

C011: Customer Service Strategy 2015-19	Assessor Acceptance:	Yes
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This criterion requires evidence of how Customer input shapes policy etc, so the evidence attached is the new Customer Service Strategy that was the direct result of the feedback from the CS Survey (C010), so it incorporates many of the insights customers gave us e.g. new pledges in the CS Charter.

C114: 2017/18 Corporate Budget Consultation Outcomes	Assessor Acceptance:	Yes
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In late 2016 the council consulted all its citizens on how they thought it should spend money to prioritise and improve services. 1700 responded and this report shows the positive changes made as a result. The report is available on the website and was the subject of a news release.

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

It is clear from presented evidence, observation of service delivery and comment from staff, stakeholders, partners and service users that all aspects of consultation and engagement are fully integrated across all parts of the organisation. Outcomes are logged in considerable detail and discussed at all levels of management and with stakeholders

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

In addition to providing appropriate reports to internal customer groups and stakeholders, outcomes from consultation and engagement are published to the wider public customer base across Argyll and Bute. The level of activity was commented upon during discussions with stakeholders, partners, staff and service users.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS003: CSC/P Automated Customer Survey 2018 report	Assessor Acceptance:	Yes
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The business case for new customer engagement systems for the CSC recognises the old system is not fit for purpose and it included new technology for automated customer consultation and satisfaction surveys. This evidence shows extracts from the BC and the handover of the implemented service to CSC.

CSS134: HB Overpayment and Debt Recovery Strategy	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C012: Commitment to Community Engagement	Assessor Acceptance:	Yes
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The council's community planning partnership is central to getting local communities to input to the Council's strategic planning. Following a review of the CPP effectiveness the council changed its approach and had a dedicated Community Planning Team with more FTF meets so communities had a voice.

C013: Single Outcome Agreement	Assessor Acceptance:	Yes
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The single Outcome agreement 2013-19 details what the council pledges to achieve on behalf of its communities and in partnership with police, NHS etc. Pages 26-29 detail the huge input from communities to the SOA Plan and P.12 states "this approach will be backed up by Plan, Do, Check, Act cycle."

C014: Review of Citizen's Panel Arrangements 2017	Assessor Acceptance:	Yes
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The council recruits 1200 demographically representative volunteers from across Argyll and Bute to be a sounding board called the Citizens Panel. These are regularly consulted on a range of matters and this report shows the CSB giving input to a review of those Citizen's Panel arrangements.

1.2.3.1: We regularly review our strategies and opportunities for consulting

It is clear that the importance of having effective strategies in place is high, due to the regularity of review of across the business. This has been enhanced through extensive benchmarking, which is impressive. This has resulted in a number of service improvements including superb systems to capture customer insight, both in traditional ways and digitally through engagement with customers at the Call Centre.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

This extends to strategies for engagement. The level of benchmarking activities is impressive and outcomes are used to identify ways to improve the customer experience. The evidence on the enhancement to the Call Centre Engagement Strategy is also relevant here.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.3: Customer Satisfaction

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS037: Registration Customer Satisfaction Survey Form	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C009: CSC Telephone Satisfaction Report March 2017	Assessor Acceptance:	Yes
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The council moved from limited Mystery Shopping satisfaction surveys to automatically offering every customer who calls the CSC on transactional matters the opportunity to give feedback straight after their call. This report summarises the findings for FQ4 of 2016/17. Headline satisfaction was 97.4%

C117: Ongoing Web Satisfaction Surveys	Assessor Acceptance:	Yes
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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.

C118: Customer Satisfaction Target Monitoring	Assessor Acceptance:	Yes
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The Council keeps track of over 30 external and 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 trend data for over 3 years that can be drilled into to team level.

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

All methods used to measure customer satisfaction are not only frequently used, but are tested for reliability. Questionnaires are revised and several examples were shown to the assessor. Sample sizes and response rates, although not high in some areas, are considered to be appropriate.

RP1 - 2018: The main method to measure customer satisfaction is a range of surveys at national, corporate and local level. All remain robust and reliable and provide ample feedback to analyse and identify areas for improvement.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS046: Procurement Customer Surveys and Tender Forms	Assessor Acceptance:	Yes
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The Procurement Team issue satisfaction surveys to our internal service customers and also survey 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

CSS116: Socitm Gap Analysis Improvements	Assessor Acceptance:	Yes
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The 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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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: Customer Satisfaction Target Monitoring	Assessor Acceptance:	Yes
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The Council keeps track of over 30 external and 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 trend data for nearly 3 years that can be drilled into to team level.

C119: Departmental Performance Reporting to Customers	Assessor Acceptance:	Yes
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The council publishes quarterly performance reports for each of its departments on the web with a scorecard and details of achievements and many improvements made as a result, including customer satisfaction data. this example shows the corporate level report for 16-17 but there are year's worth.

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

The analysis of data is very extensive across all aspects of the business. It is logged very systematically and it was demonstrated to the assessor how easily and quickly data could be extracted from digital systems and used to inform managers and staff.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.3.2.2: for all main areas of our service

It is clear that the level of activity in analysing customer insight data extends to all parts of the business. This was confirmed in an overwhelming way during discussions with stakeholders, partners and service users.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.3.2.3: and we have improved services as a result.

Considerable enhancements have been made in Procurement processes, digital facilities, CRM data capture system and in ICT. This breadth of enhancement demonstrates that all parts of the business take important note of customer satisfaction feedback and act upon it.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS003: CSC/P Automated Customer Survey 2018 report	Assessor Acceptance:	Yes
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The new Netcall telephone customer survey has questions informed by what IPSOS/MORI experts tell us are the drivers of customer satisfaction; Delivery, Communication, professionalism and staff attitude. Outcomes improve phone service. e.g. customers thought in Q messages were too long so were shortened

CSS047: Procurement Customer Surveys	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C009: CSC Telephone Satisfaction Report March 2017	Assessor Acceptance:	Yes
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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.

C010: Customer Service - Customer Consultation Report	Assessor Acceptance:	Yes
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This recent large scale survey specifically asked questions on customers' recent contact with the council and service standards and performance, channel access and complaints handling. This report details the outcomes, e.g. SEE PAGE 14 Qs 6-8 re TIMELINESS etc.

C123: Avoidable Contact Insight Analysis	Assessor Acceptance:	Yes
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The council's new CRM system records quality of service by measuring avoidable contacts through failure of service and identifies for Services where the hotspots are so that they can address them. Improvements reduce needless contacts for customers. This evidence is gathered directly from customers.

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

All customer satisfaction measures in place include questions on the five main areas of delivery, timeliness, information, access and the quality of customer service. Appropriate questions are included and updated in surveys and also feature extensively in the digital capture and analysis.

RP1 - 2018: Although not fully reviewed at this visit it was obvious from examination of survey forms that questions on the 5 key areas of customer satisfaction are included.

Evidence Value: Fully Met

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

Some attempt is made to include questions on issues raised from customer insight, but the application of measuring improvements could be strengthened. Although compliance is awarded at this visit, it is considered by the assessor that this aspect needs to be enhanced across all parts of the business to demonstrate continuous improvement. This will be checked at RP1.

RP1 - 2018: It was clear from discussion with managers, staff, partners, customers and stakeholders that attention to issues raised through customer insight are addressed and tested for effectiveness. The assessor is satisfied that this theme is fully compliant.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS004: CSC Team Performance Scorecard 2016	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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ICT uses Socitm's Satisfaction survey to monitor satisfaction levels and has a target to reduce the weighted gap in performance and increase satisfaction levels. These have from 5.4 in 2016 to 5.56 in 2018.

Corporate Evidence

C015: CSC Key Telephony Indicators	Assessor Acceptance:	Yes
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The Customer Service Centre has challenging targets for 2 key drivers of customer satisfaction: The % of calls answered at first point of contact and success of the council's automated switchboard in routing customers to the team/person they need to reach. This shows increased target and performance.

C118: Customer Satisfaction Target Monitoring	Assessor Acceptance:	Yes
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The Council had a customer satisfaction target of 84%. This evidence shows that performance has been steadily increasing as tracked via 30 different satisfaction scores on the Pyramid system across the council. These Customer Service Board has agreed to increase the target to 88% for 2017/18.

C121: Corporate Cleaning Customer Satisfaction	Assessor Acceptance:	Yes
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The council's Facilities Services team measures feedback on the cleanliness of council offices and schools and catering supplied to them. It reports this through the Pyramid reporting service. The target is high at 90% but is regularly exceeded so Facilities are increasing it to 92% for 2017-18

1.3.4.1: We set challenging and stretching targets for customer satisfaction

Ensuring customers are satisfied by good service delivery is a high priority throughout this organisation. However to enhance and check delivery robust targets are set consistently across the business. They are clearly outlined in policies, measured comprehensively and analysed through systems such as the Team Performance Scorecard.

RP1 - 2018: The robust targets remain in place across all parts of the business and are applied diligently and meaningfully. The overall 90% satisfaction target is supported by a wide range of other measures which are both challenging and stretching.

Evidence Value: Fully Met

1.3.4.2: and our levels are improving.

Considerable effort is made to track progress against standard and significant effort is also made to benchmark outcomes to demonstrate that levels are improving. Measures to track improvement are also carried out corporately through surveys and mystery shopping.

RP1 - 2018: Considerable effort is made to monitor outcomes against the set targets and the presented evidence shows a variety of trend data, which is very positive. The example with tendering shows considerable commitment to meet 5 out of the 6 measures set.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS005: Council tax Stakeholder Workshop Outcomes Assessor Acceptance: Yes

This evidence is from Staff workshops for benefits new claims and tenancy forms for Council Tax and how the process could be improved using new CRM technology. It includes the customer journey with flow charts and minutes of meetings. New processes have been implemented and improved call handling.

