

**CUSTOMER  
SERVICE  
EXCELLENCE**



Assessment Report  
Customer Service Excellence

# **Argyll and Bute Council Corporate Template Argyll and Bute Council Governance and Law Service**

Successful  
5 September 2019

## Assessment Summary

### Overview

Overall Self-assessment	Unprocessed
Overall outcome	Successful

RP1 2019: Governance and Law (G and L) continues to provide, in the main, internal support services to other Council Services. Areas of responsibility cover central governance, area governance, legal services (commercial) and legal services (corporate). However, there is some external customer contact, mainly with Community Councils and Electoral personnel. Some corporate processes are provided by G and L, including Complaints and Freedom of Information requests. However, plans are imminent to merge two other functions within G and L, which will be Trading Standards and Procurement. These units were previously part of Planning & Regulatory, which is already CSE accredited. Currently around 50 staff work within G and L and the merger will add a further 15. The scope of the assessment for RP2 will therefore include this addition.

Once again the applicant has demonstrated the ability to present good quality evidence and recognise where improvements can be made to best demonstrate strengths. The CSE Standard continues to be used very effectively as an improvement tool and guide for good customer service delivery.

Significant improvements have been made on digital transformation, engagement with new areas such as schools, responding to issues such as historic abuse and developments following publication of an excellent brochure on Argyll and Bute Remembers. There is pride throughout the organisation on the levels of understanding of customers needs and preferences.

The assessor was once again able to meet a variety of customers, partners and staff and was impressed with the on-going level of commitment to customer service delivery. Consequently the assessor's recommendation for the retention of the CSE standard is well deserved. This application is fully compliant with 8 areas of compliance plus being appropriate: 1.1.1, 2.1.1, 2.1.6, 2.2.4, 2.2.5, 3.1.1, 3.3.1 and 4.2.1. However the assessor wishes to review 4 additional areas at the RP2 visit: 1.3.4, 2.1.4, 4.3.1 and 5.3.1.

### 1: Customer Insight

Criterion 1 self-assessment	Unprocessed
Criterion 1 outcome	Successful

RP1 - 2019: Criterion 1 is about customer insight, customer engagement and customer satisfaction. Considerable effort is made to gather vital customer insight, through a variety of consultation and engagement methods. Some interesting connections have been made in communities including work with schools. The outcomes from the development of the Argyll & Bute Remembers initiative has also proved to be very useful. Consequently many new customer characteristics have been developed, meriting a compliance plus at 1.1.1. You have recognised the need to incorporate all this valuable activity into an overall G and L engagement strategy.

You also use a variety of robust methods to measure customer satisfaction, including customer surveys and feedback at formal and community based forums, but you also recognise the need to develop this strategy further. Likewise, while you do work towards measuring customer satisfaction against the corporate target, it is noted that you plan to develop more specific customer satisfaction targets and measures, which will be reviewed at the RP2 visit.

Overall your efforts to gain considerable customer insight is commendable, with compliance plus being appropriate at 1.1.1.

### 2: The Culture of the Organisation

Criterion 2 self-assessment	Unprocessed
Criterion 2 outcome	Successful

RP1 - 2019: Criterion 2 is about the culture of the organisation.

It is very clear from the presented evidence and discussion with staff, partners and customers that the culture and ethos throughout your organisation is completely customer focused. This stems from the corporate commitment and leadership with G and L. However, it is noted that, while the commitment to treating customers fairly is clearly in place, there is scope to develop more formal customer feedback and 2.1.4 will be reviewed again at the RP2 visit.

You continue to show robust processes to recruit customer focused staff and the training and development provided to new and established staff is excellent. The considerable amount of customer insight gathered is used effectively to influence policies and procedures and the development of the shared calendar and check sheets is noted.

Overall the whole thrust of customer service is obvious throughout G and L and worthy of the retention of compliance plus at 2.1.1, 2.1.6, 2.2.4 and 2.2.5.

### 3: Information and Access

Criterion 3 self-assessment Unprocessed

Criterion 3 outcome Successful

RP1 - 2019: Criterion 3 is about the provision of information, accessibility of services and partnership working.

The wide range of quality information continues to be provided and you show willingness to reach out to customers during normal service delivery, but also during specific crisis points such as during the power outage at Colonsay. You also show the willingness to provide information in ways that suit customers and customer groups, but also respond to customer feedback such as revised practices with staff at the Customer Service Points.

These and other arrangements ensure that access to all service is made easy and the digital transformation has been considerable. The support provided to customers and partners in this field has been noted.

The joint working arrangements with other council service providers and liaison with Member and Community officials remains outstanding and commented upon very favourably during the visit.

Overall the commitment to provide good quality information, in modern and traditional ways, and provide accessible services through partnership working where appropriate is very good. This merits the retention of compliance plus at 3.1.1 and 3.3.1.

### 4: Delivery

Criterion 4 self-assessment Unprocessed

Criterion 4 outcome Successful

RP1 - 2019: Criterion 4 is about delivery against set core performance standards and dealing with any subsequent problems arising.

Good standards of service delivery for core performance remain in place, which are robustly monitored.

This is supported by exceptional commitment to identifying and dealing with customer expectations at the very outset of engagement. This applies to both internal and external customers.

While performance against the set standards is monitored with appropriate dips being identified, there is scope to show in more detail specific outcomes and actions taken. Consequently 4.3.1 will be reviewed again at the RP2 visit. However the approach by all in G and L, at the outset of engagement in terms of setting customer expectations, is outstanding.

A robust and thorough approach is taken in the handling and monitoring of all types of issues and complaints. There is a willingness at all levels to learn from mistakes.

Overall service is delivered to standard and actions taken to address problems that arise. The retention of compliance plus at 4.2.1 in regard to customer expectations is fully merited.

### 5: Timeliness and Quality of Service

Criterion 5 self-assessment Unprocessed

Criterion 5 outcome Successful

RP1 - 2019: Criterion 5 is about setting and delivering against standards for customer service, including timeliness and the quality of customer service.

Appropriate and meaningful standards for the timeliness and quality of customer service remain in place, although the emphasis is more focused on time than quality. However, you do show the commitment to deliver against the standards in place. While outcomes are good, you recognise the need to focus more on the outcomes and take action where issues arise. Consequently 5.3.1 will be reviewed again at the RP2 visit.

Overall a good approach to delivering against customer service standards for timeliness and quality.

## 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

#### New Evidence

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<b>GL601: Area Community Planning Groups (ACPG's)</b>	Assessor Acceptance:	Yes
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The Governance Team are working with the Community Planning and Community Development Team and the CPP Management Committee to include young people onto the ACPGs

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<b>GL602: Freedom of Information</b>	Assessor Acceptance:	Yes
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The Governance Team strives to stay up to date with current issues, specifically as they relate to subject access requests.

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<b>GL603: Argyll and Bute Remembers</b>	Assessor Acceptance:	Yes
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Argyll and Bute Council produced a booklet which illustrated several of the key commemorative events staged in the area to mark the centenary of the end of the war.

#### Corporate Evidence

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

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<b>C002: Organisation Database on the CRM</b>	Assessor Acceptance:	Yes
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Our Corporate CRM not only hold comprehensive information about private customers, but also about every Organisation in Argyll and Bute and their specific characteristics. This allows us to segment them by area, organisation type etc and provided targeted services.

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<b>C113: Using CRM Customer Info For Proactive Engagement</b>	Assessor Acceptance:	Yes
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The council CRM holds comprehensive data on every customer in A&B. Ith appropriate GDPR permission we use those characteristics to send targeted information about service disruption and service changes, events and other beneficial info. Reports help us identify existing & potential target groups

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

RP1 2019 In addition to normal on-going customer insight research, a number of interesting initiatives have been undertaken to gather a wider range of customer data. The research has included liaison with a number of other council services to gather the data, which has brought fresh insight to G and L staff resulting in considerable up-skilling. This has been particularly applicable in the Freedom of Information area regarding customer insight with historic abuse. The production of the Argyll and Bute Remembers booklet was an excellent outcome of detailed research and has received many plaudits and was commented upon very favourably by partners met.

Evidence Value: Fully Met

**1.1.1.2: and potential customer groups**

RP1 2019 Likewise considerable effort has been made to engage with local communities. In particular the work with the Area Community Planning Groups has provided a variety of useful data. G and L staff meet quarterly with local representatives and a recent development has been the inclusion of senior school pupils. This has been so illuminating, particularly from the concept of engaging with potential customers, that their inclusion will become a permanent feature.

Evidence Value: Fully Met

**1.1.1.3: based on recent and reliable information.**

RP1 2019 The presented evidence and discussion with managers and staff confirms that all customer insight conclusions are based on recent and reliable information. The whole approach and documentation of the outcomes of identifying customer groups and their characteristics is impressive, which in the assessor's view merits compliance plus.

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**

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**GL400: Taxi Operator Meetings** Assessor Acceptance: Yes

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Each year the Head of Governance and Law meets with Taxi Operators from across Argyll and Bute. He uses these meetings to identify the core customers in terms of the Taxi Licensing part of our service. It allows the customers to provide feedback on the licensing process and raise any issues.

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**GL401: Area Community Planning Group Survey** Assessor Acceptance: Yes

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Each year we conduct a survey which is sent round to our Area Community Planning Group members. We have refined the survey and have now included questions which allow us to identify our customer group, which in turn allows us to be able to better understand their needs and preferences.

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**GL402: IKEN - recognising needs of customers and using appropriate timescales** Assessor Acceptance: Yes

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Legal Services have considered the timescales for advice and other work required by customers and implemented time management

**Corporate Evidence**

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**C004: Your Voice Consultation 2018** Assessor Acceptance: Yes

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

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**C025: Customer Care Toolkit** Assessor Acceptance: Yes

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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.

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

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

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**1.1.2.1: We have developed customer insight about our customer groups**

June 15 - Assessment: A good range of methods, including making use of corporate processes, have been used to develop customer insight across all customer groups. The work with Taxi Operators is innovative and internal support to other Council Services is well documented through the Child Protection support provided to Social Services

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Considerable effort has been made to increase the level of engagement and segmentation of the outcomes from a wide variety of consultations. This has resulted in positive steps to identify areas for improvement and clearly demonstrates the ethos of continuous improvement.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**1.1.2.2: to better understand their needs and preferences.**

June 15 - Assessment: Consultation with Licensing Boards is consistent and geared to identify issues relating to in the main Statutory Regulation and Trade application situations. The work with Taxi Operators is meaningful and considerable feedback has been obtained on service provision. The IKEN process for Legal Services has identified important timescale issues for customers.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: The greater depth of segmented analysis of outcomes has resulted in more meaningful understanding of customer needs and preferences. This happens across different customer groups such as Taxi Operators and Area Committee Planning.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL501: Anti-Social Behaviour Groups</b>	Assessor Acceptance:	Yes
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The Governance and Law Team support Anti-Social Behaviour Sub Groups which act to resolve complaints and prevent anti-social behaviour.

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<b>GL502: Venues for Area Committee meetings</b>	Assessor Acceptance:	Yes
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Consideration is given to the venue for each committee. Area Committees are routinely held throughout the four decentralised areas. Also, when considering local issues central committees often held out with the Councils Headquarters

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<b>GL503: Hard to Reach groups - Elections</b>	Assessor Acceptance:	Yes
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Raised awareness of the Local Government Elections 2017 throughout the general public, including under-represented groups.

**Corporate Evidence**

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<b>C006: Website Accessibility Report and Guidance</b>	Assessor Acceptance:	Yes
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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

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<b>C007: Engaging with our Gaelic speaking minority.</b>	Assessor Acceptance:	Yes
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The council area includes part of the Gaelic speaking heartland of Scotland so we make extra efforts to ensure their needs are met. This evidence shows the new 2018-22 Gaelic Action Plan with many actions to boost this marginalised community.

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<b>C038: Strategic Islands Group</b>	Assessor Acceptance:	Yes
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Our hard to reach island Communities have been given a new champion Group within the council administration. This evidence is the TORs but the most recent minute will be shown at assessment.

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### 1.1.3.1: We make particular efforts to identify hard to reach

June 15 - Assessment: Considerable efforts have been made at corporate level to engage with hard to reach customer groups, which has been supported locally. The professional approach with Website accessibility and Gaelic speaking communities shows that Governance and Law has carried out some innovative approaches to supporting Area Committees. This includes working effectively with partners and providing facilities such as Video Conferencing.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The corporate commitment to identify and engage with the harder to reach customers and customer groups continues to be applied. The developments with Anti-Social Behaviour Sub Groups clearly demonstrate this commitment and engagement with the wider community and partners with a focus on prevention rather than reaction. Outcomes are regularly published widely through a variety of channels.

RP1 2019: Not reviewed.

Evidence Value:

Fully Met

### 1.1.3.2: and disadvantaged groups and individuals

June 15 - Assessment: Likewise a lot of effort is being made to engage with disadvantaged groups, both corporately and locally. The remote location of some customer groups is a challenge, but good efforts are being made to reach them. Disadvantaged groups are also well catered for and the work on ASBOs is a good example. The evidence points to areas where re-offending has been reduced.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The wide spread location of customers around all corners of Argyll & Bute continues to present considerable challenge. However a lot of effort continues to be made to address this situation by reviewing procedures such as the location of the Area Committees. Members of Area Committees met confirmed their appreciation of the flexibility and the attendance rate at such meetings has increased

RP1 2019: Not reviewed.

Evidence Value:

Fully Met

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

June 15 - Assessment: The work with Area Committees' is specifically helpful and the decision making process has been entrusted to the committees with confidence. The whole approach to engagement with such groups is innovative. Partners met, especially those directly involved in Committee work indicated their complete satisfaction with this aspect of service support.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Arrangements for Elections are an important role with Governance and Law and considerable effort continues to be made to not only raise awareness, but promote the importance of participating.

Engagement with the harder to reach and disadvantaged groups includes young people, older people, ethnic minorities, people with disabilities, people living in temporary accommodation and service personnel. The ground work included visits to schools and the production of a promotional video.

RP1 2019: Not reviewed.

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: Compliant

#### New Evidence

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<b>GL604: Attendance Panel</b>	Assessor Acceptance:	Yes
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We used a different approach to contacting a customer for an Attendance Panel meeting as they were going through difficult circumstances. We made contact more personal using telephone rather than just formal letter.

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<b>GL605: Community Council TNA</b>	Assessor Acceptance:	Yes
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Governance and Law conduct an annual Training Needs Analysis for our Community Councillors which assists us to identify their top training priorities

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<b>GL606: Use of VC</b>	Assessor Acceptance:	Yes
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Governance and Law make every effort to ensure that distance is not a barrier to our customers and make available solutions that suit customer groups such as video-conferencing.

#### Corporate Evidence

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<b>C039: MOWG on Communication</b>	Assessor Acceptance:	Yes
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In late 2017 the Council set up a Member-officer Working Gp specifically to totally review it Communication Marketing nad Web approaches to engaging all customer groups. This shows the scope and outcomes.

