

**CUSTOMER  
SERVICE  
EXCELLENCE**



Assessment Report  
Customer Service Excellence

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

Successful  
3 September 2018

## Assessment Summary

### Overview

Overall Self-assessment	Unprocessed
Overall outcome	Successful

RP3 - 2018: Governance and Law continues to provide in the main internal support service 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 Governance & Law, including Complaints and Freedom of Information requests. Around 50 staff work within Governance & Law and the assessor was once again able to visit most of the units. Overall the evidence has been comprehensively updated and strengthened to justify compliance against all of the Criterion reviewed. However there is scope to provide more specific detail in the justification wording at some places. Governance & Law this year has not experienced the same level of pressure with elections, which has availed time to look more deeply and some processes, particularly in the legal arena. It is good to report that the level of service delivered remains very high, justifying full compliance, retention of 6 compliance plus ratings with the award of a 7th. Consequently CSE re-accreditation is well deserved once again.

### 1: Customer Insight

Criterion 1 self-assessment	Unprocessed
Criterion 1 outcome	Successful

RP3 - 2018: Criterion 1 is about customer insight, customer engagement and customer satisfaction. A lot of effort continues to be made to identify and support the harder to reach and disadvantaged customers. Positive outcomes include anti-social behaviour, better use of more suitable premises and promotion awareness activities. You have also recognised the need to review consultation and engagement activities including the Establishment Scheme and Area and Local Planning Committees. The on-going dialogue with the full range of stakeholders is also positive. Providing a high level of customer satisfaction is clearly important to all in Governance and Law. Appropriate measurement of customer satisfaction is carried out, but there is scope to provide more detail in relation to issues raised through customer insight, and 1.3.3.2 will be reviewed at the RP1 visit.

### 2: The Culture of the Organisation

Criterion 2 self-assessment	Unprocessed
Criterion 2 outcome	Successful

RP3 - 2018: Criterion 2 is about the culture of the organisation. The sound policies and procedures to encourage and support customer focus remain in place and the production of comprehensive reports, on time, clearly demonstrates this commitment. Leaders and managers lead by example and provided considerable support, while allowing staff freedom to exercise an extensive amount of empowerment. This has resulted in an additional compliance plus rating at 2.1.6. While the prioritising of customer service activity is well structured, there is scope to outline in more detail the activity to evaluate outcomes from individual and team performance management at 2.2.3.2. This will be reviewed at the RP1 visit. Overall the culture within Governance and Law is excellent and the previous compliance plus ratings at 2.1.1, 2.2.4 and 2.2.5 remain in place.

### 3: Information and Access

Criterion 3 self-assessment	Unprocessed
Criterion 3 outcome	Successful

RP3 - 2018: Criterion 3 is about the provision of information, accessibility of services and partnership working. Overall the provision of quality information is good, however there is scope to show in more detail enhancements and improvements at 3.2.3 which will be reviewed at the RP1 visit. The commitment to providing accurate and complete information at the outset of engagement is excellent with good use of the Casebook system. The level of face-to-face service delivery is enhanced by well presented and customer friendly reception areas. The support to the wider community remains extensive, including personal involvement of staff in addition to general charitable support. The existing compliance plus ratings at 3.1.1 and 3.3.1 remain.

#### **4: Delivery**

Criterion 4 self-assessment	Unprocessed
Criterion 4 outcome	Successful

RP3 - 2018: Criterion 4 is about delivery against set core performance standards and dealing with any subsequent problems arising. Sound performance standards remain in place and it is clear that these standards are regularly reviewed. Outcomes from the monitoring of performance are effectively benchmarked, but there is scope to show in more detail resultant service improvements. Consequently 4.2.3 will be reviewed at the RP1 visit. There is clear willingness to observe and learn from best practice and considerable strength in listening, learning and fixing. On-going training, guidance and support is provided for good complaint handling and staff are clearly empowered to put things right at the outset. Good procedures are in place to review customer satisfaction with upheld complaints and it was encouraging to see a desire to obtain more specific customer feedback in this process. The previous compliance plus rating at 4.2.1 remains in place.

#### **5: Timeliness and Quality of Service**

Criterion 5 self-assessment	Unprocessed
Criterion 5 outcome	Successful

RP3 - 2018: Criterion 5 is about setting and delivering against standards for customer service, including timeliness and the quality of customer service. Customer service delivery at the first point of contact is very good, where needs and preferences are clearly identified. Sharing information with other providers to enhance service delivery is carried out professionally and confidentially. This is appreciated by stakeholders and service users such as elected and committee members. Reasonable attempts have been made to benchmark outcomes against the timeliness and quality of customer service delivery.