CSS016: Home based Registration service for small islands Assessor Acceptance: Yes

Registration Error rate on islands was not good in the past but improved following a detailed process and technology review. This evidence shows a report detailing improvements made to Home based registration on islands e.g. Registrars given laptops and training.

CSS135: Scottish Welfare Fund Journey Mapping Assessor Acceptance: Yes

This is the distilled output from a stakeholder led CJM of the Revs and Bens Scottish Welfare Fund. It shows the numerous customer driven ideas or areas for improvement - many of them using systems to enhance the customer journey or to reduce the number of handoffs between teams..

Corporate Evidence

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

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

C025: Customer Care Toolkit Assessor Acceptance: Yes

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

C122: Voice Automated Switchboard Improvement Assessor Acceptance: Yes

The council's voice auto switchboard has a reporting tool that tells us when an unsuccessful transfer is made. We then examine the detail behind the failed call including listening to the recording and we then tune the phonetics to make it less likely to fail in the future.

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

It is clear that the outcome from detailed analysis of customer feedback is to identify areas for improvement. This has been demonstrated from the presented evidence but also substantially from comment made by staff, stakeholders, partners and service users met. The demonstration of the analytical tools available and used at the Call Centre also informed the assessor of the depth of facilities used to improve customer experience.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

1.3.5.2: including improved customer journeys.

The range of access facilities provided is one particular area where considerable effort has been made to analyse customer needs across the geographical spread of Argyll and Bute to, not only to map customer journeys but deliver better service.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

2: The Culture of the Organisation

2.1: Leadership, Policy and Culture

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS006: CSS Customer Service Dev Plan FQ2 2018	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C012: Commitment to Community Engagement	Assessor Acceptance:	Yes
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The council's leadership is determined to maximise customer engagement on service delivery through its community planning partnership and has invested in a dedicated Community Planning Team to ensure its effectiveness. This Report Details their efforts and the resources committed to it.

C022: Corporate Plan, Vision, Values and Strategic Outcomes	Assessor Acceptance:	Yes
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The Council's Corporate Vision and Value Statements are contained in the Corporate Plan and detailed in its Single Outcome Agreement with the Scottish Government. All available on the Council Website and this evidence shows a snapshot of that and the corporate objective relating to customer service

C026: Leadership Commitment	Assessor Acceptance:	Yes
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The Council's leadership has set up a Customer Service Board of senior managers to manage customer service performance, ensure the CS development plan is implemented and to promote CS training. evidence is the Boards Terms of Reference reviewed and updated in 2015 as part of the CS Strategy review

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

A lot of effort is provided corporately to set the tone for good customer service delivery. This is certainly taken on board by all leaders in CSS, including managers at all levels.

RP1 - 2018: The corporate commitment to putting the customer at the heart of service delivery is fully embraced by all in CSS. However, the commitment and drive emanates from very focused senior managers within CSS and it is clear that this commitment is replicated around the organisation. There is an atmosphere of self-belief that reflects the standard of service delivered.

Evidence Value: Fully Met

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

The hands-on involvement of leaders throughout CSS is considerable, but is balanced by encouragement and support to staff. Staff met appreciated this and expressed considerable praise for the clarity and openness of leaders and managers.

RP1 - 2018: The leaders at all levels in CSS are to be commended for their efforts and support provided to staff and this results in first class customer service delivery. Stakeholders and partners met commented that CSS are a shining example within Argyll & Bute Council. Consequently a compliance plus rating is awarded here.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS021: CSC 2016 Consultation and Agreement with Tiree re Services Assessor Acceptance: Yes

This is evidence of how we gain customer insight re service delivery on our remote island communities. it is a consultation with Tiree Community Business to discuss servicepoint requirements for customer service and the agreement resulting.

CSS049: Procurement and Commissioning Strategy Consultation Assessor Acceptance: Yes

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 Priorities Assessor Acceptance: Yes

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

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

This criterion requires evidence of how Customer input shapes policy etc, so the evidence attached is the new Corporate Customer Service Strategy takes much of the feedback from the CS Survey (C010) and incorporates it into the new strategy and its detailed Action Plan in the document appendix 3.

C027: Customer Driven Service Design Assessor Acceptance: Yes

In May 2017 The council introduced its first ever foray into citizen participatory budgeting. The Scottish Government provided funding for growing gaelic in Argyll and Bute and allowed organisations to enter submissions as to what it should be spent on. 889 citizens took part and 5 projects awarded.

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

The strategic Mgt Team launched a multimedia budget consultation to inform the council's spending choices for 2017/18. This resulted in the most successful response ever with 1700 people participating. This report summarises the spending strategy priorities identified to meet citizens' needs.

2.1.2.1: We use customer insight to inform policy and strategy

Commitment is in place to ensure that customer insight is fully analysed and utilised to inform policy. This applies both corporately and throughout CSS. The overall Customer Service Strategy plays an important role here by laying the foundation for customer interaction and involvement.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

2.1.2.2: and to prioritise service improvement activity.

In view of the strong strategies to gain customer insight and use it effectively, identifying areas for improvement and implementing change happens very naturally. This applies to customer facing activities at Service Points as well as digitally and telephony at the Call Centre. However it was clear from discussion with staff, for example in Revenue and Benefits, that the opportunity to implement change is made easy by the support of leaders and managers.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS020: CSC 2016 SLA with Roads and Amenities including Performance Targets Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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

C029: Equality, Diversity and Citizenship Assessor Acceptance: Yes

The council's Website has a number of resources collected on one web page that show equality and fair treatment is a core value in working together with customers. It has further information on equalities safeguarding including the Equality Impact Assessment and all staff receive equality training.

C090: Complaints Handling Procedure Assessor Acceptance: Yes

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

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

Very sound procedures are in place to ensure that customer expectation support is excellent. Consequently customer expectations are very high but service delivery more than matches expectations. All customer expectations are well managed across all parts of the business.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS003: CSC/P Automated Customer Survey 2018 report Assessor Acceptance: Yes

The Netcall automated telephone customer satisfaction survey outcomes are reviewed quarterly. There is a specific question regarding fairness of treatment - This evidence shows the most recent survey from April 2018 showing 91% fairness rating.

CSS007: Customer Experience through Avoidable Contact Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Report March 2017 Assessor Acceptance: Yes

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

C020: Automated Complaints process Satisfaction Survey Assessor Acceptance: Yes

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

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

Argyll and Bute Community Planning Partnership is committed to promoting equality and has a key aim that people are treated fairly and with respect. This evidence shows the webpage where this is and how it then runs through the SOA etc. Services are then required to put this into practice.

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

High values for treating customers fairly are set at corporate level and fulfilled by all at local locations. This level of service delivery covers all access channels.

RP1 - 2018: The high values clearly remain in place across all channels of engagement and service delivery.

Evidence Value: Fully Met

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

Considerable customer insight research is carried out through a variety of measures to capture customer feedback. All results show a very positive response to being treated fairly.

RP1 - 2018: Considerable customer feedback is obtained, confirming a very high level of consistency and satisfaction from partners, stakeholders and customers. This applies to both internal and external customers.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS007: Customer Experience through Avoidable Contact Assessor Acceptance: Yes

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 CustomerCertificate-ArgyllandButeCouncil Assessor Acceptance: Yes

The Council's ICT systems and networks are accredited under the Cabinet Office's code of connection to the Public Services Network and are deemed to be secure enough for the transfer of public information. PSN Certificate enclosed

CSS137: Data Protection Training Assessor Acceptance: Yes

The attached documentation is a note from a meeting of the council's Debt Recovery Team with the Council's Risk Manager. Item 1 refers to The Risk training on Data Protection legislation done by the Risk Manager; showing our commitment to ensuring customer privacy and data protection.

Corporate Evidence

C030: Secure computer systems Assessor Acceptance: Yes

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

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

As part of their induction all staff are required to read the Employee Code of Conduct and this specifies their responsibilities regarding customer information and data protection; The relevant section is extracted into this evidence and is also available on the HUB intranet.

C110: Email Classification Assessor Acceptance: Yes

The council has a new email classification system that requires every email to be classified before it is issued and the classifications include confidentiality for private and commercial matters. This evidence shows screenshots of it in action protecting privacy.

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

Protocols to protecting customers' privacy are in place across all parts of the business and included all access channels used. Particular attention is given to face-to-face discussions at Service Points and verbal communications at the Call Centre.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Similarly the transfer and storage of data and information is highly protected through very tight arrangements. This covers the very wide range of digital and social media channels used.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS008: Employee Feedback improving new Rev&Bens System 2018 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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

C025: Customer Care Toolkit Assessor Acceptance: Yes

The council commissioned and maintains a customer care toolkit on the council intranet which is a central resource for all employees regarding customer service related performance and improvements. Knowing about it is part of corporate induction.