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<b>C049: Communication, Marketing and Web Strategy 2018-20</b>	Assessor Acceptance:	Yes
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A key outcome of the Comms MOWG (C039) was a new Communication, marketing and Web Strategy - Go to bottom of this document to see summsry of Plan on a Page.

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<b>C115: Assisted Digital Strategy 2016-19</b>	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.

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**1.2.1.1: We have a strategy for engaging and involving customers**

RP1 2019 A good range of methods are in place to engage and involve customers and customer groups. However the applicant recognised the need to streamline the activities and formulate an overall engagement strategy policy across all parts of the business. The assessor recognises the strength and depth of consultation and sees this development as a clear indication of continuous improvement.

Evidence Value: Fully Met

**1.2.1.2: using a range of methods**

RP1 2019 As indicated above the range of engagement and involvement is extensive and includes some exciting initiatives such as the developments within the Attendance Panel process. The Community Councils are also a very useful platform and the assessor witnessed a training and consultation meeting, where various approaches in customer service delivery were discussed. Technology also plays an important role and due to the remoteness of some communities Video Conferencing (VC) is a major asset. A range of equipment is available for use.

Evidence Value: Fully Met

**1.2.1.3: appropriate to the needs of identified customer groups.**

RP1 2019 Clearly the wide range of methods used are geared for specific circumstances. Face-to-face meetings are frequently used for appropriate customer groups and where a personal presence is required. In addition the formal processes for professionals, such as VC is widely used. Overall the best method is used to suit the needs of customers.

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**

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<b>GL403: Area Community Planning Group Survey</b>	Assessor Acceptance:	Yes
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Each year we conduct a survey which is sent round to our Area Community Planning Group members. We have refined the survey and have now included questions which allow us to identify our customer group, which in turn allows us to be able to better understand their needs and preferences.

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<b>GL404: Taxi Operator Meetings</b>	Assessor Acceptance:	Yes
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As part of the annual meetings with Taxi Operators, the Head of Governance and Law asks for matters of concern and also asks for views on the review of Taxi fare scales. Feedback from these meetings is used to inform the report which provides recommendations to elected members.

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<b>GL405: Community Council Annual Survey</b>	Assessor Acceptance:	Yes
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We conduct an annual survey with our Community Councils and we circulate the results and advise of any actions which are taken.

**Corporate Evidence**

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<b>C011: Customer Service Strategy 2015-19</b>	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.

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<b>C050: Vision Values, Outcomes Consultation</b>	Assessor Acceptance:	Yes
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As part of the new Corporate Plan creation we consulted customers on the new Vision Values and Outcomes, including even the new Council Slogan. This report shows the results and these were adopted and are now in the Plan.

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<b>C114: 2017/18 Corporate Budget Consultation Outcomes</b>	Assessor Acceptance:	Yes
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We used customer insight about our customer groups to launch a multimedia budget consultation to inform the council's spending choices. This resulted in 770 responses and 2,500 comments. This report summarises the outcomes and was published on the website.

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

June 15 - Assessment: There is clear cut commitment to engage with customer groups at all levels.

Corporate strategy is strong and very ably supported throughout Governance & Law.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Consultation continues to be a strong feature of customer group engagement. Such activity is very well planned, inclusive and very detailed in content.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

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

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Existing channels of communication are used to inform customers about outcomes and action plans put in place. Traditional hard copy reports are supplemented by information provided electronically, particularly the HUB for internal council services but also the Web Site for the general public.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL504: Review of Scheme of Establishment</b>	Assessor Acceptance:	Yes
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Two phases of consultation with key stakeholders and the wider public through the Council Website, Social Media, local libraries and by way of press releases to local newspapers re Review of the Scheme for the Establishment of community councils.

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<b>GL505: Members Survey</b>	Assessor Acceptance:	Yes
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Members survey created using an online tool, with the aim being to make it easier for Members to complete the survey and therefore illicit a higher response rate. 21 Members responded out of a possible 36 (58% return) which is the same as 2015 and an increase from 2014 (38%).

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<b>GL506: Public Awareness Strategy for Elections</b>	Assessor Acceptance:	Yes
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A strategy was developed to encourage participation in the electoral process. Following the election an evaluation of the campaign was undertaken establishing benchmarks that will help inform future election campaigns.

**Corporate Evidence**

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<b>C013: Departmental Reporting Against ABOIP Targets</b>	Assessor Acceptance:	Yes
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In 2018 ABC reviewed its SOA and the updated version is now known as the AB Outcome Improvement Plan. Pages 28-31 detail the commitment to Engagement and Empowerment and outcomes are on the website.

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<b>C014: Review of Citizen's Panel Arrangements 2017</b>	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.

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<b>C051: Helensburgh Waterfront Major Development Consultation review</b>	Assessor Acceptance:	Yes
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Every major development in ABC is subject to major public consultaion and the approach to each one is reviewed beforehand and the strategy updated beforehand. This is the most recent example - See Appendix 1.

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**1.2.3.1: We regularly review our strategies and opportunities for consulting**

June 15 - Assessment: Corporate reviews are carried out as a matter of routine, but the activity is not ordinary. All reviews are carried very professionally and include issues such the impact of the Single Outcome Agreement and Customer Charter, which was re-vamped in November 2014.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Although there is a statutory requirement to review the Scheme of Establishment, the review was tackled very thoroughly and professionally, including engagement with stakeholders and the wider community. The final outcome identified only minor amendments which confirmed the robust nature of the procedures in place.

RP1 2019: Not reviewed.

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.**

June 15 - Assessment: Governance & Law specific processes are also reviewed as need arises and specific examples include the Members' Survey and Area Governance Consultations.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The response rate with the Members Survey has been disappointing in recent years and the methodology was changed to carry out the survey on line. The response rate has increased to 58% for the last two surveys. Although this is considered to be encouraging a further review is to be carried out to improve the response rate even further.

RP1 2019: Not reviewed.

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

##### New Evidence

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<b>GL607: Community Councils</b>	Assessor Acceptance:	Yes
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Area Governance routinely undertake surveys with community councils regarding the levels of satisfaction in their own performance and that of the Council.

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<b>GL608: Members survey</b>	Assessor Acceptance:	Yes
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Governance and Law undertake an annual survey which seeks to measure the level of service that is provided to our Elected Members.

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<b>GL609: Taxi Operator Meetings</b>	Assessor Acceptance:	Yes
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Governance and Law hold annual meetings with taxi operators. Meetings are held in the local areas and offer customers an opportunity to provide feedback.

##### Corporate Evidence

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<b>C001: Website Visitor Report 2017</b>	Assessor Acceptance:	Yes
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Analysis of visitor feedback from a pop up survey to every 100th website visitor is included in a wider quarterly report to CSB. This evidence is of our last quarterly analysis of website usage with customer satisfaction overall and specific features such as web search.

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<b>C009: CSC Telephone Satisfaction Survey 2018</b>	Assessor Acceptance:	Yes
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The council uses the CSC's Automated phone survey capability to offer every caller to CSC a survey. This report summarises the findings for FQ1 2018. Headline satisfaction was 92.6%

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<b>C118: CS Target Monitoring</b>	Assessor Acceptance:	Yes
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The Council keeps track of over 30 external + internal customer satisfaction measures and reports an average quarterly to senior managers and members on the Customer Service Scorecard. This evidence shows that we have reliable internal/external trend data for 4 years that can be drilled into team level

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

RP1 2019 Customer satisfaction is at the heart of all activity and customers' perspective on such service delivery is routinely obtained. This is done through formal consultation, formal customer surveys, informal surveys and exit checks during customer engagement. The survey strategy is robust and reliable, but the applicant recognises the need to incorporate the procedures and protocol into the proposed Customer Engagement Strategy.

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**

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<b>GL406: Elected Member Survey and Feedback</b>	Assessor Acceptance:	Yes
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We carry out a survey of our Elected Members each year and we look to improve services as a result.

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<b>GL407: CPG Survey</b>	Assessor Acceptance:	Yes
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We carry out a survey of our Area Community Planning Group attendees on an annual basis. We publicise the results at the Area CPG meetings and have also developed an Action Plan to take forward the items which are highlighted for improvement.

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<b>GL408: Community Council Survey</b>	Assessor Acceptance:	Yes
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We conduct an annual survey with our Community Councils. We publicise the results to the Community Councils and also to our SMT. We also use the results to improve services.

**Corporate Evidence**

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<b>C017: Argyll and Bute Customer Service Charter</b>	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.

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<b>C118: CS Target Monitoring</b>	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 via the Pyramid system including improvements made in comments boxes. Key results are published on performance page of website.

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<b>C119: Departmental Performance Reporting to Customers</b>	Assessor Acceptance:	Yes
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The council reports on all aspects of service delivery including satisfaction, complaints, Consultations, improvements etc through its Quarterly performance Reports on the Website. This evidence shows this analysis and improvements.

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

June 15 - Assessment: June 15 - Assessment: While the range of presented evidence is limited, it is clear from discussion with staff, partners and stakeholders that Governance & Law will thoroughly analyse outcomes from customer satisfaction research.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Considerable effort continues to be made to analyse and publicise the outcomes from substantial research on customer satisfaction. This includes valuable interaction with Elected Members, Community Planning and Area Committees.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**1.3.2.2: for all main areas of our service**

June 15 - Assessment: In addition to some specific direct customer service delivery such as Freedom of information and formal Complaints, all activities are covered.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Effort continues to be made to ensure all services are included in customer satisfaction research. Partners and stakeholders met confirmed that they felt completely included in all development activity and appreciated the opportunities to make comment on satisfaction levels of service delivery.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**1.3.2.3: and we have improved services as a result.**

June 15 - Assessment: Some improvements include upgrading of IT equipment in the Council Chamber, revised Customer Service Charter and better consistency in the preparation of Area Committee Packs. While compliance is accepted, there is scope to provide more detailed outcomes across all the three themes in this element.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: A number of improvements have been identified including guidance to the Community Planning Groups and better signposting diagrams on 'Who's Who' within Governance & Law and their respective responsibilities.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

**Active Evidence**

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<b>GL507: Legal Services Customer Survey</b>	Assessor Acceptance:	No
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A survey is carried out on an annual basis by Legal Services to determine customer satisfaction levels.

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<b>GL509: Members Induction</b>	Assessor Acceptance:	Yes
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Following the local government election in 2017 elected members were invited to participate in an Induction Programme.

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<b>GL508: Members Satisfaction Survey</b>	Assessor Acceptance:	Yes
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A Members Satisfaction survey is carried out in the fourth quarter of each year to ensure that elected members are given the best possible support to help them carry out their duties as a councillor.

**Corporate Evidence**

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<b>C005: Face to face Service Satisfaction Report</b>	Assessor Acceptance:	Yes
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This evidence shows the report on the last satisfaction survey for the CSP FTF Service including elements of Access, Satisfaction, Quality etc.

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<b>C009: CSC Telephone Satisfaction Survey 2018</b>	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.

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<b>C123: Avoidable Contact Insight Analysis</b>	Assessor Acceptance:	Yes
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The council's CRM system records quality of service by measuring avoidable contacts through failure of service. This is an excellent indirect measure of customer satisfaction as every contact is in effect a dissatisfied customer. It gives a huge sample to analyse and improve from.

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**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,**

June 15 - Assessment: It is clear from Corporate and Governance & Law activity that the 5 key areas of customer service delivery are included in formal and informal research.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: It was agreed with the applicant that evidence at GL507 should be replaced with GL518 (Legal Service Customer Satisfaction Survey), which better demonstrates the commitment to including measurement of the 5 key areas of customer satisfaction.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: Work on the Members' Portal is a good example of addressing specific concerns.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: It was clear from discussion with managers, stakeholders and partners that specific issues raised through customer insight are dealt with effectively, however there was little evidence presented to show the outcomes and resultant measurement. Consequently, and while compliance is maintained at this stage, the assessor would like to review progress for this theme at the RP1 visit.

RP1 2019: Not reviewed.

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

**New Evidence**

**GL610: Liquor licenses** Assessor Acceptance: No

The Legal Team have established a target of processing 95% of all Personal liquor licenses with no objections within 32 days. The target is routinely broken, to the satisfaction of customers.

**GL611: Anti-social behaviour** Assessor Acceptance: No

Governance and Law have set a target of 80% of all anti-social behaviour cases being resolved within 13 weeks. Given that such cases are often highly emotive this is an ambitious target

**GL612: Community Councils** Assessor Acceptance: Yes

Governance and Law have established a challenging and stretching target re % of Community Councils who feel supported and are working to exceed it

**Corporate Evidence**

**C015: CSC Key Telephony Indicators** Assessor Acceptance: Yes

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

**C118: CS Target Monitoring** Assessor Acceptance: Yes

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

**C121: Corporate Cleaning Customer Satisfaction** Assessor Acceptance: Yes

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

**1.3.4.1: We set challenging and stretching targets for customer satisfaction**

RP1 2019 Although the underlying concept in the delivery of the targets presented at evidence GL610 and 611 is customer satisfaction, the targets themselves are more related to timeliness. However G and L customer surveys do measure customer satisfaction and outcomes are benchmarked against the corporate target of 90%. There is scope to set more meaningful targets and measures for G and L specific service delivery and, while compliance is maintained, the assessor will review this theme at the RP2 visit.

Evidence Value: Fully Met

**1.3.4.2: and our levels are improving.**

RP1 2019 The target of 75% satisfaction with the Community Councils feeling supported does give a better indication of the levels of satisfaction and in the most recent survey a 6.5 % increase has been achieved. However, likewise, here there is scope to provide more detail and while compliance is also maintained, this will be reviewed at the RP2 visit.

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**

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<b>GL409: Changes to Polling Places</b>	Assessor Acceptance:	Yes
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We have made a positive change to customer experience as a result of analysing the facilities that are available at Polling Places across the area. We have used feedback from customers (staff and voters) to look at identifying alternative venues and have improved the customer journey as a result.

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<b>GL410: Noticeboards/Public Procession applications</b>	Assessor Acceptance:	Yes
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We are always reviewing the way that we interact with our customers and will try where possible to minimise the number of contacts that they have with different parts of the Council. We have put in place a process whereby matters are now dealt with directly at the Customer Service Point.

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<b>GL411: Update to Occasional Licence online application</b>	Assessor Acceptance:	Yes
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Staff in Legal Services worked to update the online process for applying for an occasional licence. The improved customer experience and journey resulted in an award of a 4 star rating by SOCITM.

**Corporate Evidence**

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<b>C019: Website Customer Behaviour and Performance Analysis Tool</b>	Assessor Acceptance:	Yes
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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.

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<b>C025: Customer Care Toolkit</b>	Assessor Acceptance:	Yes
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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)

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<b>C122: Tuning the Voice Automated Switchboard</b>	Assessor Acceptance:	Yes
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The council's voice auto switchboard has a tuning/learning capability shown in this guide that allows us to examine failed customer interactions, make tuning adjustments based on phonetics and make sure the customer is successful next time.