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## 1: Customer Insight

### 1.1: Customer Identification

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

Applicant Self Assessment: Not Rated

#### Active Evidence

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##### GL301: CPG Survey

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As part of our annual CPG survey we have looked at how we can identify our customer groups better, by geography, by organisation and by how they are involved with the CPG meetings.

##### GL302: Election Awareness

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As part of our planning process for the Elections we look at how we can best engage with our customers to make them aware of the processes involved and to ensure as best we can maximum voter engagement. We produce a communication/participation strategy on how we will achieve this.

##### GL303: Licensing Forum

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The Licensing Forum comprises representatives from a range of organisations including Health, Community Councils, Police, the Licensed Trade and young people. The Forum is used for various purposes including gaining an understanding of issues relevant to local communities.

#### Corporate Evidence

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##### C001: Website Visitor Report 2017

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

##### C002: Website Demographic Data Resource

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

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

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

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL400: Taxi Operator Meetings**

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**

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**

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: Customer Consultation and Local Agreements**

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

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**C025: Customer Care Toolkit**

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

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**C114: 2017/18 Corporate Budget Consultation Outcomes**

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

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**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

**New Evidence**

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**GL501: Anti-Social Behaviour Groups**

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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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**GL502: Venues for Area Committee meetings**

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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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**GL503: Hard to Reach groups - Elections**

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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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**C005: Face to face Customer Surveys**

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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 satisfaction level

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**C006: Website Accessibility Report and Guidance**

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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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**C007: Engaging with our Gaelic speaking minority.**

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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 consultation that took place re the new Gaelic Action Plan and the actual Plan that was then developed, including new Gaelic greetings.

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## 1.2: Engagement and Consultation

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

Applicant Self Assessment: Not Rated

#### Active Evidence

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##### GL304: Area Community Planning Groups

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We engage, consult and involve a wide range of stakeholders as part of the community planning process at a local level. We use a variety of methods which include meetings, consultation via e-mail and when we are issuing an open call for agenda items.

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##### GL305: Community Council TNA

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We consult with our Community Councils on their training needs by means of a survey that we issue by e-mail which has been identified as the preferred method of communication. We used the results of this analysis to organise training on the top 4 most requested topics.

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##### GL306: Taxi Operator Meetings

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Meetings are held on an annual basis with taxi operators across the whole of the Argyll and Bute area and are used as an opportunity for operators to provide feedback on the licensing process and to flag up any issues of concern or matters relating to the trade.

#### Corporate Evidence

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##### C008: Community and Customer Engagement Strategy

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

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##### C112: Corporate Social Media Policy 2016

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

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##### C115: Assisted Digital Strategy 2016-19

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL403: Area Community Planning Group Survey**

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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**GL404: Taxi Operator Meetings**

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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**GL405: Community Council Annual Survey**

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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**C010: Customer Service - Customer Consultation Report**

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

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

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

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**C114: 2017/18 Corporate Budget Consultation Outcomes**

In late 2016 the council consulted all its citizens on how they thought it should spend money to prioritise and improve services. 1700 responded and this report shows the positive changes made as a result. The report is available on the website and was the subject of a news release.

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**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

**New Evidence**

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**GL504: Review of Scheme of Establishment**

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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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**GL505: Members Survey**

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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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**GL506: Public Awareness Strategy for Elections**

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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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**C012: Commitment to Community Engagement**

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

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**C013: Single Outcome Agreement**

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

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**C014: Review of Citizen's Panel Arrangements 2017**

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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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### 1.3: Customer Satisfaction

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

Applicant Self Assessment: Not Rated

##### Active Evidence

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##### GL307: Area CPG Survey

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As part of our commitment to measuring satisfaction we have conducted annual surveys on the work of the Area CPG groups.

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##### GL308: Members Survey

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Every year in the 4th quarter we undertake a survey which is given to our Elected Members. We use this survey to measure their satisfaction with the service provided to them and have also developed an action plan following the results of the survey.

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##### GL309: Taxi Operator Meetings

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We hold meetings with our Taxi Operators on an annual basis across the Argyll and Bute area. We use this as a method of measuring their satisfaction with the licensing process and to allow for any difficulties to be identified.