C099: Employee Excellence Awards Assessor Acceptance: Not Reviewed

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

2.1.6.1: We empower and encourage all employees to actively promote

The corporate support and collaborative working throughout the business clearly shows the commitment to promoting first class customer service delivery.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Leaders are clearly committed to supporting staff to deliver a high level of customer service. This is done in a number of ways including online monitoring, line manager observation and praise to staff. Staff met confirmed that the level of management support is superb.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

2.2: Staff Professionalism and Attitude

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS009: Growing Our Own 2018	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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This evidence is the access on our intranet to customer service specific training courses for employees, including base level online self learning modules and the SQA recognised Customer Service Professional Qualification for CS professionals. 1955 employees have done this and 27 have achieved CSPQ

C032: Training Plan and Training Analysis	Assessor Acceptance:	Yes
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The corporate employee development approach is driven by its Performance Review and Development process (PRD); which links development to required job outcomes and core competencies required for each grade. A personal training plan is the outcome of each PRD evidence shows the resources on the HUB

C070: Induction Form Customer Care Sections	Assessor Acceptance:	Yes
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Customer Service is built in from the day an employee joins the council after recruitment- this Corporate Induction programme includes customer care and customer charter elements that are mandatory for all new employees.

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

All HR procedures include the recruitment of customer focused staff. Job descriptions and advertising of vacancies and interview procedures confirm this commitment.

RP1 - 2018: New evidence has been presented here and it clearly shows that sound procedures, not only at corporate level, are in place to ensure customer focused staff are recruited. Job descriptions are clearly worded to inform candidates of the requirements and is supplemented by a robust induction process.

Evidence Value: Fully Met

2.2.1.2: training and development policies for staff.

Staff training and development is clearly substantial and includes requirement to deliver customer focused service. Staff met confirmed that all training provided and development opportunities offered are exceptional.

RP1 - 2018: Extensive training and development is provided across all parts of the business. This includes the formal Personal Development Plans in addition to specific subject training such as General Data Protection Regulation (GDPR). Staff met confirmed that they are very well supported and encouraged to deliver top class customer service.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS011: CSP Sample Mystery Shopping Feedback 2015	Assessor Acceptance:	Yes
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This is evidence of CSP staff being polite and friendly from an independent mystery shopping exercise at Lochgilphead CSP. See sections on greeting and on how the enquiry was dealt with. Very positive feedback. more examples available.

CSS032: Recent testimonials from Registration Customers	Assessor Acceptance:	Yes
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This evidence is personal testimony from Registration customers as to the personalised nature of the service they have received and expressing their happiness with the service and their treatment.

CSS167: Revised CSC Automated Phone Survey	Assessor Acceptance:	Yes
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The CSC has had an automated satisfaction survey for a year, however the CSE Pre-Assessment showed it did not ask if the agents were polite and friendly. This has now been adjusted and this evidence shows the new question and some positive customer feedback. (Demo on day)

Corporate Evidence

C028: Our Polite and Friendly Standards	Assessor Acceptance:	Not Reviewed
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The Council's Customer Service Charter has a specific standard on polite and friendly service and this evidence shows that and how performance against it is monitored by the Customer Service Board and it is reported on the Customer Service Scorecard with a challenging target of 96% that is being met

C005: Face to face Customer Surveys	Assessor Acceptance:	Yes
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Mystery shopping has been replaced by continual automated survey and this evidence shows the March 2017 survey of visitors to the Service Points 94% positively affirmed they were dealt with in a polite, friendly and sensitive way (Section 3.4.2). See also evidence C009 for phones which achieved 97%.

C032: Training Plan and Training Analysis	Assessor Acceptance:	Yes
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The corporate employee development approach is encapsulated in its Performance Review and Development process (PRD); which links development to required job outcomes and the core competencies required for each grade. Effective Customer care is a fundamental competence at all grades.

2.2.2.1: Our staff are polite and friendly to customers

The commitment to providing polite and friendly service is clearly outlined in policies and procedures.
RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

2.2.2.2: and have an understanding of customer needs.

In addition to sound policies, staff throughout the entire organisation display an incredible commitment to being polite and friendly to customers. Customer feedback through surveys and consultation confirms this level of commitment. Comment from service users met during the assessment also confirms the high level of service delivery.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS038: Feedback email from HoS to Registrar Assessor Acceptance: Yes

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 2016 Assessor Acceptance: Yes

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 11 finalist team and solo award entries including customer service and customer outcomes and tackling inequalities.

CSS168: Benefits Team Customer Focus Evidence Assessor Acceptance: Yes

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

C033: Employee Recognition for CS Excellence Assessor Acceptance: Yes

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

C099: Employee Excellence Awards Assessor Acceptance: Yes

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

C132: Corporate Customer Service Scorecard Assessor Acceptance: Yes

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

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

The focus on delivering customer service is clearly obvious throughout the entire organisation. Strong policies supported by management encourages this high level of focus.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Customer insight gained is thoroughly analysed and used to identify improvements. The systems in place for analysis was thoroughly demonstrated to the assessor. Staff met confirmed their deep appreciation of management support and recognition given through award processes. However the greatest pride is obtained from positive customer feedback.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS008: Employee Feedback improving new Rev&Bens System 2018 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Survey Assessor Acceptance: Yes

The Council holds a corporate employee survey every 2 years and this informs significant parts of the way we do business, from internal mechanisms, to communication, our corporate culture and service delivery. This evidence shows the recent survey on the Hub and key outcomes e.g. The People Strategy

C035: Employee Suggestion Scheme Assessor Acceptance: Yes

The corporate staff suggestion scheme incentivises employees to identify and contribute ideas. Managers must consider and document their reasons for accepting/ rejecting employees' ideas. This shows the intranet page with all the scheme related resources and examples

C098: Corporate Complaints Scorecard Assessor Acceptance: Yes

The first purpose of the complaints process is to ensure swift consideration and redress to complaints; its secondary purpose is for employees to identify areas for improvement, demonstrated by this complaints scorecard that specifically captures data on improvements made as a result of complaint

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

Customer insight is used constantly to evaluate and incorporate into policies. The development of the CRM system is a very good example where processes have been upgraded internally. Staff throughout the organisation are constantly involved in review meetings to identify areas for improvement.

RP1 - 2018: It is clear from new and updated evidence and comment from staff met that their customer insight is taken on-board and used, where appropriate to improve processes, policy and service improvement planning. Staff met specifically commented upon being involved in project work, ICT development and engagement through channels such as the Operational Working Group and Collaborative Groups. This signifies a hugely successful attempt to involve and listen to staff.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS012: Collage of Employee recognition Articles 2016 Assessor Acceptance: Yes

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.

CSS121: Excellence and Recognition Awards 2016 Assessor Acceptance: Yes

Summary of the 11 submissions from Customer and Support Services

CSS140: Press Article Recognising USDL Trial Success Assessor Acceptance: Yes

IRRV Scottish Champions winning Gold. Article in Dunoon Press. Mentioned in Community Services DMT minutes.

Corporate Evidence

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

The fact that the Council and its Elected members have commissioned and approved a new Customer Service Strategy for 2015-19 is evidence of the priority our leadership places on providing customer focused services. This evidence is a copy of that Strategy with its Action Plan of planned improvements

C033: Employee Recognition for CS Excellence Assessor Acceptance: Yes

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

C099: Employee Excellence Awards Assessor Acceptance: Yes

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

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

It is very clear from presented evidence, observation of service delivery and comment made to the assessor by staff met that staff highly appreciate the support provide by managers and leaders. The formal awards are regarded as just 'icing on the cake'.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Leaders and managers, although are always available, allow staff to get involved in identifying improvements and planning implementation.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

3: Information and Access

3.1: Range of Information

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS001: Tell Us Once Service - Leaflet	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C034: Who is in Charge	Assessor Acceptance:	Yes
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We make Customers Aware of who is in charge in the 'About Your Council' section of our website and specifically the 'See How My Council is Structured Pages' and also the information about political composition and who runs the various committees etc. This shows screenshots of relevant resources.

C124: Corporate Website Contact Us Page	Assessor Acceptance:	Yes
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the Corporate Website Contact Us Page with details of the many ways that customers can get in touch with us. Please also note that all the main web pages also have a pane with easy navigation to the contact us detail.

C125: Display Screen Network	Assessor Acceptance:	Yes
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The council has 16 display screens across its estate in public buildings that it displays changing info on for customers who do not use the web. This evidence is the invoice for £17k for the network's recent upgrade.

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

Formal systems such as the website, intranet and publications are in place to provide a very wide range of information. This is supported by local publications and reports.

RP1 - 2018: The formal channels continue to be effectively used and reviewed. Considerable effort has also been made to raise awareness of service provision in a number of areas such as Registration where use of the Tell Us Once Service has been promoted, providing information on the breadth of options in marriage and civil ceremonies and promoting the Passport Services at the Service Points.

Evidence Value: Fully Met

3.1.1.2: including how and when people can contact us,

The contact information is provided in ways that is easily accessed by different customer groups.

RP1 - 2018: Full information on all channels of contact continues to be provided. Stakeholders, partners and customers met confirmed that the provision of this information is readily at hand and access to services is enhanced as a result.

Evidence Value: Fully Met

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

The information is very professionally prepared and published and includes details of how services are run and who is in charge. This applies to all parts of the organisation.

RP1 - 2018: High level organisation charts are provided on the website in addition to service related information, including who is in charge.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS028: Registration Fees and Charges 2016	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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Print Room re-charges - table of charges

CSS142: Crystal marked Council Tax & NDR Bills	Assessor Acceptance:	Yes
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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.	Assessor Acceptance:	Yes
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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 Book It Facility	Assessor Acceptance:	Yes
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The council provides an online, phone and office based Book It facility to allow customers to easily find, book and pay for a huge range of council owned resources such as rooms, pitches and minibuses. The service includes a cost calculator that lets customer see cost of the resource they're booking

C126: Downloadable Fees and Charges	Assessor Acceptance:	Yes
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The council website has a full list of all council fees and charges as authorised annually in the council budget. These are easy to find using fees and charges in the search engine. It is updated annually

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

Appropriate charges are clearly published and updated as required.
RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

3.2: Quality of Information

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliance Plus

Active Evidence

CSS013: Netcall Multimedia Customer Engagement System	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C042: Easy read charter	Assessor Acceptance:	Yes
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The council provides an Easy Read version of its Customer Service Charter which is written in plain English and graphically illustrated for customers with a learning disability. The Charter is also available in the Gaelic Language.