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

June 15 - Assessment: Improving customer experience is important to Governance & Law and several examples have been outlined. One such is a series of Committee Development Days to support understanding of role and effective cross-member working e.g. Policy & Resources Committee Development Day Agenda. In response to issues raised one of the outcomes of these development days was the incorporation of work plans for each committee. Area Committee members met at the stakeholders meeting confirmed their appreciation at this level of service delivery.

June 16 - RP1: The development of Action Plans is a positive move and demonstrates the desire to react to customer insight.

RP2-2017: Following considerable feedback from customers and staff, in particular, efforts have been made to improve customer experience at Polling Stations and with the publication of Public Notices.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**1.3.5.2: including improved customer journeys.**

June 16 - RP1: It was agreed that corporate evidence at item C005 be replaced with C025 (Customer Care Toolkit) and C122 (Voice Automated Switchboard Improvements). Customer journey experience is more effectively monitored through surveys and feedback at venues such as Polling Stations and appropriate changes have been made to improve customer experience. This theme and overall element is now considered fully compliant.

RP2-2017: The actions outlined at 1.3.5.1 demonstrate positive improvements to customer experience. However further evidence of improved customer experience has also been demonstrated with changes to on-line licensing applications. In all activity the interests of improved customer experience is clearly evident in the thoughts of all in Governance & Law.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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## 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

#### New Evidence

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<b>GL613: Change to Public and Councillor Question Time</b>	Assessor Acceptance:	Yes
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Change made to Committee agenda running order to ensure we meet the public's expectations.

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<b>GL614: Employment of Children</b>	Assessor Acceptance:	Yes
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The Area Governance Team recognised that as the focus employment of children is to protect the child's welfare and that the child is able to continue to take advantage of educational opportunities we were not best placed to make that judgement.

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<b>GL615: Customer Service Board</b>	Assessor Acceptance:	Yes
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The Area Governance Manager is a member of the Customer Service Board which was established to manage customer service performance.

#### Corporate Evidence

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<b>C022: Corporate Plan, Vision, Values and Strategic Outcomes</b>	Assessor Acceptance:	Yes
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The Council's Corporate Plan, Corporate Vision and Values are underpinned by the Strategic Outcomes. These have just been updated and include a number of customer focused outcomes (highlighted yellow) that show customers are core to strategic thinking.

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<b>C026: Leadership Commitment Strategic Customer Service Board</b>	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

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<b>C052: Elected Leadership Policy Lead</b>	Assessor Acceptance:	Yes
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The elected council leadership has appointed specific councillors to be Policy Leads for critical areas. Rory Colville is the Policy Lead for Customer Services. He receives a monthly update on key targets and developments.

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

RP1 2019 The corporate commitment to provide the best possible service is clearly administered by all in G and L. While there has been some management re-structure, it is also clear that the commitment is equally strong and all managers lead by example. The Customer Service Board continues to be an extremely focused and effective channel to review and encourage development of customer focus activities and service delivery. G and L are active participants on this board.

Evidence Value: Fully Met

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

RP1 2019 As indicated above managers at all levels are completely committed to being involved and supportive to developing customer service delivery. They are active in reviewing policy and opportunities and the presented evidence provides good support to this, particularly in providing guidance to the Customer Service Board and in delicate discussion on policy for the employment of children. Comment from partners met, particularly at Committee level, and from staff confirms the level of support provided by leaders. Consequently compliance plus is retained.

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**

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**GL412: Short Life Working Group on Political Management Arrangements** Assessor Acceptance: Yes

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Prior to the Local Government Elections in May 2017, the Council agreed to set up a Short Life Working Group which would examine the way that the Political Management Arrangements (PMA) worked.

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**GL413: Community Council Development Plan** Assessor Acceptance: Yes

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The Community Governance Team have developed a Community Council Development Plan which uses information gained from the annual survey to inform a plan where actions are taken forward.

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**GL414: Liquor licensing Policy (consultation process)** Assessor Acceptance: Yes

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Views of customers (Premises Licence Holders, Personal Licence Holders and Elected Members) are taken into account when producing the draft of the Policy which is then approved by the Licensing Board.

**Corporate Evidence**

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**C004: Your Voice Consultation 2018** Assessor Acceptance: Yes

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

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**C027: Customer Driven Community Improvements** Assessor Acceptance: Yes

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

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

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

**2.1.2.1: We use customer insight to inform policy and strategy**

June 15 - Assessment: The very nature of the role required by Governance & Law to support other Council Services, Councillors and Area Committees means that input to policy development is a top priority. However this does not deter everyone throughout the organisation in looking for meaningful outcomes from engagement to support service delivery.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: The more detailed analysis of customer insight data, including segmentation down to customer groups, provides considerable benefit in influencing changes to policies and strategies. The Short Life Working Groups continue to be very effective mechanisms.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value:

Fully Met

**2.1.2.2: and to prioritise service improvement activity.**

June 15 - Assessment: The Short Life Working Groups have proved to be very effective in supporting Councillors with political arrangements. This level of support was specifically commended by stakeholders met during the assessment.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Improvements include streamlining support to Area Committees and providing better choices to new Elected Members in their training provisions. Staff in Governance & Law play an important support role here.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

**GL510: FOI Information** Assessor Acceptance: Yes

Freedom of Information Act requires information to be provided within 20 working days, however Governance and Law endeavour to provide said information earlier than 20 days.

**GL511: Publication of Committee Reports and Agendas** Assessor Acceptance: Yes

Policies and procedures are established in relation to the publication of Committee reports and public notice for meetings.

**GL512: PYramid targets for Minutes** Assessor Acceptance: Yes

Governance and Law are committed to making minutes available within the shortest timeframe possible.

**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)

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

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

**C090: Complaints Handling Procedure** Assessor Acceptance: Yes

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

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

June 15 - Assessment: It is clear from presented evidence, observation of service delivery and comment from staff and stakeholders met, that very sound policies are in place to ensure high expectations are in place. However expectations are well balanced and managed effectively to ensure that delivery is achievable to maximise customer satisfaction.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The sound procedures to provide high level expectations remain in place, but considerable effort has been made to improve the publication of Committee Reports by providing shell minutes, followed by confirmation of decisions and immediate publication following sign off by the chair of the respective committee. This has resulted in publication 4 days earlier than requirement. Stakeholders and customers met confirmed overwhelming satisfaction with this level of service delivery.

RP1 2019: Not reviewed.

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

**New Evidence**

**GL616: Community Council Inaugural Meetings** Assessor Acceptance: Yes

Following the Inaugural meetings of the Community Council, Governance and Law sought feedback from newly elected Community Councillors about their experience at the meeting and whether the whole process had met their expectations.

**GL617: Customer feedback** Assessor Acceptance: Yes

Governance and Law officers routinely receive feedback from customers confirming that they have received excellent service

**GL618: Hearings** Assessor Acceptance: Yes

As part of the Committee process parties are routinely asked to confirm that they have received a fair hearing.

**Corporate Evidence**

**C009: CSC Telephone Satisfaction Survey 2018** Assessor Acceptance: Yes

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

**C020: Automated Complaints process Satisfaction Survey** Assessor Acceptance: Yes

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

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

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

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

RP1 2019 Although the corporate commitment to treating customers fairly is apparent in every day service delivery, there is scope to show more precisely how this is embedded into G and L policies and procedures across the board. The procedures outline for protocol at Committee Hearings gives a good indicator of the commitment to treating people fairly.

Evidence Value: Fully Met

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

RP1 2019 Although the commitment to treating customers fairly is not in doubt, and confirmation is sought at the end of Committee Hearings, there is scope to show more precisely how customer feedback is sought across the board to confirm that customers are being treated fairly. Although compliance is maintained the assessor wishes to review this theme at the RP2 visit.

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**

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<b>GL415: Exempt or confidential information at Committees</b>	Assessor Acceptance:	Yes
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Governance and Law staff offer advice to other officers of the Council in relation to whether information contained within Committee reports should be exempt.

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<b>GL416: Information Asset Register</b>	Assessor Acceptance:	Yes
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Staff in Governance and Law have produced an Information Asset Register using a template which was developed by the National Archives. It sets out how information is stored and will be dealt with by the service.

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<b>GL417: Classification of e-mails</b>	Assessor Acceptance:	Yes
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Governance and Law staff ensure that customer information is securely sent by being aware that the correct classification is used for e-mails particularly for sensitive information.

**Corporate Evidence**

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<b>C030: Secure computer systems</b>	Assessor Acceptance:	Yes
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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.

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<b>C056: Ensuring GDPR Law and Standards are Met 2018</b>	Assessor Acceptance:	Yes
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New laws on Data Protection were introduced in May 2016 with stringent service standards on data retention, usage and consent. This shows the efforts made to ensure customer rights are met across the council.

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<b>C068: Code of Conduct - Data Protection</b>	Assessor Acceptance:	Yes
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The UK Government introduced new standards for cyber security called Cyber Essentials. The highest standard that can be achieved is Essentials Plus and Argyll and Bute Achieved that in 2018

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

June 15 - Assessment: Sound policies and procedures are in place to ensure customers' privacy. This is particularly important on the political platform as well as in the legal arena. A very professional approach is adopted without detracting from the friendly and open approach required for good customer facing engagement.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Privacy and confidentiality remain top priorities for all customer engagement. This includes face-to-face contact as well as.....

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: Likewise all appropriate measures are taken to ensure the transfer of electronic data. This requires significant diligence due to the level of exchange of information to other council services, but even more so to Councillors and Area Committees.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: .... digital information stored or transmitted. A local policy has been developed by Governance & Law staff resulting in the production of an Information Asset Register. This development is based on national guidelines but has a very local interpretation and application.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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: Compliance Plus

**Active Evidence**

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<b>GL513: Officer providing good customer service</b>	Assessor Acceptance:	Yes
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Governance and Law Officer exemplifies the customer focused culture of our organisation.

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<b>GL514: Positive Customer Service module training</b>	Assessor Acceptance:	Yes
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We continually strive to promote customer focus throughout the Governance and Law Service and as such encouraged officers to make full use of the online training tool (LEON), specifically the Positive Customer Service module.

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<b>GL515: Legal Services work on simplifying information</b>	Assessor Acceptance:	Yes
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Governance and Law officers responded to customer feedback to develop skills around reducing complex legal contents into simple, clear and easy to understand guidance.

**Corporate Evidence**

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<b>C023: Customer Care Training</b>	Assessor Acceptance:	Yes
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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.

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<b>C057: 2018-21 Website Strategy</b>	Assessor Acceptance:	Yes
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In Early 2018 a number of consultations were held to inform the new Website Strategy, which was approved by SMT in May and is on the website. Staff were encouraged to influence the future and 199 did so as shown in this evidence.

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<b>C099: Employee Excellence Awards</b>	Assessor Acceptance:	Yes
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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

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**2.1.6.1: We empower and encourage all employees to actively promote**

June 15 - Assessment: It is clear from presented evidence and even more so from comment made to the Assessor during discussion with staff that empowerment is widespread across Governance & Law.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Considerable support and encouragement is provided by all managers and leaders including the head of service, who frequently visits staff to offer personal support and encouragement. Frequent formal acknowledgements of appreciation are expressed through a variety of channels including e-mails

RP1 2019: Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

June 15 - Assessment: Minutes of meetings and comment from staff met confirms that staff are fully engaged in providing and assessing customer service delivery.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The level of support provided by leaders and managers is very visible, proactive and highly appreciated by staff. This was confirmed overwhelmingly by staff met during the site visit and consequently service delivery, as acknowledged by stakeholders and customers met, is considerably enhanced.

Consequently this level of engagement by leaders and managers is worthy of a compliance plus rating.

RP1 2019: Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

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

#### New Evidence

<b>GL619: ABC Manager</b>	Assessor Acceptance:	Yes
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Governance and Law identify and select staff who have management responsibility and encourage them to undertake the Argyll and Bute Manager Programme.

<b>GL620: Job Description</b>	Assessor Acceptance:	Yes
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As part of our ongoing commitment to ensuring that we provide excellent customer service, we ensure that when we are recruiting new members to the team that the job description and person specification reflects a customer service element.

<b>GL621: Paralegal</b>	Assessor Acceptance:	Yes
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Colleagues are encouraged to use the yearly PRD Exercise (Performance Review and Development) as an opportunity to develop their own skills and to request additional training. Several of our colleagues have completed a course with the University of Strathclyde to gain a paralegal qualification.

#### Corporate Evidence

<b>C023: Customer Care Training</b>	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

<b>C032: Customer Focused Performance Appraisal &amp; Development</b>	Assessor Acceptance:	Yes
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The corporate Performance appraisal and development system (PRD); links development to required job outcomes and core competencies required for each post. Customer focus is a competence across all posts and grades as shown by this evidence.

<b>C070: Example Recruitment Job Description 2018</b>	Assessor Acceptance:	Yes
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Every recruitment requires a Job Description to be created specific to the new post, even temporary ones. These all include elements of customer focus and this example shows a recent new post. Every employee has a JD.

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

RP1 2019 Corporate guidance and protocol is adopted in G and L when staff are recruited. Job descriptions are precise and includes the required skills to deal with other service providers in the council, professionals and a wide range of Community Councillors and Members.

Evidence Value: Fully Met

#### 2.2.1.2: training and development policies for staff.

RP1 2019 A lot of effort is made to ensuring staff are fully equipped and supported to provide a high level of customer service. This includes mentoring, job shadowing, specific training courses and staff development. The level of uptake and achievement is very good and comment from staff met confirmed satisfaction with the opportunities and support provided.

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**

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<b>GL418: Election Comments</b>	Assessor Acceptance:	Yes
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Following the recent UK Parliamentary Election, the Depute Returning Officer received an e-mail from an Election Agent who had been present at the count. The e-mail demonstrates that our staff are polite and friendly to our customers and also have an understanding of our customers needs.

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<b>GL419: Community Council Survey</b>	Assessor Acceptance:	Yes
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An annual survey of our Community Council's is undertaken. Results are collated and reported to Community Councils and SMT. Ratings are consistently high.

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<b>GL420: Members Survey</b>	Assessor Acceptance:	Yes
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We conduct an annual survey of our Elected Members and ask them to rate our service. Included in particular this time was members' experience of the induction journey, to inform the plans for new member inductions after the local elections.

**Corporate Evidence**

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<b>C009: CSC Telephone Satisfaction Survey 2018</b>	Assessor Acceptance:	Yes
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This survey from April 2018 shows 95.6% satisfaction with staff attitude and professionalism and para3.4.3 has many comments on politeness and courtesy of staff.

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<b>C028: Our Polite and Friendly Standards</b>	Assessor Acceptance:	Yes
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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

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<b>C032: Customer Focused Performance Appraisal &amp; Development</b>	Assessor Acceptance:	Yes
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The corporate employee development approach has core competencies at its heart and customer focus is the first one, including 1,1,3 requiring polite customer service.