##### Corporate Evidence

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##### C009: CSC Telephone Satisfaction Report March 2017

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

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##### C117: Ongoing Web Satisfaction Surveys

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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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##### C118: Customer Satisfaction Target Monitoring

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The Council keeps track of over 30 external and internal customer satisfaction measures and reports an average quarterly to senior managers and members on the Customer Service Scorecard. This evidence shows that we have reliable trend data for over 3 years that can be drilled into to team level.

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL406: Elected Member Survey and Feedback**

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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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**GL407: CPG Survey**

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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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**GL408: Community Council Survey**

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

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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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**C118: Customer Satisfaction Target Monitoring**

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The Council keeps track of over 30 external and internal customer satisfaction measures and reports an average quarterly to senior managers and members on the Customer Service Scorecard. This evidence shows that we have reliable trend data for nearly 3 years that can be drilled into to team level.

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**C119: Departmental Performance Reporting to Customers**

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

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**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

**New Evidence**

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**GL507: Legal Services Customer Survey**

A survey is carried out on an annual basis by Legal Services to determine customer satisfaction levels.

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**GL509: Members Induction**

Following the local government election in 2017 elected members were invited to participate in an Induction Programme.

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**GL508: Members Satisfaction Survey**

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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**C010: Customer Service - Customer Consultation Report**

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

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**C123: Avoidable Contact Insight Analysis**

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

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**C009: CSC Telephone Satisfaction Report March 2017**

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL310: Community Council Satisfaction**

Each year we look at the targets we set as part of our service plan. For Community Councils we have set challenging targets in relation to their satisfaction levels and have consistently achieved above the target set. We measure this by means of our annual survey.

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**GL311: Complaints Targets**

We set challenging targets in relation to dealing with complaints, the model Complaints Handling Procedure requires a response within 5 working days we consistently achieve better with average time being 4 working days. The CHP response for stage 2 complaints is 20 working days and we average 14.

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**GL312: Late Reports**

The Governance Team monitors late reports and the aim is to reduce the number of reports which are submitted late. We have developed a spreadsheet and have also undertaken a number of training sessions with departments to try and reduce the numbers which are late.

**Corporate Evidence**

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**C015: CSC Key Telephony Indicators**

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

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**C118: Customer Satisfaction Target Monitoring**

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

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**C121: Corporate Cleaning Customer Satisfaction**

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

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL409: Changes to Polling Places**

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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**GL410: Noticeboards/Public Procession applications**

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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**GL411: Update to Occasional Licence online application**

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

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

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**C025: Customer Care Toolkit**

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

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**C122: Voice Automated Switchboard Improvement**

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

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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

#### **Active Evidence**

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##### **GL316: Pyramid monitoring of Standards**

The Head of Governance and Law has regular meetings with the Executive Director of Customer Services to discuss performance relating to the Pyramid indicators which relate to the service we provide and how good this is.

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##### **GL317: Customer Service Board**

The Council has a Customer Service Board and our Area Governance Manager sits on this Board and leads the work from Governance and Law. A Customer Service Action Plan has also been agreed and the Area Governance Manager ensures that we meet the targets set on this.

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##### **GL318: Members Casebook System**

The Head of Governance and Law is the Design Authority for the new Members Casebook system and has been involved from the outset in ensuring that our Elected Members are given a system which meets their needs.

#### **Corporate Evidence**

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##### **C012: Commitment to Community Engagement**

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

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

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

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##### **C026: Leadership Commitment**

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

Applicant Self Assessment: Not Rated

### **Active Evidence**

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#### **GL412: Short Life Working Group on Political Management Arrangements**

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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**

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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)**

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

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

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#### **C027: Customer Driven Service Design**

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

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#### **C114: 2017/18 Corporate Budget Consultation Outcomes**

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

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**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

**New Evidence**

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**GL510: FOI Information**

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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.

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**GL511: Publication of Committee Reports and Agendas**

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

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**GL512: PYramid targets for Minutes**

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

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**Corporate Evidence**

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

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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)

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**C029: Equality, Diversity and Citizenship**

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

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**C090: Complaints Handling Procedure**

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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.

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL319: Applicant Given a fair hearing**

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At Hearings undertaken as part of the Planning process and Civic Government the Chair will always ask parties if they feel that they have been given a fair hearing.

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**GL320: Survey Information**

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As part of our customer surveys we have incorporated a question which asks whether respondents feel that they are treated fairly by the Council.