C112: Corporate Social Media Policy 2016	Assessor Acceptance:	Not Reviewed
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Social Media is an increasingly important way for us to get real time information to customers (see C001 for volumes), with 12 Facebook and 2 Twitter channels and 11,000 followers, all of which are governed by the Social Media Policy here to ensure standards of information and security are maintained

C125: Display Screen Network	Assessor Acceptance:	Yes
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The council has 16 display screens across its estate in public buildings that it displays changing info on for customers who do not use the web. This evidence is the invoice for £17k for the network's recent upgrade.

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

A lot of effort is made to ensure publication of information is provided in suitable formats. Electronic versions are easily navigated and understood. Hard copy information is adapted to suit the more vulnerable groups. RP1 - 2018: Considerable effort has been made to improve and expand the channels available to customers. This has resulted from detailed analysis of customer access data and customer feedback, and the outcome has impacted on an,.....

Evidence Value: Fully Met

3.2.1.2: using a variety of appropriate channels.

The range of methods used stretches from some very highly technical applications to simple communication provided face-to-face and verbally.

RP1 - 2018: ... increase in the channels used to inform customers. Improvements have been made to on-line communications, through extensive engagement with the Communications Group (including external support). A channel shift from Face-to-Face to transactional on-line activity is also noticeable. Developments with ICT are also commendable with the provision of WiFi for customers and visiting staff and partners. This development is considered to be worthy of a compliance plus rating.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated
 Compliance to Standard: Compliant

Active Evidence

CSS003: CSC/P Automated Customer Survey 2018 report Assessor Acceptance: Yes

Our automated telephone survey asks "how satisfied were you with the quality of the information that you received + satisfied were you with the final outcome of your call?" Customers rate this on a 1-5 scale and leave freetext message if not happy. This gives us more info than a "did you understand"

CSS056: Procurement Satisfaction Surveys and Tender Review Forms Assessor Acceptance: Yes

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.

CSS170: The Smart Assistant Service Assessor Acceptance: Yes

The council has an online smart assistant that allows customers to self serve finding answers to common questions. The systems provides common answers but it also checks to see if the information given has been received and understood and if not it the customer can submit their query to an agent.

Corporate Evidence

C041: Smart Assistant Assessor Acceptance: Yes

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

C005: Face to face Customer Surveys Assessor Acceptance: Yes

The Council has a suite of automated surveys and a key role of these is to check understanding and completeness of the information provided. This 2017 survey explicitly asks "I received all the information that I required and it was easy to understand" and scored 98% of 46 customers surveyed.

C021: Systems Re-engineering for Initial Customer Contacts Assessor Acceptance: Yes

The council is investing £500,000 in a new customer contact management system that will have electronic ways to check customer understanding, including web chat and automatic satisfaction surveys. See PAGE 10 of the attached Business Case. These have been implemented e.g see

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

A lot of effort is made to ensure customers receive information they require. Appropriate check lists are in place both electronically and where service is delivered personally.
 RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

3.2.2.2: and understood the information we provide.

The emphasis on ensuring customers understand the information provided is very focused. The Smart Assistant service for electronic channels is very impressive. Customer feedback is obtained and results show that customers not only receive but fully understand the information provided.
 RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS035: SOCITM Website Improvement Plan 2016	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C043: 2017 Channel Shift Report	Assessor Acceptance:	Yes
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This report shows the huge shift by customers from traditional to digital channels to seek and provide information. In 2017 over a third of a transactions million were digital and section 3.6 details the many improvements made in a single year to meet customer needs.

C084: Telephone Techniques Guide	Assessor Acceptance:	Yes
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As a result of telephone mystery shopping feedback it was clear we needed to refresh employee telephone call handling techniques, so this evidence is the guide that was produced and sent to all employees who use a phone and is also on our Intranet CS Toolkit.

C127: 2017 eMail & Letter Writing Guidance	Assessor Acceptance:	Yes
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This is the new Guidance on eMail and letter writing developed by our Communication team for use across the organisation and which sets out best practice and standards. It is an update on a previous version that was in the Corporate Comms Strategy.

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

A strong feature throughout CSS is the commitment to continuous improvement. This was clearly demonstrated in the high quality of service provided by all front line staff.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

3.2.3.2: published

The full range of published information is constantly reviewed and updated. One specific process demonstrated the combination of providing E links to existing facilities.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Web based information is very professionally handled by a dedicated team. Changes can be made at short notice, but also through a systematic programme of planned updates.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS026: Registration Checking and Remedial Action Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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

C009: CSC Telephone Satisfaction Report March 2017 Assessor Acceptance: Yes

Every caller to the corporate CSC is offered a satisfaction survey and one of the questions is how satisfied were you with the quality of the information you received. This report for FQ4 16/17 shows that 98.5% (68 took part) were satisfied or very satisfied with the info they received.

C044: Fixing Avoidable Contacts Assessor Acceptance: Yes

When a customer contact (from any channel) is due to a failure of information provision, the request is handled and classified by the CSC, who provide or arrange for the info to be provided. This evidence is some actual cases from our CRM of the 505 referenced in evidence C123.

C123: Avoidable Contact Insight Analysis Assessor Acceptance: Yes

This evidence shows the new corporate approach for identifying and analysing failure demand or avoidable contact, in particular it identifies contacts that were due to "Information Provision Failure". This shows we had 505 such incidents last year, which was less than half a percent of total contact

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

At the outset of service delivery there is clear commitment to providing accurate and complete information. This is checked through a variety of processes including face-to-face, verbal and electronic channels.
 RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

On the rare occasion that information provided is not accurate or complete, steps are taken to ensuring customers are kept abreast of progress. This applies to all parts of the organisation.
 RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

3.3: Access

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

Applicant Self Assessment: Not Rated
 Compliance to Standard: Compliance Plus

Active Evidence

CSS059: Procurement Surgeries and SDP	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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The council has introduced a new Smart Assistant Service on its website to assist people who are less digitally able or who cannot find the info they. Need. It works out of hours when webchat is not available and if the customer still cannot find what they need it notifies an agent to help them.

C115: Assisted Digital Strategy 2016-19	Assessor Acceptance:	Yes
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The council has new 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.

C112: Corporate Social Media Policy 2016	Assessor Acceptance:	Not Reviewed
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Social Media is an increasingly important way for us to get real time information to customers (see C001 for volumes), with 12 Facebook and 2 Twitter channels and 11,000 followers, all of which are governed by the Social Media Policy here to ensure standards of information and security are maintained

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

The choice of access channels is quite exceptional. This includes telephony, digitally and social media. The traditional methods of mail and face-to-face still play an important role. The variety of channels therefore provides a first class service to a very diverse and geographically widespread customer base. This level of service provision deserves a compliance plus rating.

RP1 - 2018: The choice of access channels continues to be outstanding and further opportunities have been provided such as WiFi for staff and visiting guests. The development of Procurement Surgeries has also been a welcome addition and commented on favourably by partners. Consequently retention of compliance plus rating is well deserved.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated
Compliance to Standard: Compliance Plus

Active Evidence

CSS022: CSP Services Choices Options Data	Assessor Acceptance:	Yes
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This data showing analysis of volumes of work coming into CSC & CSPs via different channels was analysed to determine where resources need to be allocated to improve service delivery. The proposals were submitted as part of Service Choices future Strategy in 2016 and are being implemented.

CSS085: VC Report Oct2016	Assessor Acceptance:	Yes
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Analysis of the performance of all room based Video Conference calls is carried out each quarter and a report is sent to the CEO detailing successes and failures and any resulting changes or improvements to the VC process. Example report enclosed

CSS104: Improved Broadband and Digital Channel Access for Schools	Assessor Acceptance:	Yes
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In order to improve the digital channel services to schools ICT carried out a bandwidth analysis to help determine the most appropriate circuits for each school based on actual usage, before transitioning them to the new Scottish Wide Area Network. Improvements were authorised by the Chief Executive

Corporate Evidence

C043: 2017 Channel Shift Report	Assessor Acceptance:	Yes
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This report shows the continual analysis that we undertake to check how customers are contacting the council and the ever increasing shift to digital channels. It captures the new digital channel choices we have offered such as webchat, smart assistant and voice forms.

C005: Face to face Customer Surveys	Assessor Acceptance:	Yes
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This most recent 2017 survey evaluates how customers found our face to face service and although 95% were happy with it we still identified three key areas for improvement noted at section 3.4.10 and these are being implemented by CSC supervisors as service improvements.

C107: SOCITM Feedback and Our Response	Assessor Acceptance:	Yes
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The SOCITM Annual assessment of our website gives us a benchmark against other councils and great feedback on where we can improve. This evidence shows the outcome of the 2016/17 Assessment and an example of the action plan of improvements that we put in place to enhance the service.

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

Considerable effort is made throughout the business to evaluate the impact of the wide range of access channels. In particular the data held in the CRM system is considerable and the breadth of analytical tools inbuilt is impressive.

RP1 - 2018: Although not formally reviewed at this visit, it was clear that evaluation of access channels remains extensive and compliance plus rating is maintained.

Evidence Value: Fully Met

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

This high level of analysis provides a very good platform to identify areas for improvement. For example the flexibility of service through ITC to schools was highlighted and regarded as highly appreciated by service users.