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**2.2.2.1: Our staff are polite and friendly to customers**

June 15 - Assessment: Guidance is clearly outlined corporately in the Customer Care Toolkit and Training Plans. However it was clear to the assessor from observation of service delivery and discussion with customers, stakeholders and staff that this aspect comes very naturally.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Corporate requirement to be polite and friendly to customers is carried out diligently. However this desire is developed appropriately across all parts of the business to specific customer groups such as Area Committees and Councillors.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**2.2.2.2: and have an understanding of customer needs.**

June 15 - Assessment: A good understanding of customer needs helps, through consistent engagement and customer feedback research, to streamline and fine tune service delivery. Feedback is honest and a selected comment from the Members' Survey shows that issues of concern are raised - "Staff are always pleasant and keen to help. Occasionally they seem stretched but never voice concerns "

June 16 - RP1: Not reviewed at this visit.

RP2-2017: The processes continue to show considerable understanding of customer needs, particularly in light of the greater depth of segmentation carried out.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL516: Team meeting performance acknowledgement</b>	Assessor Acceptance:	Yes
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Colleagues are routinely acknowledged for their performance, including at team meetings a management meetings.

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<b>GL517: Recognition by Senior Managers</b>	Assessor Acceptance:	Yes
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Staffs contributions are regularly recognised by senior managers.

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<b>GL518: Legal Services Customer Survey</b>	Assessor Acceptance:	Yes
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An exercise was taken forward to establish customer's satisfaction levels with the Legal Services. The outcome of which was the overwhelming majority of customers were very satisfied with the service delivered by the legal team.

**Corporate Evidence**

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<b>C052: Elected Leadership Policy Lead</b>	Assessor Acceptance:	Yes
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The elected council leadership has appointed specific councillors to be Policy Leads for critical areas. Rory Colville is the Policy Lead for Customer Services. He receives a monthly update on key targets and developments.

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<b>C099: Employee Excellence Awards</b>	Assessor Acceptance:	Yes
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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

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<b>C132: Corporate Customer Service Scorecard</b>	Assessor Acceptance:	Yes
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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.

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

June 15 - Assessment: Prioritising customer service delivery comes naturally to all in Governance & Law, and where necessary senior managers will take the lead. This is steered mainly at meetings, but also in high level plans.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The high profile of activities delivered by Governance and Law puts all staff in a position of public scrutiny. Consequently the evaluation of staff contribution to customer service delivery is constantly undertaken both formally and informally by leaders and managers.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

RP3 - 2018: Although the evaluation includes individual recognition and team performance through analysis of service delivery outcomes, the extent to which this was fully demonstrated requires more detailed information. While compliance continues to be granted at this visit, the assessor wishes to review developments at the RP1 assessment.

RP1 2019 Although not formally reviewed, the assessor is able to confirm that the focus on customer service delivery outcomes and subsequent recognition of staff contribution, is clearly in place. The production of the Argyll & Bute Remembers Brochure, which is a superb publication, is a prime example. Also the new managers in G and L have made considerable effort to engage and support. This theme and element is fully compliant.

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: Compliance Plus

**New Evidence**

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**GL622: CPG Process** Assessor Acceptance: Yes

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Reflecting on existing internal lead in times for Community Planning Groups a colleague suggested revising the deadlines for agenda items and associated reports

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**GL623: Shared calendar** Assessor Acceptance: Yes

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The Area Governance Team regularly hold team meetings. The purpose of which is to ensure the team's objectives are met and to identify and share smarter ways of working. A colleague recognised that as people were being seconded into the team a single source of information on would be useful.

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**GL624: Checksheet civic gov application** Assessor Acceptance: Yes

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The Legal Department were routinely receiving insufficient details from customers. This resulted in officers having to refer to the applicant to seek further information before. To mitigate against duplication and delay an officer pulled together a checklist.

**Corporate Evidence**

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**C031: Corporate Employee Surveys 2018** Assessor Acceptance: Yes

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

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**C035: Employee Suggestion Scheme** Assessor Acceptance: Yes

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

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**C057: 2018-21 Website Strategy** Assessor Acceptance: Yes

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

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

RP1 2019 The complete focus on gaining customer insight at both corporate and local level is clearly obvious from observation and customer comment. There is a shared desire to listen, learn and change to provide the best possible customer experience. The examples presented, showing changes to the CPG process regarding agenda deadlines, development of the shared calendar and introduction of the Civic Gov checklist, clearly outline staff involvement in service planning. These new developments, which have been implemented in the last year show the full commitment to continuous improvement. Consequently compliance plus clearly remains.

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: Compliance Plus

**Active Evidence**

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**GL421: Message of thanks from Depute Returning Officer** Assessor Acceptance: Yes

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The Head of Governance and Law, Charles Reppke, is also the Depute Returning Officer for Elections within Argyll and Bute. Following the Local Government Elections and indeed following all of our recent electoral processes, Charles sends out a message of thanks to the Election Team.

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**GL422: Area Governance Team Meetings** Assessor Acceptance: Yes

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Regular team meetings are held and a standing item on the agenda is recognition of positive success.

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**GL423: Management Team Minutes** Assessor Acceptance: Yes

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G&L Management team meets monthly to consider activities within the department. Recognition of success is a standing item on the agenda.

**Corporate Evidence**

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**C033: Employee Recognition for CS Excellence** Assessor Acceptance: Yes

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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!

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

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

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**C099: Employee Excellence Awards** Assessor Acceptance: Yes

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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

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

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Governance & Law has faced considerable pressure over the last 12 months, particularly during additional and unexpected election processes. This has resulted in considerable change to membership in Elected Members and Community Groups. Support to these new customers has been substantial and managers have recognised this in a variety of ways.

RP3-2018: Although not formally reviewed, it was clear from discussion with managers and staff that staff contribution remains to be highly appreciated, justifying retention of compliance plus.

RP1 2019: Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

June 15 - Assessment: Leaders and managers are clearly active and supportive in all aspects of customer service delivery. Staff confirmed this level of support during discussions with the assessor, but they also indicated that they are trusted and empowered. This creates a good working relationship and promotes a lot of self motivation, which the assessor observed during his discussions with staff.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Management are also to be commended for their support to customers, but also to staff.

Encouragement and recognition for delivery of first class service is a constant feature of management activity and includes messages from very senior people. Consequently a compliance plus rating is awarded here.

RP3-2018: See comment at 2.2.5.1.

RP1 2019: Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

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: Compliance Plus

##### New Evidence

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<b>GL625: Customer Service Points</b>	Assessor Acceptance:	Yes
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It came to Area Governances' attention that colleagues in the Customer Service Points were unaware of the full range of services that Area Governance provides. The Team then undertook to provide each Customer Services Point with a brief summary of the areas of work.

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<b>GL626: Licences webpage</b>	Assessor Acceptance:	Yes
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Governance and Law provide information and application forms for the various licences online, such as summaries of each licence, the terms of the relevant pieces of legislation and the conditions which the Council may apply to each licence.

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<b>GL627: Power Outage on Colonsay</b>	Assessor Acceptance:	Yes
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Following a major power outage on Colonsay the Resilience Team visited the Island along with other key partners to deliver a de-brief session to residents, where they outlined what the Team could do to support them.

##### Corporate Evidence

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<b>C004: Your Voice Consultation 2018</b>	Assessor Acceptance:	Yes
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As part of its consultation on the future of public service delivery the Chief Exec and officers toured Argyll and held roadshows, telling citizens about current services and governance and asking how it might be improved.

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<b>C034: Who is in Charge?</b>	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.

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<b>C124: Corporate Website Contact Us Page</b>	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.

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

RP1 2019 The wide range of information continues to be provided using corporate channels such as the internet and intranet. This is supplemented by information at the Service Points and through leaflets and brochures. The quality of publications is of a high standard and the Argyll & Bute Remembers booklet is a prime example. The commitment to the quality in the wide range of information provided, merits retention of compliance plus.

Evidence Value: Fully Met

**3.1.1.2: including how and when people can contact us,**

RP1 2019 Appropriate contact details are provided through all channels for both external and internal customers. Customers and partners met confirmed that they are well informed and the importance of good communications was emphasised.

Evidence Value: Fully Met

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

RP1 2019 Management charts are available for public view on the internet, but appropriate key officers are identified on letters and electronic communications. The provision of services is well embedded and customers confirmed that they are very familiar on how services are run.

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**

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<b>GL424: Fees and Charges Information on the Council Website</b>	Assessor Acceptance:	Yes
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Information on fees charged in respect of Civic Government Fees are easily accessible on the Council website. The information is updated regularly following the budget meetings in February when fees and charges are decided by Council.

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<b>GL425: Quotation for Legal Work</b>	Assessor Acceptance:	Yes
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When the Council is asked to carry out legal work by a client, a quotation is sent to the prospective client which details how much the work will cost.

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<b>GL426: Licensing Board Fees</b>	Assessor Acceptance:	Yes
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Governance and Law publish on the Council website a statement of Licensing Board Fees.

**Corporate Evidence**

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<b>C040: The Council's "Pay It" Facility.</b>	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.

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<b>C100: The Council's A-Z of Licences and Fees</b>	Assessor Acceptance:	Yes
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The council has various licensing powers and tells customers about these, how to apply and the licence costs via an online Licensing A-Z.

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<b>C126: Downloadable Fees and Charges</b>	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.**

June 15 - Assessment: Although the requirement to charge customers for service delivery is very limited, being in the main an internal service provider, nevertheless the obligation is fulfilled when required.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Changes to charges set are reflected in current and up-to-date communications.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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: Compliant

##### New Evidence

<b>GL628: Shift to shared mailbox(s)</b>	Assessor Acceptance:	Yes
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Periods of absence had resulted in e-mails often going unanswered for prolonged periods, which had been raised as an issue by customers. In order to meet our customers' expectations and mitigate against any delay we are increasingly using shared mailboxes.

<b>GL629: Governance Training</b>	Assessor Acceptance:	Yes
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As part of our commitment to improve service delivery, Area Governance staff continually deliver training to other Services, which is supported with a document pack and an on-line Course.

<b>GL630: Common Good Fund applications</b>	Assessor Acceptance:	Yes
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To be considered for a Common Good Fund grant applicants are asked to complete and return a word document to Area Governance. In response to feedback we are now progressing towards a dual process that utilises both an online forms and word application forms.

##### Corporate Evidence

<b>C059: An Array of Channels</b>	Assessor Acceptance:	Yes
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This evidence shows the array of mediated and automated channels we use to inform and transact with customers. Note the volumes.

<b>C112: Corporate Social Media Policy 2016</b>	Assessor Acceptance:	Yes
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Social Media is an increasingly important way for us to get real time information to customers and in 2018 we added Instagram to our Facebook and Twitter channels. Twitter alone has 12000 followers.

<b>C125: Display Screen Network</b>	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,

RP1 2019 Maintaining a high quality of information provision and communication remains a high priority. Channel transformation has been rolled out to appropriate customers and customer groups. However traditional methods such as face-to-face and telephony remain in place but upgraded as required.

Evidence Value: Fully Met

#### 3.2.1.2: using a variety of appropriate channels.

RP1 2019 Channels include the website, intranet and direct communications with Members and Committee officials, mainly by telephone. Appropriate support is provided and the training provided for on-line activities is a good example. A combination of methods are used such as on-line, simultaneously with paper based and personal contact. The flexibility is appreciated by customers.

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**

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<b>GL427: Election Training Feedback and Quiz</b>	Assessor Acceptance:	Yes
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We ensure that staff who are attending Election training session have received and understood the information provided by the use of a feedback form and a quiz at the end of each session.

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<b>GL428: E-mail delivery and read receipts</b>	Assessor Acceptance:	Yes
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Governance and Law use the read receipt function on the Outlook e-mail system to identify when e-mails issued by the service have been received.

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<b>GL429: Different styles of recording meetings</b>	Assessor Acceptance:	Yes
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G&L record meetings of Council and committees to ensure there is a formal record of decision making, but also provide a more detailed statement of actions to officers and provide a 'plain English' version for wider use.

**Corporate Evidence**

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<b>C005: Face to face Service Satisfaction Report</b>	Assessor Acceptance:	Yes
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The Council has a suite of automated surveys and a key role of these is to check understanding and completeness of the information provided. This Oct 2017 survey explicitly asks "I received all the information that I required and it was easy to understand" and scored 91% of 77 respondents.

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<b>C009: CSC Telephone Satisfaction Survey 2018</b>	Assessor Acceptance:	Yes
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As a result of CSE the council has introduced a fairness question to its corporate satisfaction surveys. This one is for anyone who calls the council's contact centre and the latest April 2018 report shows that 98% of 44 respondents affirmed they received a high quality of info

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<b>C041: Smart Assistant</b>	Assessor Acceptance:	Yes
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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

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

June 15 - Assessment: Reasonable steps are taken to ensure customers receive the information they require. This includes simple arrangements such as read receipts on e-mails and formal arrangements with Pre Agenda Briefings.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Changes have been made to several processes to better ensure that customers have received appropriate information. This includes processes for Elections, e-mail receipt response and records of meetings.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**3.2.2.2: and understood the information we provide.**

June 15 - Assessment: Receipt and understanding of information is tested through surveys and results show very positive responses. This level of service delivery was also confirmed during discussion with partners and stakeholders met.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: The changes include introduction of further questions in feedback forms to confirm the understanding of information provided.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL519: Committee best practice minutes</b>	Assessor Acceptance:	Yes
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Committee Best Practice Minutes guide was developed to refine and improve existing practises and to ensure readability and consistency in approach across Committees.

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<b>GL520: Webpages revised</b>	Assessor Acceptance:	Yes
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Webpages revised to ensure they remain relevant and meets the needs of customers.

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<b>GL521: Training activities</b>	Assessor Acceptance:	Yes
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Colleagues are encouraged to attend training activities that seek to improve the range, content and quality of published and web based information.

**Corporate Evidence**

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<b>C049: Communication, Marketing and Web Strategy 2018-20</b>	Assessor Acceptance:	Yes
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A key outcome of the Comms MOWG (C039) was a new Communication, marketing and Web Strategy - Go to bottom of this document to see summary of Plan on a Page.

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<b>C057: 2018-21 Website Strategy</b>	Assessor Acceptance:	Yes
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In Early 2018 a number of consultations were held to inform the new Website Strategy, which was approved by SMT in May and is on the website. Staff were encouraged to influence the future and 199 did so as shown in this evidence.

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<b>C127: New eMail and Letter Writing Guidance</b>	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.

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

RP3 - 2018: Although stakeholders and customers met confirmed that verbal communications are clear and updated accordingly, there is little supporting evidence. While continued compliance is granted at this visit, the assessor wishes to review development at the RP1 assessment.