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**GL321: Tactile voting at elections**

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As part of our commitment to ensure that we give voters every assistance, we use tactile voting devices at all Polling Stations which assist visually impaired voters in the process. We train our staff in how to use these and staff will give assistance at the Polling Station on the day.

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**Corporate Evidence**

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**C009: CSC Telephone Satisfaction Report March 2017**

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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.

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**C020: Automated Complaints process Satisfaction Survey**

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

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

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

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##### **GL415: Exempt or confidential information at Committees**

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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##### **GL416: Information Asset Register**

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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##### **GL417: Classification of e-mails**

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

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

---

##### **C068: Code of Conduct - Data Protection**

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

---

##### **C110: Email Classification**

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

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**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

**New Evidence**

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**GL513: Officer providing good customer service**

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Governance and Law Officer exemplifies the customer focused culture of our organisation.

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**GL514: Positive Customer Service module training**

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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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**GL515: Legal Services work on simplifying information**

---

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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**C023: Customer Care Training**

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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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**C025: Customer Care Toolkit**

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

---

**C099: Employee Excellence Awards**

---

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

---

## **2.2: Staff Professionalism and Attitude**

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

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##### **GL322: Argyll and Bute Manager**

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Governance and Law identify staff who have management responsibility and they are put forward to undertake the Argyll and Bute Manager Programme. We also now have an additional level called the Argyll and Bute Leadership Programme.

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##### **GL323: Job Description ASB**

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Job descriptions for posts within Governance and Law advise applicants of the importance of customer service and person specifications highlight the requirements for skills, knowledge and experience in customer service.

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##### **GL324: PRD Process**

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All staff within Governance and Law undertake the PRD process. This allows managers and staff to identify goals and targets for the forthcoming year. This process has resulted in staff being put forward to do a Paralegal qualification and also the CSPQ qualification.

#### **Corporate Evidence**

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

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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

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##### **C032: Training Plan and Training Analysis**

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

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##### **C070: Induction Form Customer Care Sections**

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

---

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

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##### **GL418: Election Comments**

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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##### **GL419: Community Council Survey**

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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##### **GL420: Members Survey**

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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##### **C028: Our Polite and Friendly Standards**

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

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##### **C032: Training Plan and Training Analysis**

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

---

##### **C005: Face to face Customer Surveys**

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

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**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

**New Evidence**

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**GL516: Team meeting performance acknowledgement**

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Colleagues are routinely acknowledged for their performance, including at team meetings a management meetings.

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**GL517: Recognition by Senior Managers**

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Staffs contributions are regularly recognised by senior managers.

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**GL518: Legal Services Customer Survey**

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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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**C033: Employee Recognition for CS Excellence**

---

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

---

**C099: Employee Excellence Awards**

---

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

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**C132: Corporate Customer Service Scorecard**

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL325: Archiving Project**

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Following it being raised at a team meeting, the Area Governance Team are looking at implementing an archiving system to allow old Committee information to be accessed.

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**GL326: Election Team Debrief**

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Following each Election process, the Election Team will undertake a debrief session where any lessons learned can be incorporated into future processes.

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**GL327: Team Plan**

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Staff are consulted in relation to the production of the Team Plans. The Area Governance Team agreed the formation of a sub group to look at items for the 2016/17 Team Plan and comments were fed back and incorporated into the final plan.

**Corporate Evidence**

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**C031: Corporate Employee Survey**

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

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**C035: Employee Suggestion Scheme**

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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. This shows the intranet page with all the scheme related resources and examples

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**C098: Corporate Complaints Scorecard**

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

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL421: Message of thanks from Depute Returning Officer**

---

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.

---

**GL422: Area Governance Team Meetings**

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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**

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

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

---

**C033: Employee Recognition for CS Excellence**

---

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

---

**C099: Employee Excellence Awards**

---

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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### 3: Information and Access

#### 3.1: Range of Information

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

Applicant Self Assessment: Not Rated

#### Active Evidence

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##### GL328: Community Council Inaugural Meetings

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following Community Council Elections, a member of staff from Governance and Law will attend each inaugural meeting and will provide information on how our services run and contact details.

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##### GL329: Elected Member Information

---

When a new Member is elected they are given an information pack and are directed to the available resources on the HUB. They are also given an induction session with the Head of Governance and Law which includes information on the Code of Conduct.