RP1 - 2018: See comment at 3.3.2.1.

Evidence Value: Fully Met

3.3.2.3: and offer better choices

The provision of the wide range of access channels has been developed from customer insight resulting in the enhanced choices in the range of access channels offered. This whole approach to evaluation of customer insight through the CRM system is very impressive and deserves a compliance plus rating.

RP1 - 2018: See comment at 3.3.2.1.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS040: Excellent Council Marriage Rooms for Customers Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Customer Surveys Assessor Acceptance: Yes

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

C036: Customer Service Point Checklist Assessor Acceptance: Yes

The Customer Service Point Managers use a checklist to determine that key features of the CSPs are up to standard and conform to a corporate standard. This evidence is a copy of the checklist which is still current.

C121: Corporate Cleaning Customer Satisfaction Assessor Acceptance: Yes

This is an example of the regular Customer Satisfaction Surveys carried out by Facility Services regarding cleanliness and safety of all our premises serviced by them. It shows very high levels of satisfaction.

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

The corporate commitment to providing clean and comfortable premises for visiting customers is clearly demonstrated. Observation at the sites visited confirms that all reception areas are attractive and inviting. RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

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

Applicant Self Assessment: Not Rated
Compliance to Standard: Compliance Plus

Active Evidence

CSS087: Pathfinder North MoA for SWAN - Final [15.07.24]	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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: Partnership Access to Carefirst	Assessor Acceptance:	Yes
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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

C045: Scottish Local Gvt Digital Partnership 2017	Assessor Acceptance:	Yes
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The Council has recently joined and committed funds to the Scottish Local Gvt Digital partnership, made up of most other councils and the Scottish Gvt whose purpose is to coordinate digital developemtn and share best practice when it comes to digital service delivery to customers. This is a debrief.

C048: Community Planning Partnership	Assessor Acceptance:	Yes
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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.

C102: Operational Partnership For National Entitlement Card	Assessor Acceptance:	Yes
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The council works in partnership with the Blue badge Issuing Service to process and issue blue badges to those customers that meet the national criteria. This affects circa 4,000 customers and uses a national database system. In March 2017 the system was extended to online applications.

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

The range of facilities and services provided by partner arrangements is considerable. The arrangements are well planned and interaction to ensure a seamless service is first class.

RP1 - 2018: The presented evidence and discussion with a good range of partners and other providers indicates that there are substantial, well embedded arrangements in place. Consequently, a lot of useful networking is achieved to not only deliver joint services but explore and share ideas.

Evidence Value: Fully Met

3.4.1.2: and these arrangements have demonstrable benefits for our customers

It was confirmed during discussion with partners and service users that the joint working arrangements are first class and considerable benefits derive from this seamless service. Providing ICT to schools and the USDC trial were cited and agreed as very good examples.

RP1 - 2018: Clearly the wide ranging provision of joint services has several benefits for customers in Argyll & Bute. Formal partnerships such as Money Skills Argyll and Carefirst provide clear accessibility benefits. Comment from partners also indicated that CSS managers and staff work hard to ensuring such partnership arrangements are effective with comments such as "staff are proactive, provide good relationships, are easily contactable, keep us motivated". Consequently this element is deserving of a compliance plus rating.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS018: 2016 SLA to provide services and support to Colonsay. Assessor Acceptance: Yes

The CSC has service agreements in place with the Colonsay Community Development Company and Jura Development Trust which set out working arrangements for joint delivery of vital services in the isolated island communities. Customers are consulted to ensure quality of service is maintained.

CSS042: Passport Service Partnership Arrangements Assessor Acceptance: Yes

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 Service Level Agreement documents the process.

CSS145: Partnership Access to Carefirst Assessor Acceptance: Yes

This evidence is the outcome of the Universal Service. Although it involved 9 partners there were clear responsibilities defining what partner was responsible for each element AND a key advisor to ensure co-ordination. The Welfare Reform Working Gp (section1) provided governance and quality management

Corporate Evidence

C075: TellUs Once Assessor Acceptance: Yes

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

C090: Complaints Handling Procedure Assessor Acceptance: Yes

The complaints procedure documents accountability for service (e.g. the social work complaints have a different statutory process) and the demarcation with the Scottish Public Services Ombudsman who supervise quality. We had 0 upheld complaints in 2015/16

C103: Minute of CSC- Reg. Services SLA Meeting 2017 Assessor Acceptance: Yes

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 with Regulatory Services March 2017.

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

It is clear that, through the robust corporate procedures and support from CSS staff, customers are left in no doubt who is accountable for service delivery. All arrangements are well embedded.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS060: Procurement Community Benefits delivered through tenders Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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. Assessor Acceptance: Yes

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

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

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

C054: Argyll and Bute Awards Assessor Acceptance: Yes

The Council manages and sponsors three community focused awards: The AB awards for Youth Achievement, The Sustainable Design Awards and the Duke of Edinburgh Awards. This shows the web page for DoE Awards and the dedicated DoE Development Officer.

C128: Community Council Support Assessor Acceptance: Yes

The Councils supports 57 community councils across the areas and has a dedicated Community Council Liaison Officer. Funding is also provided for admin costs and the councils can also apply or support applications for a range of funding sources.

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

Considerable effort is made throughout all parts of CSS to support local communities. The activities vary across the wide geographic and demographic spread of Argyll and Bute.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4: Delivery

4.1: Delivery standards

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS023: Registrar General's Report 2015	Assessor Acceptance:	Yes
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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 CustomerCertificate-ArgyllandButeCouncil	Assessor Acceptance:	Yes
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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 Pls	Assessor Acceptance:	Yes
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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: Single Outcome Agreement	Assessor Acceptance:	Yes
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The SOA details the challenging Outcomes required of all council services over a significant period of time and sets the standards of attainment that then flow down into Service Plans and ultimately into Personal Performance and Development Plans for employees.

C062: Corporate Approach to Complaints Mgt	Assessor Acceptance:	Yes
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We have a corporate complaints management system that manages performance against our 5 and 20 day response targets and which captures improvements made as a result. These are reported on the corporate customer service scorecard and to the SPSO as part of national reporting.

C119: Departmental Performance Reporting to Customers	Assessor Acceptance:	Yes
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This evidence shows the Public Performance Reporting across all our services and depts on the web, how we are doing against internal and national targets and SOA. It is regularly updated and goes to PRS Committee & is subject to a Public Performance Reporting Improvement Plan review by Audit Scotland

4.1.1.1: We have challenging standards for our main services,

Across all parts of the business robust standards are in place. This includes internal arrangements with other council services and specific response standards for dealing with customers at Service Points and at the Call Centre.

RP1 - 2018: Evidence has been updated to show the current standards that are in place across all parts of the business. They remain robust and challenging, including those set for services to internal customers.

Evidence Value: Fully Met

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

Many standards are set nationally but these are taken on board with the desire to exceed the national requirements.

RP1 - 2018: The national standards remain an integral part of service delivery and the commitment to deliver is clearly obvious throughout the business.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS043: Council Annual Performance Review 15/16 - C&SS Assessor Acceptance: Yes

This evidence shows Customer and Support Services telling customers about our performance in the widely published Annual Performance Review : https://www.argyll-bute.gov.uk/sites/default/files/council_annual_report_2015-16_-_final_2.pdf and also in our quarterly Pyramid Scorecard covering all teams.

CSS061: Procurement Performance Targets Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

This evidence shows performance for Benefits speed of processing and change of circs reported on Pyramid and to customers on our website on <https://www.argyll-bute.gov.uk/performance-reporting-and-best-value> as part of the Performance Mgt Framework.

Corporate Evidence

C005: Face to face Customer Surveys Assessor Acceptance: Yes

The CSB 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 most recent report shows high satisfaction level and is published in Scorecards

C055: Performance Reporting to Customers Assessor Acceptance: Yes

The Council publishes an annual report detailing performance against Single Outcome Agreement and Statutory performance Indicators and also produces much lower level information on the Best Value and Performance page of the website. These are screenshots of the performance web pages.

C129: SPSO Complaints Stats 2015-16 Assessor Acceptance: Yes

A key standard is to manage complaints so well that few get to the SPSO. In 2015/16 only 21 complaints went to the SPSO compared to 29 the year before and of those only 2 were fully upheld. SPSO publishes these outcomes to the public.

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

A wide range of monitoring processes are in place to ensure delivery against standard. The monitoring processes range from sophisticated computer based applications to traditional checking at public locations. Surveys and mystery shopping also play a prominent part here.
 RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4.1.2.2: and we tell our customers about our performance.

A lot of pride is taken in performing against standard and this includes informing customers about outcomes. This is done in professional reports to council stakeholders but also to service users through a variety of channels.
 RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS034: Case Study - System Failure CSC 2018 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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

C013: Single Outcome Agreement Assessor Acceptance: Yes

The Council's SOA is in fact a joint SOA with all the partners in the local community partnership e.g Police, Fire, etc. This is the current SOA which includes all the target outcomes and shows partner involvement in targets.

C130: 2016-17 Service Plan - Customer & Support Services Assessor Acceptance: Yes

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

C134: H&SCP Strategic Plan Assessor Acceptance: Yes

The new Health and Social Care Partnership between Council and NHS has recently been set up and the Strategic Plan for this body was extensively consulted on including elements on Planning and Performance around its standards and local outcomes. The plan was amended to reflect customer inputs.