RP1 2109 Although this theme was not formally reviewed, it was clear from discussion with managers and staff that every effort is made to improve verbal communications. Some examples were highlighted, such as improved verbal messages at Service Points and personal response to the civil contingency guidance given during the power outage at Colonsay. Consequently this theme is fully compliant.

Evidence Value: Fully Met

**3.2.3.2: published**

June 15 - Assessment: As Governance & Law is in the main an internal support provider the requirements to publish information externally, other than through the Website, is limited. However some good examples of improvements have been cited in connection with administrative processes and meeting scheduling for Area Committees.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The improvements to the style and formatting of Committee Minutes is a clear indication of the commitment to updating published communications. This development was also supported by the effective training provided, particularly in relation to the use of Plain English. Customers met acknowledged the efforts made to change and update published information.

RP1 2019 Not reviewed.

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.**

June 15 - Assessment: Improvements to the Website has been exceptional and the recent audit by SOCITM has confirmed a top 20 (UK) rating. Customers, stakeholders, partners and staff met all provided very positive feedback to the assessor on the quality and usability of the website.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Web based information is continually updated by a dedicated team, who rely on appropriate information being fed to them by services. It was confirmed during discussion that information provided by Governance & Law is very helpful and precise regarding the enhancements..

RP1 2019 Not reviewed.

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**

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**GL522: E-mail notifications of late reports** Assessor Acceptance: Yes

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When reports are not available for publication an agreed timeframe Governance and Law have an established procedures that stipulates that staff inform the Chair of the position and include an indicative timescale for their receipt and wider circulation.

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**GL523: Freedom of Information** Assessor Acceptance: Yes

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If we are likely to fail to meet the 20 day FOI timescales we routinely let the requester know the reason for the delay, reaffirming our commitment to provide the information requested.

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**GL524: Members Casebook System** Assessor Acceptance: Yes

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Casebook is Argyll and Bute Councils facility for logging and tracking Councillor Questions. In the event that the Service is unable to meet the associated deadline, Governance and Law staff update the member and give a renewed commitment as to when they can expect a response.

**Corporate Evidence**

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**C044: Fixing Avoidable Contacts** Assessor Acceptance: Yes

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

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**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. We use those characteristics to send targeted information about service disruption, service change and info provision failure e.g. it was used to notify customers of incorrect bin calendars.

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**C123: Avoidable Contact Insight Analysis** Assessor Acceptance: Yes

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

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

June 15 - Assessment: Although the evidence at item GL093 is not fully appropriate here, commitment to ensuring information is accurate at the first attempt is demonstrated.

June 16 - RP1: Robust procedures remain in place to ensure that accurate and complete information is consistently provided. This aspect of service delivery was confirmed during discussion with stakeholders and customers met. Additional corporate evidence agreed at items C090 (Complaints handling Procedures) and C0123 (Avoidable Contact Insight Analysis).

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Robust procedures are in place, including good use of the Casebook System, to provide accurate and complete information. It was also clear from discussion with staff and customers that there is considerable commitment to providing accurate and complete information at the outset of engagement.

RP1 2019: Not reviewed.

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.**

June 15 - Assessment: While comment from partners and stakeholders met indicated that they would be advised when inaccurate or incomplete information would be received, little customer feedback has been presented here. More detail is required on customer feedback for full compliance.

June 16 - RP1: A new check list has been introduced for Civic Government, which provides some indication of measures taken to follow up on information that is not initially accurate or complete. Whilst this is sufficient to move this theme and element to full compliance, there is scope to strengthen procedures here.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: On the rare occasion that reports are not available to be issued, or fully, robust procedures are in place to ensure customers are provided with re-scheduled time scales. Customers met confirmed their appreciation of this level of commitment and service delivery.

RP1 2019: Not reviewed.

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

#### New Evidence

<b>GL631: Electronic access to Committee Papers</b>	Assessor Acceptance:	Yes
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We provide access to Committee papers electronically to our Elected Members, but will also give the option to have hard copies if this is more appropriate.

<b>GL632: Email Access for Elected Members</b>	Assessor Acceptance:	Yes
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As part of our Members Survey it was highlighted that e-mail access via the I-Pad would be beneficial for our Elected Members. A project is underway and roll out of the facility is imminent for all Elected Members.

<b>GL633: Use of Direct Mailboxes</b>	Assessor Acceptance:	Yes
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We are making increasing use of direct mailboxes which allow us to ensure that there is no break in service. This particularly helps when there is staff absence or when a number of staff are dealing with the same task. We have introduced direct mailboxes in Committee Services and licensing.

#### Corporate Evidence

<b>C041: Smart Assistant</b>	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.

<b>C059: An Array of Channels</b>	Assessor Acceptance:	Yes
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This evidence shows the array of mediated and automated channels we use to inform and transact with customers. Note the alternative channels such as voiceforms.

<b>C115: Assisted Digital Strategy 2016-19</b>	Assessor Acceptance:	Yes
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.The council has a current Assisted Digital Strategy and action plan that shows how we recognise and will address the needs of those who are hard to reach and who have difficulty contacting us via the Web.

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

RP1 2019 The development of digital channels to Committee Members has been a significant change and comment made to the assessor during the visit confirms that the developments were extremely well managed and supported. The provision of I-Pads for Members has also been greatly appreciated, enhancing the provision of real time information. The use of Direct Mail boxes has been embedded across the board, but also expanded to Committee Services and Licenses. The assessor was shown the system and the flexibility of the system is excellent. This full range of easily accessible services clearly merits retention of compliance plus.

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: Compliant

#### Active Evidence

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<b>GL430: Elected Member Survey and Feedback</b>	Assessor Acceptance:	Yes
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G&L asked elected members to complete a survey which included asking them how they wish to access the services which we provide and where these access channels could be improved. An action plan has been created to deal with the issues raised.

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<b>GL431: Mod.Gov, including app-based</b>	Assessor Acceptance:	Yes
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G&L use the Mod.Gov system to publish Council, committee and other meeting papers. This system enables provision of papers to people electronically as well as in hard copy, and also notifies directly to those on the mailing list when published. G&L have now utilised an app-based system.

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<b>GL432: Evening committee meetings</b>	Assessor Acceptance:	Yes
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G&L, having received feedback from members of the public and considered information from Audit Scotland, proposed to hold evening meetings of some committees to boost public engagement.

#### Corporate Evidence

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<b>C043: 2018 Channel Shift Report</b>	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.

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<b>C063: Advice Services Review</b>	Assessor Acceptance:	Yes
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In 2018 the council carried out a full review of its face to face advice services such as Welfare Rights, Homelessness and debt counselling - this report details the new approach using partner outlets for best value.

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<b>C107: SOCITM Feedback and Our Response</b>	Assessor Acceptance:	Yes
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The SOCITM Annual assessment of our website gives us a benchmark against other councils and great feedback on where we can improve. This evidence shows the outcome of the 2018 Assessment and an example action plan for recycling that we put in place to enhance the service.

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

June 15 - Assessment: The corporate evaluation of the Website by SOCITM has been very useful, and whilst receiving a top 20 rating, areas for improvement were identified such as better information for first time voters. The Short Life Working Groups have also been an active forum, following issues being raised at corporate level. One particular area has been the Council Chambers upgrade and introduction of new technology. This facility was shown to the assessor.

June 16 - RP1: Although not formally reviewed, noted that evidence has been updated.

RP2-2017: In addition to corporate processes of evaluating access, Governance & Law continues to review internal processes. These include questions in surveys and direct feedback at meetings, particularly those where timing has been changed to suit the needs of customers.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: In addition to the Website other areas have been reviewed and improvements made to help Licensing Board Members better understand the application process by producing pro-forma summary sheets.

June 16 - RP1: Although not formally reviewed, noted that evidence has been updated.

RP2-2017: The introduction of evening meetings and greater use of digital routes, for example the Mod. Gov. App, are good examples of improvements.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**3.3.2.3: and offer better choices**

June 15 - Assessment: Choices are available to internal customers and Committee members on how to engage with Governance & Law. The Website enhancements, examination of survey research, and use of customer insight gained during day-to-day engagement shows that offering choice is provided consistently.

June 16 - RP1: Although not formally reviewed, noted that evidence has been updated.

RP2-2017: The flexibility in use of different channels is well evidenced, particularly in relation to use of digital applications and timing of meetings.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL525: Civic Centre</b>	Assessor Acceptance:	Yes
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Helensburgh and Lomond Area Committee meetings now take place in the refurbished Helensburgh and Lomond Civic Centre.

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<b>GL526: Polling Stations</b>	Assessor Acceptance:	Yes
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Following Elections in 2017 a review of the facilities used as polling stations was undertaken. Issues have been identified and will be addressed in advance of any future electoral event.

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<b>GL527: Meeting rooms</b>	Assessor Acceptance:	Yes
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Governance and Law are responsible for ensuring that meetings take place in an environment that is accessible and conducive for all attendees.

**Corporate Evidence**

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<b>C005: Face to face Service Satisfaction Report</b>	Assessor Acceptance:	Yes
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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.

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<b>C036: Customer Service Point Checklist</b>	Assessor Acceptance:	Yes
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The Customer Service Point Managers use a checklist to determine that key features of the CSPs are up to standard and conform to a corporate standard. This evidence is a copy of the 2018 checklist updated to include new kiosks

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<b>C121: Corporate Cleaning Customer Satisfaction</b>	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.

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

June 15 - Assessment: Sound procedures are in place to ensure premises are clean and comfortable. Observation of the reception areas at Kilmory and the local Customer Service Point confirms that all arrangements work well and both areas were attractive and inviting for customers.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The presented evidence, observation of facilities and discussion with stakeholders and customers met, confirms that all arrangements in place, ensure a safe and comfortable experience for customers when visiting premises.

RP1 2019: Not reviewed.

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: Compliant

##### New Evidence

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<b>GL634: Working with Health and Social Care Partnership</b>	Assessor Acceptance:	Yes
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Our service now provide a complaints and FOI service for the Health and Social Care Partnership which is a good example of joint working between the Council and the NHS. Our Director of Customer Services is the Standards Officer for this body and we have also provided them with governance advice.

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<b>GL635: Co-ordination of Area Community Planning Groups</b>	Assessor Acceptance:	No
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Our service provides a co-ordinating role for the operation of Area Community Planning. We will pull together an agenda, attend the meeting to take the minutes, follow up on actions and will also make travel arrangements for partners attending the meetings.

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<b>GL636: World War 1 Commemorations</b>	Assessor Acceptance:	No
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Governance and Law provided a co-ordinating role in relation to the organisation of events around the World War 1 commemorations. We set up a steering group which ran over the 4 year commemoration period and this was recognised as a model of good practice.

##### Corporate Evidence

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<b>C048: Community Planning Partnership</b>	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.

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<b>C063: Advice Services Review</b>	Assessor Acceptance:	Yes
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In 2018 the council carried out a full review of its face to face advice services such as Welfare Rights, this report details the new approach using partners such as Citizens and Money Advice. Para 7.3 shows benefits for customers.

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<b>C065: Business Growth Partnerships 2018</b>	Assessor Acceptance:	Yes
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The council works closely with Highland Island Enterprise and Enterprise Scotland to help business customers grow and prosper, this newsletter provides many recent examples.

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

RP1 2019 The evidence at GL635 and 636 is not fully appropriate here, but is was suggested by the applicant to replace them with fresh evidence on guidance supplied to Service Point staff and further arrangements for Service Point staff to replicate and share poster information at other public locations. to better inform customers. The assessor viewed and accepted the revised evidence. However it is very clear that this shared responsibility works extremely well and that there is a shared desire for slick customer service delivery.

Evidence Value: Fully Met

**3.4.1.2: and these arrangements have demonstrable benefits for our customers**

RP1 2019 The joined up services are of particular benefit across Argyll and Bute, but more so for the more remote locations of which there are many. Comment from partners met confirms that customers appreciate the efforts made to engage with people of all ages and requirements in their own communities.

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**

**GL433: Roles of members and officers** Assessor Acceptance: Yes

G&L provide guidance to elected members, officers and the public on the differing roles played by elected members and by Council officers. This is done to ensure that elected members recognise pieces of business which are appropriate for officers to deal with and where direct member appropriate.

**GL434: Civil Contingency preparation and response** Assessor Acceptance: Yes

G&L publicise information on the roles played by the Council and partners in response to civil contingency events, and also the partnership roles played by G&L staff along with community partners in the preparation of community plans.

**GL435: Complaints process information** Assessor Acceptance: Yes

G&L manage the Council's corporate complaints process and also our own Service complaints. The Council's leaflet advising of the complaints process advises of where a complaint can be made to the Council, where a complaint should be made to the HSCP, or where an issue should be raised with partners

**Corporate Evidence**

**C066: CPP Progress Bulletins** Assessor Acceptance: Yes

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

**C075: TellUs Once** Assessor Acceptance: Yes

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

**C090: Complaints Handling Procedure** Assessor Acceptance: Yes

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

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

June 15 - Assessment: Although the evidence at item GL116 is not appropriate here, it was agreed that item CO90 (Complaints Handling Procedure) could be substituted. Whilst a good range of arrangements have been developed with a diverse range of partners, there remains no confusion with customers regarding accountability. When issues do arise they are discussed openly and the work with the CSC-Social Work is a good example.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: The strong and effective joint working arrangements remain in place. These processes include clear lines of accountability both at corporate and local level. The existing arrangements were praised during discussions with partners met.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL528: Cadets</b>	Assessor Acceptance:	Yes
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A member of the Governance staff is a leader with the Cadet based in Lochgilphead/Ardishaig

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<b>GL529: WW100</b>	Assessor Acceptance:	Yes
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The Governance and Law staff have been involved in work relating to WW1 Commemorations and have helped in the administration of meetings which have been used as a platform for local volunteers to get together to plan related events

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<b>GL530: Swimming coach</b>	Assessor Acceptance:	Yes
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A member of Civil Contingencies is a SASA Level 1 swimming coach and volunteers at Helensburgh Amateur Swimming Club, coaching competitive swimmers from age group to District and National Level.

**Corporate Evidence**

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<b>C027: Customer Driven Community Improvements</b>	Assessor Acceptance:	Yes
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We interacted through participative budgetting to fund all these local projects voted for across all 4 areas, without us none would progress.

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<b>C053: Grants to Voluntary and Community Groups</b>	Assessor Acceptance:	Yes
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The Council votes a significant amount of money each year for local voluntary and community groups via Area committees. This is a screenshot of the webpage encouraging applications and providing all the info groups need to do so. It also administers a number of Windfarm Trusts, a minute is attached.

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

June 15 - Assessment: Although the evidence at item CO52, is not particularly strong other evidence shows how Governance & Law support the local communities. Charitable giving is consistent throughout and specific individual support is given to youth activities, including the Duke of Edinburgh Scheme.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: In addition to having individual members of staff contributing to the welfare of people in the wider community, there is commitment to supporting communities while carrying out services in remote areas.