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

Considerable effort is made to consult with a wide variety of stakeholders, partners and staff. However, although the presented evidence gives some indication of the commitment to include in the consultation processes the setting, reviewing and raising of local standards, it could be enhanced. Compliance is awarded at this visit due to the commitment, but developments will be expected at the RP1 assessment.

RP1 - 2018: The evidence has been updated to show standards are reviewed in service plans, including those for Service Points. It was also clear from discussion with stakeholders, partners, staff and customers that standards are reviewed in the light of performance and commitment to improve. This element is considered fully compliant.

Evidence Value: Fully Met

4.2: Achieved Delivery and Outcomes

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

Applicant Self Assessment: Not Rated
 Compliance to Standard: Compliance Plus

Active Evidence

CSS030: Marriage and Ceremony Guidance	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C017: Argyll and Bute Customer Service Charter	Assessor Acceptance:	Yes
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The corporate customer service charter standards clearly set out what standards customers can expect regarding service via a number of channels and it is widely publicised. The standards were determined following an extensive consultation.

C022: Corporate Plan, Vision, Values and Strategic Outcomes	Assessor Acceptance:	Yes
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The Corporate Plan and SOA was determined following extensive Community Consultation and agrees the outcomes across all council services and sets agreed timescales and standards of delivery. It is widely publicised and available.

C094: Corporate Complaints Leaflet	Assessor Acceptance:	Yes
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The corporate complaints process has well documented timescales and stages. It was reviewed in January 2013 to bring it in line with new national guidelines and this leaflet details (pages 4 and 5) the timescales customer should expect depending on the stage the complaint is at.

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

The platform for ensuring customers are made fully aware of expectations is set at corporate level. However this is enhanced across all parts of CSS and it is clear that agreeing customer expectations at the outset of engagement is a top priority. Customer expectations are high but very well managed. Customer feedback and comment from service users met confirm that, although expectations are high service delivery more than matches the commitment. This level of commitment and delivery deserves a compliance plus rating.

RP1 - 2018: It is clear from updated evidence, particularly in relation to Marriage and Ceremony Guidance, that expectations are clearly well set out at the initial stage of engagement. This was confirmed wholeheartedly during discussion with customers and partners and the previous compliance plus is maintained.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS023: Registrar General's Report 2015 Assessor Acceptance: Yes

National statistics provide data on the number of births, deaths and marriages performed in Argyll & Bute which are informed by regular stats collated by senior registrar monthly. And an email re special service delivered on Colonsay at short notice.

CSS063: Procurement Tender Review Feedback comments Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Customer Surveys Assessor Acceptance: Yes

For the past 5 years the Council has employed an external company that uses locals to check on standards of service delivery across all channels. They provide a benchmark with up to 40 other councils and a check on Customer Charter Performance. The 2015 report shows good trends across channels.

C117: Ongoing Web Satisfaction Surveys Assessor Acceptance: Yes

The council website is a vital resource for customers and this evidence shows that we undertake regular ongoing satisfaction monitoring and that satisfaction is good across a range of indicators.

C119: Departmental Performance Reporting to Customers Assessor Acceptance: Yes

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

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

Generally across all parts of the business service delivery matches the promises made at the outset and in accordance with standards and targets set.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

The level of compliance to promises made on service delivery is consistently good.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS070: Procurement PCIP Score Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 2017 Assessor Acceptance: Yes

The Council has recently joined and committed funds to the Scottish Local Gvt Digital partnership, made up of most other councils and the Scottish Gvt whose purpose is to benchmark digital service provision performance & coordinate digital development with best councils taking leads for new projects

C107: SOCITM Feedback and Our Response Assessor Acceptance: Yes

The council subscribes to the national Socitm benchmark report on every council's website. This is a copy of our outcome for 16/17 and shows how we can learn from Angus which scored better than us in some categories. For example we are improving our search and survey tools (C019)

C136: SOA Benchmark of timeliness and Quality Assessor Acceptance: Yes

The council benchmarks its performance for SOA outcome indicators for a wide range of council services and the benchmark is against Scottish national standards - average of other Scottish councils. This evidence shows we have performed well for many time/quality indicators across a range of services

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

Considerable effort is made to benchmark performance against other similar organisations. This applies to all parts of the business and there is considerable pride taken from the very favourable comparison outcomes.
RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

As a result of the extensive benchmarking several areas for improvement have been identified. Some included the provision of better training on ICT applications and cost savings on procurement processes.
RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS064: Procurement GO Awards Submissions Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

The Scottish Government recently opened a national online innovation exchange where public bodies can publish examples of leading innovations. The council subscribes to this and has posted a number of entries from different Services. This evidence shows the Exchange and an entry submitted by us.

C086: Customer Service Board Minute Assessor Acceptance: Yes

The role of the Customer Service Board is to provide a forum for Services to work together to identify common CS problems, solutions, standards and developments. Its Service champions share best practice and continually drive forward CS excellence. This minute from the Mar2017 Board shows its breadth

C107: SOCITM Feedback and Our Response Assessor Acceptance: Yes

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

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

Several good examples of learning from best practice internally have been cited. This includes procurement where processes were listed for recognition at national awards.

RP1 - 2018: The on-going commitment to learn from each other was clearly obvious during discussion with managers and staff. The willingness to take responsibility, even in new fields of work such as projects was testimony to that development.

Evidence Value: Fully Met

4.2.4.2: and outside our organisation,

The presented evidence is less convincing on the impact of learning from best practice externally. Although commitment is demonstrated and sufficient for compliance the position will be reviewed at the RP1 visit.

RP1 - 2018: A lot of collaborative work is undertaken through a number of external working groups. Discussion with partners who are involved in such activity confirmed that willingness of staff to listen, take advice but also show initiative. Consequently this theme is considered fully compliant.

Evidence Value: Fully Met

4.2.4.3: and we publish our examples externally where appropriate.

Although the commitment to publish examples of learning from best practice is outlined in policies and procedures, more detail will be required at the RP1 visit to ensure continued compliance.

RP1 - 2018: The engagement with the Communication Group and Marketing Strategy has provided better opportunity to publish development at the Customer Service Board. In addition opportunities through channels such as Web Site and Facebook are used to advise on service developments. This theme is considered to be fully compliant.

Evidence Value: Fully Met

4.3: Deal effectively with problems

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS034: Case Study - System Failure CSC 2018	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C061: Communication of Service Disruptions	Assessor Acceptance:	Yes
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The Council has an integrated service to keep customers informed of Service Disruptions via web, hotline, facebook, twitter, Display Screens and Customer Service Centre and Customer Service Points.

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

C132: Corporate Customer Service Scorecard	Assessor Acceptance:	Yes
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Our corporate customer service scorecard shows performance against standards in 4 main dashboard including indicators for whether the performance is improving or falling and has narratives explaining how the latter will be addressed. It is scrutinised by the Performance Committee of members

4.3.1.1: We identify any dips in performance against our standards

The wealth of data that is analysed from the CRM system is used effectively and included in appropriate reports to stakeholders. There is an open approach to highlighting where performance dips.
RP1 - 2018: There remains a strong commitment to analysing outcomes against standards to identifying dips. This applies at all levels of the organisation although it is clearly steered by managers.

Evidence Value: Fully Met

4.3.1.2: and explain these to customers,

Swift action is taken to inform customers where service is disrupted in any Council Service. Publication of such information is the responsibility of CSS and care is taken to ensuring all appropriate customer groups are informed.
RP1 - 2018: There is a sense of disappointment when things go wrong in CSS, and customers are quickly informed of the problems and proposed action. This was confirmed during discussion with partners and customers.

Evidence Value: Fully Met

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

The minutes of the CSS Performance Monitoring Meeting, which meets monthly, shows the commitment to fully reviewing dips and ensuring discussion including action to address performance concerns or issues.
RP1 - 2018: Problems, solutions and proposed actions are fully documented in minutes and logs, including through the CRM system, for future reference and analysis. Again partners and customers met expressed complete confidence in staff to put things right and keep them informed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS033: Complaints Guidance Bulletin 1 2016 Assessor Acceptance: Yes

As a result of the new CRM implementation the entire system handling processes for complaints had to be reviewed and rebuilt. It is now faster and has more alerts and escalations. This is the first Bulletin issued after go live further ironing out wrinkles (DEMO too).

CSS125: Complaints log and Example of a complaint Assessor Acceptance: Yes

C&SS uses individual complaints logs to manage complaints as back up to the Oracle system. This is an example of a complaints log and example of a complaint resolved in target time through it.

CSS126: Quarterly Performance Report - Complaints monitoring Customer and Support Services Assessor Acceptance: Yes

Quarterly reports from Iain Jackson - includes data for Customer and Support Services. Highlight service specific and improvement actions.

Corporate Evidence

C062: Corporate Approach to Complaints Mgt Assessor Acceptance: Yes

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

C088: Complaints Performance Monitoring Assessor Acceptance: Yes

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

C094: Corporate Complaints Leaflet Assessor Acceptance: Yes

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

4.3.2.1: We have an easy to use complaints procedure,

The corporate complaints system is well embedded and all customer insight feedback would confirm that customers find the system easy to access and use.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4.3.2.2: which includes a commitment to deal with problems fully

Although the corporate procedures require all problems to be fully investigated, it is clear that all in CSS take this commitment very responsibly.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Data from the complaints log and customer feedback confirms that all issues are followed up swiftly and progress monitored continuously.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS033: Complaints Guidance Bulletin 1 2016	Assessor Acceptance:	Yes
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As a result of the new CRM implementation the entire system handling processes for complaints had to be reviewed and rebuilt. This is the first Bulletin issued to Complaints Officers after go live which built on the training they had already been given for go live.