Particular praise was provided by customers met regarding the work with the WW1 commemorations. It was also confirmed during discussion that Charitable support is on-going.

RP1 2019: Not reviewed.

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

#### New Evidence

<b>GL637: FOI Timescales and standards</b>	Assessor Acceptance:	Yes
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We have a target of 20 working days for provision of FOI information which takes account of our responsibility to meet this statutory timescale. We endeavour to respond in a quicker timescale and we measure this using the pyramid system.

<b>GL638: Taxi Licence Applications</b>	Assessor Acceptance:	Yes
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We set a target for the issue of taxi licences of 32 days from receipt of application. This shorter timescale than the statutory requirement allows for the processing of those applications which are not straightforward and where a hearing is required and to meet the statutory timescale

<b>GL639: Issue of Agendas and Minutes</b>	Assessor Acceptance:	Yes
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We set challenging timescales for the issue of our agendas for committees (7 days before the meeting) and for the publication of minutes (7 days after the meeting). The agenda timescale ensures that we meet the legislative requirements of Access to Information.

#### Corporate Evidence

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

<b>C091: 2017/18 Corporate Complaints Report</b>	Assessor Acceptance:	Yes
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We have a number of targets for complaints that comply with SPSO guidelines, This report fully details those targets and our performance against them . It is published on the website.

<b>C119: Departmental Performance Reporting to Customers</b>	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,

RP1 2019 A good range of standards is in place for both internal and external customers. They cover service delivery to other council services and substantially to Members and Community Councils. The standards are appropriate to the needs of customers, for example ensuring that committee reports reach councilors well before the required date. There is clear commitment in setting these standards.

Evidence Value: Fully Met

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

RP1 2019 The national requirements for delivery of committee reports is actually exceeded, as a local target of delivering reports 7 days prior to meetings is more challenging than the required 3 days..

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**

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**GL436: Management team meeting discussion of performance** Assessor Acceptance: Yes

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G&L management team meeting focus on performance against targets and against budget when considering the work which is ongoing within the Service. These discussions are cascaded to staff to ensure staff recognise current performance and can suggest possible improvements.

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**GL437: Performance reporting to PRS** Assessor Acceptance: Yes

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G&L report on performance against key targets to the Council's committee which has a role in monitoring performance. This is monitored against departmental performance targets, and publicised by provision to elected members and also publication on the Council's website.

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**GL438: Complaints Performance Monitoring** Assessor Acceptance: Yes

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G&L publish for customers performance of the complaints process for which we are corporately responsible, and also our own Service's performance in dealing with complaints about our service.

**Corporate Evidence**

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**C013: Departmental Reporting Against ABOIP Targets** Assessor Acceptance: Yes

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

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**C091: 2017/18 Corporate Complaints Report** Assessor Acceptance: Yes

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

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**C104: Corporate Annual Report 2017-18** Assessor Acceptance: Yes

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

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

June 15 - Assessment: In addition to corporate processes Governance & Law has a good range of methods to monitor performance. Pyramid is the main statistical process.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: A lot of corporate processes continue to provide a range of methods to monitor performance against standards. However this is supplemented by requirement to submit performance outcomes to Council Committees.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**4.1.2.2: and we tell our customers about our performance.**

June 15 - Assessment: The Website is the main platform to publish outcomes. However useful minutes are produced at meetings where performance is regularly discussed.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Appropriate reports to Council Committees continues to be a main avenue for stakeholders and this information is also included in the Web Site for the wider public.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

**GL533: Taxi Operator Meetings** Assessor Acceptance: Yes

The Head of Governance and Law meets annually with Taxi Operators to discuss local issues and standards.

**GL531: Team Plan** Assessor Acceptance: Yes

We review our Team Plans annually and involve staff in the setting of local standards.

**GL532: Review of Civic Government Licensing Conditions** Assessor Acceptance: Yes

In May 2018, officers from Governance and Law conducted a review of Civic Government Licensing conditions.

**Corporate Evidence**

**C004: Your Voice Consultation 2018** Assessor Acceptance: Yes

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

**C010: Customer Service - Customer Consultation Report** Assessor Acceptance: Yes

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

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

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

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

June 16 - RP1: Additional corporate evidence agreed at items C0130 (C016-17 Service Plan) and C0134 (H&SCP Strategic Plan). More details have been provided to indicate a reasonable level of consultation on setting, reviewing and raising local standards. Although this is considered sufficient to move this element to full compliance, there is scope to enhance the strength of evidence in the future.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: A lot of effort is made to consult and involve the full range of parties on the setting, reviewing and raising of local standards. Stakeholders, partners and customers met confirmed their appreciation with being involved in the process.

RP1 2019: Not reviewed.

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

#### New Evidence

<b>GL640: Community Council Best Practice Agreement</b>	Assessor Acceptance:	Yes
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The Council has adopted a Best Practice Agreement with our Community Councils which sits alongside the Scheme of Establishment. The Agreement sets out what the Community Councils can expect in terms of service and were endorsed by all Community Councils at their inaugural meetings in May 2017.

<b>GL641: Elected Member Handbook</b>	Assessor Acceptance:	Yes
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The Council has created an Elected Member Handbook which was given to all Members following the last Local Government Elections in 2017. The handbook gives Members information on the service that they can expect and what support is available to them.

<b>GL642: FOI information</b>	Assessor Acceptance:	Yes
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When an FOI request is submitted, we will send the customer an e-mail which details when they can expect a response. We also publish this information on our website and the internal HUB and this states clearly what should be expected in terms of service.

#### Corporate Evidence

<b>C010: Customer Service - Customer Consultation Report</b>	Assessor Acceptance:	Yes
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All of the outcomes and targets in the new ABOIP (previously SOA) show what customers can expect from the council and its community partners over the years ahead. These are reported on in the Annual Report C104.

<b>C017: Argyll and Bute Customer Service Charter</b>	Assessor Acceptance:	Yes
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The corporate customer service charter standards clearly set out what standards customers can expect regarding service via a number of channels and it is widely publicised. The standards were determined following an extensive consultation. They will be reviewed in 2019.

<b>C094: Corporate Complaints Leaflet</b>	Assessor Acceptance:	Yes
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The corporate complaints process has well documented timescales and stages. It was reviewed in 2017 to bring it in line with new national guidelines and this leaflet details (pages 4 and 5) the timescales customer should expect depending on the stage the complaint is at.

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

RP1 2019 The commitment to dealing with customers fully at the outset is a clear commitment throughout the entire organisation. This is also supported by a strong network of liaison with other council services, partners and in particular Service Points and Call Centre staff. Feedback from customers through surveys and general communications confirms this level of service delivery. However comment from customers and partners met during the visit was exceptionally complimentary and the whole approach is impressive. Consequently the compliance plus rating should remain.

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**

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<b>GL439: Customer Satisfaction in Pyramid</b>	Assessor Acceptance:	Yes
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G&L measure and monitor customer satisfaction through the Pyramid system. Currently 89% satisfaction is recorded against a target of 85%

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<b>GL440: Election Feedback</b>	Assessor Acceptance:	Yes
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G&L have received very positive feedback recently concerning the two most recent electoral processes run by G&L

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<b>GL441: ACPG survey</b>	Assessor Acceptance:	Yes
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A survey was carried out with the Area Community Planning Group members to identify satisfaction levels with the service provided. Outcomes were generally very high.

**Corporate Evidence**

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<b>C005: Face to face Service Satisfaction Report</b>	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 Oct.2017 report shows high satisfaction level.

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<b>C117: Ongoing Web Satisfaction Surveys</b>	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.

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<b>C119: Departmental Performance Reporting to Customers</b>	Assessor Acceptance:	Yes
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The corporate Public Performance Reporting system keeps customers up to date with performance across every council service and shows service delivery across all ABOIP agreed outcomes. It reports on all the positive performance and improvement initiatives for customers. C104 details these.

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

June 15 - Assessment: Promises are monitored regularly, which shows that delivery is consistently met.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Although the presented evidence shows that meaningful promises are in place, the confirmation on delivery is mainly based on customer feedback perception. Although compliance is granted at this visit there is scope to identify more hard, measures to show delivery against the promises made.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: All customer results from the Mystery Shopping exercise and feedback from customers shows very positive outcomes. This was confirmed in abundance from comment made by customers, partners and stakeholders.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: The outcomes from the current measures show positive trends. However comment from customers, partners and stakeholders met confirms that promises are delivered effectively.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL534: Local Government Benchmarking</b>	Assessor Acceptance:	Yes
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The Council is involved in benchmarking in a number of service areas. The 2 for Governance and Law are Democratic Core Costs and Support Services as a % of total expenditure.

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<b>GL535: Civic Government benchmarking</b>	Assessor Acceptance:	Yes
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Legal Services conducted a benchmarking exercise in relation to a review of Civic Government Licensing.

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<b>GL536: FOI Information</b>	Assessor Acceptance:	Yes
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Governance and Law collate information in relation to FOI statistics which is passed to the Information Commissioner on a quarterly basis. Reports can be collated and provide useful benchmarking information.

**Corporate Evidence**

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<b>C045: Scottish Local Gvt Digital Partnership</b>	Assessor Acceptance:	Yes
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The Council joined and cofunds the Scottish Local Gvt Digital Office, made up of most other councils & Scottish Gvt whose purpose is to benchmark digital service performance & coordinate digital development. The most recent improvement is to make all managers complete a Digital Maturity Assessment.

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<b>C107: SOCITM Feedback and Our Response</b>	Assessor Acceptance:	Yes
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The council subscribes to the national Socitm benchmark report on every council's website. This is a copy of our outcome for 17/18 and shows how we are top 5 in Scotland but can still improve e.g our online recycling info.

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<b>C136: Local Gvt Benchmarking Framework</b>	Assessor Acceptance:	Yes
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The council benchmarks its performance against all other Scottish councils across a range of service indicators and uses that information to review and improve services. E.g. cost of CT collection was above the national average so we invested in a new Revs and Bens System to help drive down costs.

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

June 15 - Assessment: While performance outcomes are analysed and some attempt is made to benchmark comparisons, the extent of activity is insufficient for full compliance.

June 16 - RP1: Additional corporate evidence agreed at item C0131 (Public Performance Reporting Action Plan 2016). Benchmarking performance against standards is being trialled with some good comparisons being identified. Although outcomes are sufficient at this stage to move this element to full compliance, there is scope to provide more detail in future to demonstrate continuous improvement.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: While a good deal of effort has been made to broaden the areas where meaningful comparisons have been made, .....

RP1 2019: Not reviewed.

Evidence Value:

Fully Met

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

June 15 - Assessment: Consequently the outcomes from benchmarking are not reliable to identify improvements. More detail is required here for full compliance.

June 16 - RP1: See comment at 4.2.3.1 above.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: .... there is scope to show more detail on resultant service improvements. While compliance continues to be granted on the strength of additional activity, the assessor wishes to review developments at the RP1 assessment.

RP1 2019 Although this theme was not formally reviewed, there is sufficient evidence elsewhere in the application to show that every opportunity is taken to identify areas for improvement. For example the development of direct mail boxes and setting tougher standards for committee reports show the commitment to compare and improve. This theme is therefore now fully compliant.

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**

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<b>GL537: Members Induction Information</b>	Assessor Acceptance:	Yes
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The Members Induction information and process used best practice guidance collated from the Improvement Service

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<b>GL538: Scheme of Establishment</b>	Assessor Acceptance:	Yes
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The Scheme of Establishment has been amended and incorporates best practice guidance provided by the Scottish Government

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<b>GL539: Minute Best Practice</b>	Assessor Acceptance:	Yes
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We have developed a revised format for our minutes and how we deal with some of our processes using best practice identified

**Corporate Evidence**

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<b>C046: National Innovation Exchange</b>	Assessor Acceptance:	Yes
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The Scottish Government recently opened a national online innovation exchange where public bodies can publish examples of leading innovations. The council subscribes to this and has posted a number of entries from different Services. Updated evidence shows a case study on our use of Skype.

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<b>C086: Customer Service Board Minute</b>	Assessor Acceptance:	Yes
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The role of the Customer Service Board is to provide a forum for Services to work together to identify common CS problems, solutions, standards and developments. Its Service champions share best practice and continually drive forward CS excellence. This minute from July 2018 Board shows its dynamism.

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<b>C107: SOCITM Feedback and Our Response</b>	Assessor Acceptance:	Yes
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The Annual SOCITM Better connected Report evaluates the performance and compares standards of websites for all councils in the UK. We carefully scrutinise it and adopt the best practices of those councils that score better than us for specific tasks. We are the No1 exemplar council for Libraries.

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

June 15 - Assessment: In addition to the presented evidence, it was agreed to accept item GL 162 (Minute of Corporate Complaints Meeting). The process of Short Life Working Groups, used throughout Argyll & Bute Council has been adopted by Governance & Law and used very effectively.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Although procedures are well embedded in every day activity, there is willingness to learn from others and implement change where necessary. This has been demonstrated in the re-vamp of the Members Induction Information, including the introduction of an induction pack following consultation with and learning from other internal services.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**4.2.4.2: and outside our organisation,**

June 15 - Assessment: Review of IT equipment from external sources has helped to improve the facilities in the Council Chambers.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The Scottish Government has been a good source to identify potential areas for improvement including revision of the complaints system. The induction for new elected members and committee members has also subsequently been revised.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**4.2.4.3: and we publish our examples externally where appropriate.**

June 15 - Assessment: Although scope here is limited for Governance & Law, nevertheless commitment to publish examples, where appropriate, is demonstrated. The main avenue is the Website.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The publication of minutes is one of the main channels used to update service users of changes and enhancement. Services users met confirmed during discussion that such updates are valuable to their on-going support and development.

RP1 2019: Not reviewed.

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

#### New Evidence

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<b>GL643: Member Casebook system</b>	Assessor Acceptance:	Yes
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As part of our most recent Member Survey we recognised a significant dip in performance for our Casebook System. An action plan has been prepared and we are working with services to improve the response times and provide better outcomes.

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<b>GL644: FOI Timescales</b>	Assessor Acceptance:	Yes
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Occasionally we are unable to meet the required timescales for FOI enquiries. When this happens due to circumstances that are unavoidable, we will make contact with customers and advise that there will be a delay and what action we are taking to ensure they receive the information quickly

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<b>GL645: Taxi Licensing information</b>	Assessor Acceptance:	Yes
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We monitor our performance in relation to taxi licence application and meeting the timescales. We also meet annually with taxi drivers to discuss local issues and what we do to put things right.

#### Corporate Evidence

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<b>C113: Using CRM Customer Info For Proactive Engagement</b>	Assessor Acceptance:	Yes
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We use our new Corporate Outreach service to proactively alert customers to variations in service and unforeseen disruptions that cause our service performance to dip. This is an extension to our unified disruption service and is new for 2018.

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<b>C119: Departmental Performance Reporting to Customers</b>	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. This shows a recent Example.