CSS127: Annual complaints Performance Report 2015-16	Assessor Acceptance:	Yes
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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 Bns	Assessor Acceptance:	Yes
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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

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

C023: Customer Care Training	Assessor Acceptance:	Yes
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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, acting on them, going the extra mile for resolution etc and the Mgt Training includes complaint management empowering original officer to fix issues.

C062: Corporate Approach to Complaints Mgt	Assessor Acceptance:	Yes
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All staff are made aware of the corporate complaints system as part of induction and those who operate it are given full training. The second screenshot on this evidence shows the full range of supporting materials (guides etc) available to customers on the council's intranet Hub.

4.3.3.1: We give staff training and guidance to handle complaints

The presented evidence shows a comprehensive approach to providing guidance and training to staff on handling complaints. Staff met confirmed that they are fully supported and encouraged to take responsibility in handling any issues of concern.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

4.3.3.2: and to investigate them objectively,

All procedures in place encourage the complete investigation of complaints. Staff met demonstrated to the assessor their desire to take on board full responsibility for dealing with customer issues and complaints at the outset.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Leaders and managers actively encourage staff to take responsibility and staff met confirmed that they are fully empowered to put things right.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS065: Procurement Lessons Learned	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C062: Corporate Approach to Complaints Mgt	Assessor Acceptance:	Yes
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All complaints are logged and managed via a central complaints mgt system - Oracle CRM and there is comprehensive guidance on the Intranet for employees and Departmental Complaints Managers to ensure focus on resolution and service improvements arising from complaints.

C088: Complaints Performance Monitoring	Assessor Acceptance:	Yes
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The council's focus on speedy, open complaints resolution is shown by the fact it features on the Customer Service Scorecard, used by the Senior Management Team. This not only gives info on resolution times, but also improvements made as a result of complaints. The scorecard is published to PRS Ctte

C123: Avoidable Contact Insight Analysis	Assessor Acceptance:	Yes
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The council has sophisticated software that captures data on all failure demand or avoidable contact. These are all informal complaints and this evidence shows the capture and analysis of that data to try and prevent obvious cuasus of informal complaints via reports to the Customer Service Board.

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

There is sound review of formal complaints at corporate level, supported by local initiatives as highlighted by the Procurement Team Meetings.

RP1 - 2018: Updated evidence, particularly at CSS 095, shows several examples where observations have been drawn and improvement identified from both formal and...

Evidence Value: Fully Met

4.3.4.2: and informal complaints and comments from customers

All complaints and concerns are logged in the CRM system, which allows ample opportunity to analyse and learn. This facility was demonstrated to the assessor in considerable detail.

RP1 - 2018: ... informal complaints. Any expression of dissatisfaction or negative comment from customers is thoroughly analysed to help improve service delivery.

Evidence Value: Fully Met

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

The desire to learn and implement change is a top priority and the examples cited by the Procurement Team amply demonstrate this commitment.

RP1 - 2018: Improving service remains a top priority throughout this organisation and there is a recognition that part of that commitment is keeping customers informed. Customers and partners met confirmed that dialogue with everyone at all levels is very comprehensive and professional.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS033: Complaints Guidance Bulletin 1 2016 Assessor Acceptance: No

Corporate complaints was reviewed prior to implementation of the new Oracle CRM system. Meetings were held with Corporate Complaints Officer to ensure new process established in line with (SPSO) requirements using new technology. Guidance manuals were updated and CSC and back office staff retrained.

CSS130: C&SS Complaint Resolution and Complainant led service improvement Assessor Acceptance: Yes

C&SS use a complaint procedure that identifies root cause and service improvements as a core part of the process. This is 4 pieces of evidence that show how the complainant's input is central to identifying complaint process and service improvements. The survey was introduced after CSE Pre-Assment.

CSS174: Minutes of Complaints Managers Meetings Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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

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

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

C067: Complaints Handling Review Assessor Acceptance: Yes

We engage staff in improving complaints handling through the Compliants Managers Group and council forums and take feedback from customers to improve the process - this evidence is a quarterly report to SMT summarising such activities and concrete improvements made; see yellow highlighted sections

4.3.5.1: We regularly review and improve our complaints procedure,

It was agreed that item CSS 130 be replaced by CSS 175 (Survey Analysis). However the review of the complaints system is controlled at corporate level, which is done on a very regular basis.
 RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Views of staff, complainants and customers are also taken into account through a wide range of consultation, regular customer feedback during service delivery and through formal research such as surveys.
 RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS129: Feedback from Customer on complaints Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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

C047: Complaints Co-ordinator Bulletin Assessor Acceptance: Yes

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

C090: Complaints Handling Procedure Assessor Acceptance: Yes

This procedure shows the council operates a 2 tier complaints system, so that if a customer is not satisfied with how their complaint is handled we ensure it is to be reviewed by a second officer. Even then if they feel the outcome is not satisfactory they are formally told they can go to the SPSO

C129: SPSO Complaints Stats 2015-16 Assessor Acceptance: Yes

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

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

It is noted that a recent enhancement has been introduced to check with customers their satisfaction with the complaints process. This includes cases where formal complaints have been upheld. While this is sufficient for compliance at this visit, it is expected to see that the process is fully embedded at the RP1 stage.

RP1 - 2018: Examination of processes and discussion with managers and staff confirms that the commitment to seek confirmation of customer satisfaction in upheld complaint cases is embedded. This element is considered fully compliant.

Evidence Value: Fully Met

5: Timeliness and Quality of Service

5.1: Standards for Timeliness and Quality

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS066: Procurement Creditors and Commissioning Pyramid reporting of invoices paid in 30 days	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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 Stats in Pyramid	Assessor Acceptance:	Yes
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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 Report March 2017	Assessor Acceptance:	Not Reviewed
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Every caller to the corporate CSC is offered an satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the call experience This report for FQ4 16/17 shows that 98% (68 took part) were satisfied or very satisfied with it.

C017: Argyll and Bute Customer Service Charter	Assessor Acceptance:	Yes
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Council's charter outlines the protocols for responding to all forms of customer contact including telephone calls, letters, e-communications and personal callers which Building Standards adhere to. It is widely publicised on the council's website.

C068: Code of Conduct - Data Protection	Assessor Acceptance:	Yes
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This code of conduct sets measurable standards for responding to data protection requests by customers. We provide online training for relevant staff that includes the FOI response time standards that apply no matter what channel they use.

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

A very comprehensive set of standards for timeliness are in place across the whole of CSS. This is particularly important as CSS is the front facing service across Argyll and Bute Council. The standards cover all customer access channels.

RP1 - 2018: Updated evidence, discussion with managers, examination of systems and observation of service delivery confirms that the comprehensive timeliness standards remain in place.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS017: Website performance report 2018	Assessor Acceptance:	Yes
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Each Quarter the Webteam produce a comprehensive performance report including quality, satisfaction, accessibility etc and this is published to customers, members and CSB.

CSS107: Corporate Mail handling Closure report v03 20161027	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C009: CSC Telephone Satisfaction Report March 2017	Assessor Acceptance:	Not Reviewed
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Every caller to the corporate CSC is offered an satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the quality of call experience This report for FQ4 16/17 shows that 98% (68 took part) were satisfied or very satisfied with it.

C005: Face to face Customer Surveys	Assessor Acceptance:	Yes
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The Customer Service Board has commissioned a quarterly survey of customers who visit our Customer Service Points in a conscious effort to ensure these largely non-digital users continue to receive a service that meets their needs. This evidence is the most recent report shows high quality standards

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

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

Delivering a high quality service is a top priority across CSS and this is controlled and measured by a series of quality standards and targets. This includes all aspects of service delivery including substantial joint working arrangements.

RP1 - 2018: The comprehensive standards for the delivery of the quality of service delivery remains in place as a top priority. The commitment goes beyond just delivering to requirement and customer expectations are more than fully met.

Evidence Value: Fully Met

5.2: Timely Outcomes

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS017: Website performance report 2018	Assessor Acceptance:	Yes
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Each Quarter the Webteam produce a comprehensive performance report including quality, satisfaction, accessibility etc and this is published to customers, members and CSB.

CSS020: CSC 2016 SLA with Roads and Amenities including Performance Targets	Assessor Acceptance:	Yes
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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 quality and timeliness of call handling, issues resolution etc. This is an example SLA with one of our busiest services .

CSS155: SWF Stats in Pyramid	Assessor Acceptance:	Yes
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SWF Performance is reported in Pyramid and on the council website.

Corporate Evidence

C017: Argyll and Bute Customer Service Charter	Assessor Acceptance:	Yes
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This evidence shows how customers can access our customer service charter standards (That cover timeliness and quality and which was updated in 2015), and actual performance against those standards online via dedicated website Charter Pages.

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

C090: Complaints Handling Procedure	Assessor Acceptance:	Yes
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This is a copy of the council's Complaints Handling Procedure and at page 11 it details the timeliness element of what customers can expect when they make a complaint and the way in which their complaint should be handled, along with examples and templates to ensure quality of response.

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

In addition to the corporate communication channels all promises on the timeliness and quality of service delivery are comprehensively communicated to all customer groups across CSS. This includes Web based messages, recorded telephony messages, publications and notices at public reception areas.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated
 Compliance to Standard: Compliance Plus

Active Evidence

CSS067: Procurement Contact details on webpage and monitored inbox Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Not Reviewed

The Council's Web Team receives expert input from SOCITM (using specialist mystery shoppers), to ensure our website is as usable as possible on accessibility and navigability - customers can find the information or person that they need. This evidence shows the most recent report scoring us highly

C039: How to contact your Council Assessor Acceptance: Yes

This is the leaflet detailing Golden Numbers to ensure calls to CSC are routed to agents using MacFarlane ACD Skills based routing, They use Lagan to identify customer and their past history of interactions and all open interactions in order to provide a better service.