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<b>C132: Corporate Customer Service Scorecard</b>	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

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**4.3.1.1: We identify any dips in performance against our standards**

RP1 2019 Robust systems are in place to monitor performance and identify dips, such as the Pyramid and Member Casebook systems. This is applied to all standards across the board and is carried out systematically and with commitment. However there is scope, within the presented evidence to show in more detail the outcomes, and .....

Evidence Value: Fully Met

**4.3.1.2: and explain these to customers,**

RP1 2019 ... how you explain these to customers, together....

Evidence Value: Fully Met

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

RP1 2019 ... with the actions taken to put things right and prevent further recurrence. In view of comment made to the assessor by customers and partners regarding the confidence in managers and staff to thoroughly monitor performance and communicate potential problems compliance is maintained. However the assessor wishes to review this element again at the RP2 visit.

Evidence Value: Fully Met

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

Applicant Self Assessment: Not Rated

Compliance to Standard: Compliant

**Active Evidence**

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<b>GL442: Complaints Performance Monitoring</b>	Assessor Acceptance:	Yes
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G&L use Pyramid to monitor and publicise performance in dealing with complaints against the timescales set out in the Corporate Complaints Process.

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<b>GL443: Complaints process</b>	Assessor Acceptance:	Yes
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Governance and Law provide a two-stage complaints process for the Council, looking to solve problems at the earliest possible stage, but recognising occasions where more detailed investigation is needed to deal with the problem fully.

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<b>GL444: Complaints process - channels to access</b>	Assessor Acceptance:	Yes
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Governance and law provide the Council's complaints mechanism, and ensure a wide variety of access channels are available to suit the complainer.

**Corporate Evidence**

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<b>C062: Corporate Approach to Complaints Mgt</b>	Assessor Acceptance:	Yes
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The council operates a simple to use centralised complaints process for customers with a single phone number 01546605514, a single web form and single email address for customers to use. This evidence shows the 2017 reviewed guidance on the Intranet for employees and managers that is still current.

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<b>C088: Complaints Performance Monitoring</b>	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 gives info on resolution times and volumes and improvements made as a result of complaints. This shows the FQ4 2017/18 scorecard.

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<b>C094: Corporate Complaints Leaflet</b>	Assessor Acceptance:	Yes
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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.

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**4.3.2.1: We have an easy to use complaints procedure,**

June 15 - Assessment: Governance & Law has a direct input to the complaints handling process and is well placed to ensure that the correct procedures are applied across the whole of Argyll & Bute Council. Customer feedback and comment at the meeting of partners and stakeholders indicates a complete awareness of the complaints system.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Governance & Law continues to provide the high level support to Council and although formal complaints against Governance & Law are extremely rare, it is clear that customers are aware of the complaints process.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**4.3.2.2: which includes a commitment to deal with problems fully**

June 15 - Assessment: All documentation and guidance, including leaflets containing a commitment to dealing with problems fully. Staff met confirmed that they are fully empowered to tackle difficult issues.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: The commitment to fully deal with problems is not only contained within guidelines and customer standards, but is clearly evident in the approach of Governance & Law staff in dealing with problems.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: All complaints are logged systematically and the Complaints Team within Governance & Law has a good record of adhering to time limits.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Time limits continue to be adhered to as confirmed by records maintained

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL540: Islay Community Council issue</b>	Assessor Acceptance:	Yes
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The Islay Community Council inaugural meeting resulted in a possible complaint, and this was handled effectively to the satisfaction of all parties

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<b>GL541: Customer Service Training Video</b>	Assessor Acceptance:	Yes
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SMT commissioned a customer service training video which has been shown to all staff via team meetings and helps with how to deal with issues

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<b>GL542: Complaints Guidance on HUB</b>	Assessor Acceptance:	Yes
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There is comprehensive guidance provided on the HUB in relation to dealing with complaints, this is co-ordinated by Governance and Law

**Corporate Evidence**

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<b>C023: Customer Care Training</b>	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, act on them, going the extra mile for resolution etc and the Mgt Training includes complaint management empowering original officer to fix issues.

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<b>C047: Complaints Co-ordinator Bulletin</b>	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 receive dedicated system training and are empowered to request enhancements which are included in Update Bulletins.

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<b>C062: Corporate Approach to Complaints Mgt</b>	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.

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**4.3.3.1: We give staff training and guidance to handle complaints**

June 15 - Assessment: Extensive training is provided at both corporate and local level. This includes provision of guidance, mentoring and .....

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: It is clear from presented evidence and discussion with managers and staff that training and guidance on complaints is high on the agenda. This level of support has also been expanded to elected and area committee members, who during discussion confirmed their appreciation.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**4.3.3.2: and to investigate them objectively,**

June 15 - Assessment: ..... support to investigate complaints effectively. Appropriate attention is drawn to the importance of handling problems properly during the induction process for new staff.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Thoroughness is the ultimate aim with all in Governance and Law and all expressions of concern are given full attention.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: Staff met confirmed that they are fully trusted and empowered to deal with situations, with a desire to solving matters fully at the first attempt.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The aim to resolve issues, wherever possible, remains a very positive approach. This commitment emanates from a trust put in staff to take responsibility. Staff met showed a positive approach to all aspects of service delivery, including complaint handling, and appreciated the trust placed in them by leaders and managers.

RP1 2019: Not reviewed.

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

**New Evidence**

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<b>GL646: Civic Licensing information</b>	Assessor Acceptance:	Yes
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Following comments made at Civic Licensing hearings regarding information on what was required for taxi licence application, we undertook to ensure that our website was updated with the additional information to prevent this from happening in future.

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<b>GL647: complaints information</b>	Assessor Acceptance:	Yes
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We produce an annual complaints report and in this report we will identify areas for improvement and will provide information on these as a section in the report.

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<b>GL648: Polling Place Change</b>	Assessor Acceptance:	Yes
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Following complaints about access to a particular Polling Place, we undertook a review of the venue and made an amendment to the venue in time for the next Election. We publicised this information in the local area and made our Elected Members aware of the change.

**Corporate Evidence**

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<b>C020: Automated Complaints process Satisfaction Survey</b>	Assessor Acceptance:	Yes
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We introduced a satisfaction survey to identify patterns of issues with our own complaint handling process and analyse this quarterly to identify improvements and we publicise these through our Pyramid and online reporting systems.

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<b>C088: Complaints Performance Monitoring</b>	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

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

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

RP1 2019 The corporate procedures in dealing with formal complaints is fully implemented, including review of reports produced on escalated complaints and those dealt with successfully at local level. Good records are maintained to allow thorough evaluation and review of actions taken.

Evidence Value: Fully Met

**4.3.4.2: and informal complaints and comments from customers**

RP1 2019 Likewise this commitment is also applied to informal complaints and comments from customers. The outcomes are used effectively to identify improvements and although some have been considered minor changes by the applicant they nevertheless show commitment, ....

Evidence Value: Fully Met

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

RP1 2019 ...to improving services and publishing the details. Some examples highlighted by the applicant include written notices on dog controls and car parking appeals procedures. Customers and partners met expressed complete confidence in the complaints procedures and commitment to responding to problems identified.

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**

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**GL445: Complaints managers meeting minutes** Assessor Acceptance: Yes

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Governance and Law manage the corporate complaints process and convene meetings of Service complaints managers to consider performance and to review where the current process may not be meeting with expectations

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**GL446: Community Council complaints** Assessor Acceptance: Yes

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Community Council complaints have been reviewed in light of recommendations from Scottish Ministers and the likely increasing role of community councillors. The process for complaints will now include a mechanism for complaints about community councils / councillors to be dealt with formally

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**GL447: HSCP Complaints** Assessor Acceptance: Yes

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Governance and Law provide the complaints mechanism for dealing with social work complaints. This has changed recently due to the integration of health and social care. G&L have reviewed the process for making complaints to ensure complaints are directed to the appropriate officer.

**Corporate Evidence**

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**C020: Automated Complaints process Satisfaction Survey** Assessor Acceptance: Yes

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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

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**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.

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

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

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**4.3.5.1: We regularly review and improve our complaints procedure,**

June 15 - Assessment: The corporate review was carried out at the time of the national directive to move to the 2 Tier system. Some useful guidance has been developed including an easy to follow flow chart.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Although formal complaints are controlled corporately, Governance & Law have direct input to process planning. This has been evidenced by the revision to complaints handling processes for Community Councils and the Health and Social Care Partnership.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: As Governance & Law are responsible for handling corporate complaints, there is direct involvement in updating procedures. Comment from complainants, staff, partners and stakeholders are taken on-board and discussed centrally but also at management meetings.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: There is clear evidence from discussion with managers and staff that they are very willing to listen to comment and act upon it to make improvements to processes.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

<b>GL543: Contact following upheld complaint</b>	Assessor Acceptance:	Yes
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Governance and Law trialled a process whereby we contacted customers who had an upheld complaint to check that they were satisfied with the process.

<b>GL544: Complaints survey</b>	Assessor Acceptance:	Yes
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We now issue a quarterly survey to all those who have submitted complaints to the Council to check on satisfaction.

**Corporate Evidence**

<b>C020: Automated Complaints process Satisfaction Survey</b>	Assessor Acceptance:	Yes
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In May 2017 the council set up an automated satisfaction survey for customers who have lodged a formal complaint. They are offered it 5 days after their complaint has been marked as resolved and lets us assure and improve the complaints process. We track if respondents complaints are upheld or not

<b>C090: Complaints Handling Procedure</b>	Assessor Acceptance:	Yes
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This procedure shows the council operates a 2 tier complaints system, so that if a customer is not satisfied with how their complaint is handled we ensure it is to be reviewed by a second officer, even if it is upheld. 69 out of 367 complaints went to S2 in 2017/18 of which 21 were upheld.

<b>C129: SPSO Complaints Stats 2017-18</b>	Assessor Acceptance:	Yes
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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.**

June 15 - Assessment: Procedures are in place to ensure the necessary follow up, in upheld cases, and an example was shown to the assessor. It was agreed that this example would be added to the evidence.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The commitment to review customer satisfaction following the conclusion of upheld complaints remains in place. Although response rates to such reviews has not been as successful as desired, new approaches have been tried to elicit more customer feedback.

RP1 2019: Not reviewed.

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

#### New Evidence

<b>GL649: Provision of timely legal advice</b>	Assessor Acceptance:	Yes
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We agree that we will provide urgent legal advice to our customers within 1 day and will provide non urgent legal advice within 20 working days. We measure this using the IKEN system and also through the Pyramid system.

<b>GL650: Agenda issue timescales</b>	Assessor Acceptance:	Yes
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We agree that we will issue agendas 7 days prior to a meeting taking place. These timescales are set out in our Standing Orders for meetings and are also measured in the Pyramid system.

<b>GL651: Complaints standards</b>	Assessor Acceptance:	Yes
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We set a standard for dealing with stage 1 complaints in terms of correspondence within 5 working days and for stage 2 complaints within 20 working days and measure these through the Pyramid system.

#### Corporate Evidence

<b>C009: CSC Telephone Satisfaction Survey 2018</b>	Assessor Acceptance:	Yes
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Every caller to the corporate CSC is offered an satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the call experience This report for April 2018 shows that 93% (44 took part) were satisfied or very satisfied with it.

<b>C017: Argyll and Bute Customer Service Charter</b>	Assessor Acceptance:	Yes
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Council's charter outlines the protocols for responding to all forms of customer contact including telephone calls, letters, e-communications and personal callers Section 3 shows the measures and performance against them.

<b>C064: FOI Response Monitoring</b>	Assessor Acceptance:	Yes
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Customers can make an FOI request by any channel and all must be responded to in 20 Days. This evidence shows how ABC abide by that standard and monitor and meet them, by measuring training, capacity and responsiveness.

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

RP1 2019 A good range of standards is in place across all contact channels for the timeliness of response. This ranges from simple enquiries to high level requests through the freedom of information platform. All standards are applied with equal commitment and drive to provide good customer experience.

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

**New Evidence**

<b>GL653: Exclusion Appeals</b>	Assessor Acceptance:	No
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We provide a service on behalf of the Education Authority whereby we administer the process for dealing with appeals against exclusion from school. We have prescribed timescales for dealing with certain aspects of the process and this is communicated at the outset to parents.

<b>GL654: Community Council commitment</b>	Assessor Acceptance:	Yes
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We agree with our Community Councils through a Best Practice Agreement what the quality of our customer service will be.

<b>GL652: Customer Complaints</b>	Assessor Acceptance:	Yes
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We set standards for dealing with complaints which comply with the Council's complaints procedure and inform customers of these when required.

**Corporate Evidence**

<b>C005: Face to face Service Satisfaction Report</b>	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

<b>C009: CSC Telephone Satisfaction Survey 2018</b>	Assessor Acceptance:	Yes
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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 93% (44 took part) were satisfied or very satisfied with it.

<b>C017: Argyll and Bute Customer Service Charter</b>	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. This shows an extract from the CHarter scorecard.

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

RP1 2019 Corporate standards for the quality of customer service are applied across all parts of the business. However it was agreed with the applicant that the exclusions appeals evidence was not fully appropriate here, but would be replaced with fresh evidence, shown to the assessor, on the quality measures in place to assess customer satisfaction with Members. A target has been set at 90% and outcomes show a regular performance of 96%.

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

<b>GL448: Councillors' Handbook</b>	Assessor Acceptance:	Yes
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Governance and Law provide each elected member with a handbook at the start of their term of office. This handbook provides a wide range of information for councillors, including the extent and quality of support which can be expected from officers of the G&L Service.

<b>GL449: Publication of promises on timeliness</b>	Assessor Acceptance:	Yes
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Governance and Law publish promises on the timeliness of publication of agendas, minutes and action mandates, on the Council's website through the constitution and to members via the Pyramid performance management system.

<b>GL450: Fast track liquor licenses</b>	Assessor Acceptance:	Yes
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Governance and Law on behalf of the Licensing Board have introduced a fast track process for some liquor licences, publicising as short as 24-hour determinations, dealt with in a manner to protect the public as well as enable licence grants, showing timeliness and quality of decision-making

#### Corporate Evidence

<b>C042: Easy read charter</b>	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.

<b>C064: FOI Response Monitoring</b>	Assessor Acceptance:	Yes
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Customers considering making a Subject Access Request under FOI are informed of the time scales and nature of the response they will receive both on the council website and on the acknowledgement send registering their request.

<b>C090: Complaints Handling Procedure</b>	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.

June 15 - Assessment: Ample evidence presented to show that customers are advised about promises on the timeliness and quality of customer service. Customers, partners and stakeholders met all confirmed that they are fully aware of the promises made. They are considered to be challenging but achievable.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Communication of promises made on the timeliness and quality of customer service delivery continue to be well managed. Customers and partners met confirmed that realistic promises are made and delivered consistently.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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: Compliant

**Active Evidence**

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<b>GL546: Helensburgh resident contact</b>	Assessor Acceptance:	Yes
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A Helensburgh resident made contact with Governance and Law and their enquiry was dealt with efficiently by the first officer contacted

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<b>GL547: Members Casebook System</b>	Assessor Acceptance:	Yes
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The Members Casebook system allows for enquiries to be allocated to an appropriate officer and also allows for updates to be provided

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<b>GL548: Generic E-mail Addresses</b>	Assessor Acceptance:	Yes
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Governance and Law have a number of generic e-mail addresses which are used to funnel enquiries. An example is the licensing inbox and enquiries will be passed on to the relevant officer directly.

**Corporate Evidence**

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<b>C006: Website Accessibility Report and Guidance</b>	Assessor Acceptance:	Yes
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The Council's Web Team receives expert input from SOCITM (using specialist mystery shoppers), to ensure our website is as usable as possible on accessibility and navigability, customers can find the information or person that they need. This evidence shows us passing Stages 1&2 of the national test

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<b>C041: Smart Assistant</b>	Assessor Acceptance:	Yes
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Smart Assistant is a new online aide which customers use to search for answers to their common council related questions, so removing the need to find an Appropriate Person, If it fails however it goes to experts in the back office to respond fully to and improve the signposting.

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<b>C078: CSC Contact Handling System</b>	Assessor Acceptance:	Yes
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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.

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

June 15 - Assessment: The arrangements in place by Governance & Law are well established and the requirement to identify new needs at the first point of contact is limited. However it was clear from discussion with managers and staff that the commitment to do so is embedded.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Customer service delivery at the first point of contact remains a high priority for all in Governance and Law. Several processes are in place to ensure a comprehensive customer experience, including ....

RP1 2019: Not reviewed.

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.**

June 15 - Assessment: Generally customers are well informed of who is responsible for certain processes, through consistent engagement at various levels.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: .... clear referral to the appropriate department or staff member. This is particularly important for new elected and committee members and comment from these service users was very positive.

RP1 2019: Not reviewed.

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**

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<b>GL549: Emergency Proxy Appointment</b>	Assessor Acceptance:	Yes
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At Elections the ability to appoint an emergency proxy is available. These are passed directly to the Polling Station Staff to ensure a seamless customer experience.

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<b>GL550: Members Services Calendar</b>	Assessor Acceptance:	Yes
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The Members Services team have a calendar which provides information on meetings and also travel/accommodation information for Elected Members. This provides a one stop shop for enquiries.

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<b>GL551: Anti-Social Behaviour Groups</b>	Assessor Acceptance:	Yes
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Governance and Law administer the Anti-Social Behaviour Sub Groups for each administrative area. There is an information sharing protocol in place which allows for the sharing of information when required in relation to ASB cases.

**Corporate Evidence**

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<b>C075: TellUs Once</b>	Assessor Acceptance:	Yes
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In 2012 the council implemented the "Tell Us Once Service" whereby information related to Registrars by customers about key life events is copied to council services. This stops customers having to call lots of different services at a difficult time. This new presentation gives an update on takeup.

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<b>C103: Minute of CSC- Reg. Services SLA Meeting 2017</b>	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 Ops Working Gp in July 2018.

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<b>C123: Avoidable Contact Insight Analysis</b>	Assessor Acceptance:	Yes
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The council's new CRM system records avoidable contacts through failure of service and identifies for Services where the hotspots are so that they can address them. This in turn reduces needless contacts for customers.

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

June 15 - Assessment: The corporate functions, such as complaint handling and co-ordinating Freedom of Information requests provides a good platform to share valuable customer information.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The flow of information is a crucial part of the smooth running of service delivery in Governance and Law.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: The scope for demonstrating reduced contact is limited, however prompt issue and complete preparation of Committee Packs and Pre-Agenda notes assists the Chair of such forums to carry out their duties without the needs to seek guidance. Comment made at the meeting of stakeholders confirmed this as a strong feature of Governance & Law.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: The thorough approach to detail in the first instance and on-going support are strong elements for the success of running activities such as Area Committees. Service users met confirmed that this professional yet friendly and supportive approach helps to significantly reduced unnecessary contact.

RP1 2019: Not reviewed.

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**

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<b>GL552: Out of Office Facility</b>	Assessor Acceptance:	Yes
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Governance and Law staff will use the Out of Office facility on Outlook to put messages on which advise customers when they can expect to receive a response or give an alternative contact.

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<b>GL553: FOI Information</b>	Assessor Acceptance:	Yes
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An FOI request relating to Education was submitted to Governance and Law during the school holidays. The customer was contacted to advise that the information would not be available within the expected 20 days and they were given a date when it would be made available.

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<b>GL554: VC Paving Stone Request</b>	Assessor Acceptance:	Yes
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Correspondence between the Area Committee Manager and a local gentleman in relation to the organisation of a VC Paving Stone Ceremony.

**Corporate Evidence**

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<b>C017: Argyll and Bute Customer Service Charter</b>	Assessor Acceptance:	Yes
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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.

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<b>C062: Corporate Approach to Complaints Mgt</b>	Assessor Acceptance:	Yes
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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

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<b>C064: FOI Response Monitoring</b>	Assessor Acceptance:	Yes
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FOI SARs can rarely be completed at 1st point of contact so it is important that next steps and timescales are clear, so this evidence shows how we do that and how we monitor performance against what we promise.

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

June 15 - Assessment: It is a rare occasion that services delivered by Governance & Law is not completed at the first point of contact. However it was clear from discussion with managers and staff that next steps will be discussed where necessary.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: Thoroughness and diligence are two powerful elements in the service delivery outcomes for Governance and Law. This includes providing customers with relevant follow up information, when required. The provision of this information always includes,.....

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: Consequently, where it is necessary to outline next steps, time scales will be included in customer information provided.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Not reviewed at this visit.

RP3 - 2018:..... a clear indication of expected lead time on receipt of the information. Service users met confirmed this level of diligence.

RP1 2019: Not reviewed.

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**

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<b>GL451: Casebook</b>	Assessor Acceptance:	Yes
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Governance and Law's Casebook system for members to log queries provides members with notifications of potential late responses with a red-amber-green highlighting system. Initial time limits are set by the inputting member to suit their required timescales.

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<b>GL452: Automatic out of office replies, monitoring of mailboxes (screenshot of Lync system and</b>	Assessor Acceptance:	Yes
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Out of Office replies and messages on the Lync system are used to ensure that customers are aware of alternative contacts in times of absence.

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<b>GL453: Attendance Panel delay</b>	Assessor Acceptance:	Yes
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Governance and Law provide an attendance panel system for use by the Education Service. Problems in maintaining panel membership have led to delays in scheduling hearings, leading to some requiring to be rearranged and stimulating efforts to build panel membership.

**Corporate Evidence**

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<b>C041: Smart Assistant</b>	Assessor Acceptance:	Yes
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Smart Assistant allows us to respond to customers even out of hours and if it has to be remitted to an expert we use the learning to programme the system to be more successful next time, thus rectifying the failure. Success has grown from 18% to 29% in 6 months.

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<b>C078: CSC Contact Handling System</b>	Assessor Acceptance:	Yes
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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.

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<b>C113: Using CRM Customer Info For Proactive Engagement</b>	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 pro-active communications about service disruption and delays plus info about how and when we will fix the issues.

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**5.2.5.1: We respond to initial enquiries promptly,**

June 15 - Assessment: In addition to contributing to corporate and council wide commitments to dealing with enquiries promptly, specific monitoring on processes such as Freedom of Information requests all indicate first class performance.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: There is a clear commitment to respond to enquiries promptly across all parts of the business.

The nature of support required to other services, sometimes requires almost instant response and the assessor was impressed with the staff attitude in dealing with this type of pressure.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: Delays are seldom, but on occasion delays do occur mainly due to complex committee issues, reasons and revised actions are clearly outlined to customers. Stakeholders confirmed during discussion with the assessor that reasons for delay are always explained.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Delays, although seldom, are openly communicated with supporting information on revised time scales.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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

**New Evidence**

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<b>GL655: Agenda and Minute performance</b>	Assessor Acceptance:	Yes
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We set standards for the issue of our agendas and the publication of our minutes. We monitor our performance against these standards using the Pyramid performance system and this is reported quarterly.

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<b>GL656: Community Council Inaugural Meetings</b>	Assessor Acceptance:	Yes
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Following the Community Council elections in 2018 we undertook a survey with our customers to ascertain what they thought of the quality of our service. We provided feedback on the results and actions to address problems identified.

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<b>GL657: Taxi Licence applications</b>	Assessor Acceptance:	No
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We monitor the time taken to deal with applications for taxi licences through the Pyramid System. We advise on any dips in performance and we take steps and keep our customers informed on what we are doing to rectify the issues.

**Corporate Evidence**

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<b>C005: Face to face Service Satisfaction Report</b>	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

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<b>C009: CSC Telephone Satisfaction Survey 2018</b>	Assessor Acceptance:	Yes
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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.

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<b>C026: Leadership Commitment Strategic Customer Service Board</b>	Assessor Acceptance:	Yes
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Every Customer Service Board Reviews customer service performance against standards of timeliness and quality e.g. in the customer charter and where there are issues it directs remedial action. This minute is an example showing performance as a standing item for discussion at a senior level,

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**5.3.1.1: We monitor our performance against standards for timeliness**

RP1 2019 Performance against the standards for timeliness are monitored thoroughly and systematically. This includes performance for all committee work and regulatory standards and results are logged in the Pyramid system, which the assessor is well familiar with, and has viewed on many occasions.

Evidence Value: Fully Met

**5.3.1.2: and quality of customer service**

RP1 2019 Evidence on Taxi licensing is replaced by the Members Casebook, where levels of satisfaction has been set at 60%. This is monitored by the annual members survey and this year the satisfaction levels were 30%. Consequently an action plan has been drawn up to address this issue and to bring the satisfaction levels up to where they should be. While compliance is maintained the assessor will review progress at the RP2 visit.

Evidence Value: Fully Met

**5.3.1.3: and we take action if problems are identified.**

RP1 2019 The outcomes for both timeliness and the quality of customer service are clearly important to all in this organisation. While the outcomes for both aspects have not identified on-going serious issues, it is clear that any dip will be investigated.

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**

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<b>GL454: FOI(S)A return</b>	Assessor Acceptance:	Yes
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Governance and Law, as the Councils data managers provide returns to the Scottish Information Commissioner which are published online showing numbers of requests and numbers responded to on time.

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<b>GL455: ACPG Survey</b>	Assessor Acceptance:	Yes
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Governance and Law carried out a survey asking, among other things, for customers to comment on timeliness and quality of information provided.

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<b>GL456: Performance Reports to the public</b>	Assessor Acceptance:	Yes
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Governance and Law publish performance information relating to timeliness and quality of customer service, in this example looking at the timeliness of publication of committee minutes, etc., which is published for performance review committees, area committees and the public on the website.

**Corporate Evidence**

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<b>C013: Departmental Reporting Against ABOIP Targets</b>	Assessor Acceptance:	Yes
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Every Department publishes a quarterly report of performance against standards required to meet targets on the ABOIP; both time, cost and quality. This example shows the huge range being achieved for D&I

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<b>C055: Performance Reporting to Customers</b>	Assessor Acceptance:	Yes
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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.

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<b>C132: Corporate Customer Service Scorecard</b>	Assessor Acceptance:	Yes
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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

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**5.3.2.1: We are meeting our current standards for timeliness**

June 15 - Assessment: All measures including anecdotal feedback from customers, partners and stakeholders confirms that standards for timeliness are being consistently met.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Corporate and local monitoring confirms that in the main standards are being met for both timeliness, and .....

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**5.3.2.2: and quality of customer service**

June 15 - Assessment: Likewise quality targets are also being met in all parts of Governance & Law.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: ..... quality of customer service.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

Evidence Value: Fully Met

**5.3.2.3: and we publicise our performance against these standards.**

June 15 - Assessment: Appropriate reports are published mainly on the Website, but also in hard copy reports where applicable. The assessor also observed appropriate feedback on public notices in the local Customer Service Point.

June 16 - RP1: Not reviewed at this visit.

RP2-2017: Appropriate reports continue to demonstrate compliance.

RP3-2018: Not reviewed at this visit.

RP1 2019: Not reviewed.

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**

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<b>GL555: FOI Information</b>	Assessor Acceptance:	Yes
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The Council provides information to the Office of the Information Commissioner about the time taken to respond to FOI requests. This information is provided for all Local Authorities and Argyll and Bute is in the top 6 across Scotland for timeliness.

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<b>GL556: Ombudsman Statistics</b>	Assessor Acceptance:	Yes
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Information is available from the Scottish Public services Ombudsman in relation to the number of complaints received and passed to them by the Council. This directly correlates with our quality of service and the statistics show that the Council and Governance and Law perform well.

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<b>GL557: Election Information</b>	Assessor Acceptance:	Yes
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Information is provided to the Electoral Management Board for Scotland in relation to the number of rejected ballot papers at the 2017 Local Government Elections – we performed well in relation to similar authorities.

**Corporate Evidence**

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<b>C107: SOCITM Feedback and Our Response</b>	Assessor Acceptance:	Yes
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The council subscribes to the national Socitm benchmark report on every council's website. This one for 2-17/18 shows us achieving the top mark possible and being one of only 4 councils in Scotland to do so..

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<b>C129: SPSO Complaints Stats 2017-18</b>	Assessor Acceptance:	Yes
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A key indicator of quality of service is how few complaints are generated in the first place and then the quality of complaint handling by how few go to SPSO. This evidence shows only 25 complaints went to SPSO and only 2 upheld - amongst the lowest in Scotland

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<b>C136: Local Gvt Benchmarking Framework</b>	Assessor Acceptance:	Yes
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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

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**5.3.3.1: Our performance in relation to timeliness**

June 15 - Assessment: Evidence at items CO05 and GL198 is not fully appropriate here, but it was agreed that a Mystery shopping report would be more appropriate here. However more specific detailed evidence on benchmarking the outcomes from timeliness monitoring is required for full compliance.

June 16 - RP1: Some attempt is being made to carry out benchmarking with other local authorities, and although this is considered sufficient at this stage to move this theme to full compliance, there is scope for more detailed evidence.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: A good attempt has been made to compare the outcomes of timeliness and the,....

RP1 2019: Not reviewed.

Evidence Value: Fully Met

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

June 15 - Assessment: Likewise more specific benchmarking evidence on comparison of the quality of service delivery is required for full compliance.

June 16 - RP1: Likewise more detailed outcomes of comparison on quality measures would substantially enhance the evidence in future to confirm on-going commitment to continuous improvement.

RP2-2017: Not reviewed at this visit.

RP3 - 2018: .... quality of customer service delivery against a number of areas including high profile processes such as Freedom of Information and Complaints. Comparisons show a good performance

RP1 2019: Not reviewed..

Evidence Value: Fully Met