C078: CSC Contact Handling System Assessor Acceptance: Not Reviewed

The council has invested in an omnichannel contact management system that helps control contacts from 10 different channels and routes them to the appropriate agent with relevant expertise. If they cannot assist they make sure it goes an appropriate service officer who can deal with it.

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

Service delivery at the first point of contact is a top priority throughout the entire organisation. This is done through sound engagement processes to suit the needs of different customer groups.
 RP1 - 2018: Although not formally reviewed at this visit, it was clear that the attention to detail at the first point of contact remains outstanding and compliance plus is retained.

Evidence Value: Fully Met

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

On the rare occasion that customer needs are not met at the outset, customers are well informed about who will take responsibility. Stakeholders, partners and service users met confirmed that they find this level of commitment and service delivery to be exceptional. Consequently this element deserves a compliance plus rating.
 RP1 - 2018: See comment at 5.2.2.1.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS031: Data Sharing With the Improvement Service Assessor Acceptance: Yes

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. Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

In 2012 the council implemented the "Tell Us Once Service" whereby information related to Registrars by customers about key life events is copied to council services. This stops customers having to call lots of different services at a difficult time. This is a management report on its success

C103: Minute of CSC- Reg. Services SLA Meeting 2017 Assessor Acceptance: Not Reviewed

The CSC provides services on behalf of numerous council teams and in order to maintain clarity over mutual responsibilities and accountabilities they have documented SLAs and hold quarterly SLA review meetings. This is the minute from one with Regulatory Services March 2017.

C123: Avoidable Contact Insight Analysis Assessor Acceptance: Yes

The council's new CRM system records avoidable contacts through failure of service and identifies for Services where the hotspots are so that they can address them. This in turn reduces needless contacts for customers.

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

The collaborative working arrangements are substantial and include the sharing of data across a wide range of methods.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Several excellent examples were cited, which clearly demonstrates the substantial benefits to customers and reduction of unnecessary contact. This includes all services across CSS, which demonstrates a completely united approach to delivering high level service.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS068: Procurement timetable Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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

C044: Fixing Avoidable Contacts Assessor Acceptance: Not Reviewed

When a customer contact (from any channel) is due to a failure of information provision, the request is handled and classified by the CSC, who provide or arrange for the info to be provided. This evidence is some actual cases from our CRM of the 505 referenced in evidence C123.

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

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

C062: Corporate Approach to Complaints Mgt Assessor Acceptance: Yes

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

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

On the rare occasion that service is not completed at the first attempt, the next steps are communicated to customers. Several examples have been evidenced in addition to comment made to the assessor during the visit.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Where service is not completed timescales of expected conclusion are always provided to customers. This applies across all parts of the business.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS110: Emergency work on the Kilmory Exchange Email Server Assessor Acceptance: Yes

Alert email to all users from ICT notifying a service outage and when it will be rectified. these are sent for all significant ICT issues affecting multiple users.

CSS160: Fixing DHP Processing Delays Assessor Acceptance: Yes

This shows under item 4 that there were issues processing Direct Housing Payments (DHPs) resulting in delays for Customers. The Head of Service advised RSL's of progress and advised that additional resource was being recruited to speed up processing of applications and thus fix delays for customers.

CSS177: Pro-active Disruption Notification From CRM Assessor Acceptance: Yes

The council's CRM has a sophisticated marketing capability that we also use to identify specific customers or groups of customers when there is going to be a delay to service delivery. This evidence shows an email sent to all residents on Iona when their recycling uplift was delayed.

Corporate Evidence

C061: Communication of Service Disruptions Assessor Acceptance: Yes

The council has a comprehensive and integrated system for letting customers know of any service disruptions that may impact on the time and quality of service delivery e.g. bin uplifts. This evidence shows that system on the website.

C078: CSC Contact Handling System Assessor Acceptance: Yes

The Customer Service Centre's Netcall Automatic Call Distribution Service is feature rich in ways to inform and assist customers when call volumes are causing delays, This includes in queue messaging, options to leave messages, etc. Assessor has had a demo of the real time web based console.

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

The council CRM holds comprehensive data on every customer in A&B and the reasons they have been in touch. We use those characteristics to send targeted communications about service disruption and delays plus info about how and when we will fix the issues.

5.2.5.1: We respond to initial enquiries promptly,

The analysis facilities through the CRM system, which was demonstrated to the assessor, shows that all channel enquiries are responded to promptly. Service users met also confirmed their complete satisfaction with the speed of response.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Delays are seldom, but processes are in place to ensure customers are kept updated on progress. This applies across all parts of the business.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

5.3: Achieved Timely Delivery

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS045: CSC Analysis of Longest Calls	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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	Assessor Acceptance:	Yes
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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

C009: CSC Telephone Satisfaction Report March 2017	Assessor Acceptance:	Not Reviewed
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Every caller to the corporate CSC is offered an satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the call experience This report for FQ4 16/17 shows that 98% (68 took part) were satisfied or very satisfied with it.

C005: Face to face Customer Surveys	Assessor Acceptance:	Yes
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The Customer Service Board has commissioned a quarterly survey of customers who visit our Customer Service Points in a conscious effort to ensure these largely non-digital users continue to receive a service that meets their needs. This evidence is the most recent report shows high quality standards

C103: Minute of CSC- Reg. Services SLA Meeting 2017	Assessor Acceptance:	Yes
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The CSC provides services on behalf of numerous council teams and in order to maintain clarity over mutual responsibilities and accountabilities they have documented SLAs and hold quarterly SLA review meetings. This is the minute from one with Regulatory Services March 2017.

5.3.1.1: We monitor our performance against standards for timeliness

Very sound processes are in place to monitor performance on timeliness of service delivery. The CRM system and Call Centre monitoring system have been recently upgraded.

RP1 - 2018: The extensive arrangements to monitor performance against timeliness, and

Evidence Value: Fully Met

5.3.1.2: and quality of customer service

All monitoring also includes a wide range of quality of customer service measures.

RP1 - 2018: the quality of customer service remains fully in place. The commitment shown by staff met and observation of the systems in place are impressive.

Evidence Value: Fully Met

5.3.1.3: and we take action if problems are identified.

The commitment to take action where problems arise is clearly in place. This has been demonstrated in several ways including the example of a quality check in Revenues and Benefits resulting in a revised calculation to the customer's benefit.

RP1 - 2018: Monitoring at the Call Centre is slick and very professional through modern technology which helps to quickly identify problems and indeed solutions. Systems are in place to divert calls to Service Points during busy or operator down time. This versatility and flexibility applies also in other parts of the organisation including Procurement, Revenues and Benefits and Service Points.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS017: Website performance report 2018 Assessor Acceptance: Yes

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 FQ2 2016 Assessor Acceptance: Yes

This evidence shows the Customer Service Centre Scorecard and the measures for timeliness such as talk times & abandon rates and quality measures such as %error rates and % dealt with at first point of contact. These are published on Pyramid and so to the P&R Committee whose reports are on the web.

CSS162: Benefits Processing Performance Assessor Acceptance: Yes

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 and also published to customers quarterly online <https://www.argyll-bute.gov.uk/performance-reporting-and-best-value>

Corporate Evidence

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

In May 2017 the council set up an automated satisfaction survey for customers who have lodged a formal complaint. They are offered it 5 days after their complaint has been marked as resolved and this summary shows customer perception of performance against standard.

C055: Performance Reporting to Customers Assessor Acceptance: Yes

We make it easy for customers to see our performance. We have set up a single page on the website where customers can view outcomes on all aspects of service delivery including customer services. There is also a comment on this page button that allows customer to give us feedback on what they see.

C132: Corporate Customer Service Scorecard Assessor Acceptance: Not Reviewed

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

5.3.2.1: We are meeting our current standards for timeliness

The wide range of measures in place shows that in the majority of instances standards for timeliness, and RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

5.3.2.2: and quality of customer service

.... quality of customer service are being consistently met. This is an important priority as CSS is the customer facing point of contact across Argyll and Bute Council.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

5.3.2.3: and we publicise our performance against these standards.

Outcomes are consistently published through official channels such as the Website, Intranet and Reports to Council stakeholders.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

Active Evidence

CSS023: Registrar General's Report 2015 Assessor Acceptance: Yes

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

CSS070: Procurement PCIP Score Assessor Acceptance: Yes

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 Assessor Acceptance: Yes

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 Assessor Acceptance: Not Reviewed

The council subscribes to the national Socitm benchmark report on every council's website. This one for 16/17 and shows how we score better than most councils across a range of quality parameters such as accessibility, mobile adaptiveness and key tasks.

C129: SPSO Complaints Stats 2015-16 Assessor Acceptance: Not Reviewed

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!

C136: SOA Benchmark of timeliness and Quality Assessor Acceptance: Yes

The council benchmarks its performance for SOA outcome indicators for a wide range of council services and the benchmark is against Scottish national standards - average of other Scottish councils. This evidence shows we have performed well for many time/quality indicators across a range of services

5.3.3.1: Our performance in relation to timeliness

Considerable effort is made to benchmark and compare outcomes with other similar organisations. This includes both the timeliness, and

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met

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

.... quality of customer service delivery. Outcomes show that the performance throughout CSS is outstanding.

RP1 - 2018: Not reviewed at this visit.

Evidence Value: Fully Met