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##### GL330: Webpage Information

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Information on the Governance and Law Service is provided on the HUB and identifies appropriate contacts for each part of the Service and also provides information on what we do.

#### Corporate Evidence

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##### C034: Who is in Charge

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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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##### C124: Corporate Website Contact Us Page

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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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##### C125: Display Screen Network

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

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL424: Fees and Charges Information on the Council Website**

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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**GL425: Quotation for Legal Work**

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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**GL426: Licensing Board Fees**

Governance and Law publish on the Council website a statement of Licensing Board Fees.

**Corporate Evidence**

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

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

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**C100: The Council's Book It Facility**

The council provides an online, phone and office based Book It facility to allow customers to easily find, book and pay for a huge range of council owned resources such as rooms, pitches and minibuses. The service includes a cost calculator that lets customer see cost of the resource they're booking

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**C126: Downloadable Fees and Charges**

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

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## 3.2: Quality of Information

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

Applicant Self Assessment: Not Rated

#### Active Evidence

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##### GL331: Out of Hours Working

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We have looked at how we organise meetings to ensure that we get maximum engagement from the public - this has included evening meetings for Area CPG meetings in Oban and also we are trialling evening meetings for the Helensburgh and Lomond Area Committee.

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##### GL332: Councillor Committee Papers

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We offer our Councillors the opportunity to have their Committee papers either in paper copy or electronically.

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##### GL333: Governance Training

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We have developed a training package which provides services with information on the governance of the Council. We have delivered this in face to face sessions but we are also developing an online version.

#### Corporate Evidence

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##### C042: Easy read charter

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

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##### C125: Display Screen Network

---

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

---

##### C112: Corporate Social Media Policy 2016

---

Social Media is an increasingly important way for us to get real time information to customers (see C001 for volumes), with 12 Facebook and 2 Twitter channels and 11,000 followers, all of which are governed by the Social Media Policy here to ensure standards of information and security are maintained

---

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL427: Election Training Feedback and Quiz**

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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**GL428: E-mail delivery and read receipts**

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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**GL429: Different styles of recording meetings**

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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**C021: Systems Re-engineering for Initial Customer Contacts**

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

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**C041: Smart Assistant**

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

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**C005: Face to face Customer Surveys**

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

---

**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

**New Evidence**

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**GL519: Committee best practice minutes**

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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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**GL520: Webpages revised**

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Webpages revised to ensure they remain relevant and meets the needs of customers.

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**GL521: Training activities**

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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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**C084: Telephone Techniques Guide**

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

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**C127: 2017 eMail & Letter Writing Guidance**

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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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**C043: 2017 Channel Shift Report**

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

---

**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

**New Evidence**

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**GL522: E-mail notifications of late reports**

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**

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**

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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**C123: Avoidable Contact Insight Analysis**

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

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**C009: CSC Telephone Satisfaction Report March 2017**

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

---

**C044: Fixing Avoidable Contacts**

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

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### **3.3: Access**

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

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##### **GL337: Website for Licensing**

Governance and Law's section of the Council's website has a dedicated page for applications for licences. This page provides contact details for staff so potential applicants can request application forms, allows downloads of application forms, and offers online applications and payment.

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##### **GL338: Mod.Gov System**

Copies of minutes are published by the Mod.Gov system to the Council's website, and direct access to these minutes is provided by e-mail to the participants in the particular meeting. Similar direct access can be given to other, for example the press. General public access can be via the website.

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##### **GL339: Direct e-mail inboxes**

Customers who wish to access services are invited to e-mail information or requests to a direct e-mail inbox, which can then be accessed by a number of people within the team, ensuring that access to services is made available even in the absence of a particular member of staff.

#### **Corporate Evidence**

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##### **C115: Assisted Digital Strategy 2016-19**

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

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

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

---

##### **C112: Corporate Social Media Policy 2016**

Social Media is an increasingly important way for us to get real time information to customers (see C001 for volumes), with 12 Facebook and 2 Twitter channels and 11,000 followers, all of which are governed by the Social Media Policy here to ensure standards of information and security are maintained

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### **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

#### **Active Evidence**

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##### **GL430: Elected Member Survey and Feedback**

---

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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##### **GL431: Mod.Gov, including app-based**

---

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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##### **GL432: Evening committee meetings**

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

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

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##### **C043: 2017 Channel Shift Report**

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

---

##### **C005: Face to face Customer Surveys**

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

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**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

**New Evidence**

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**GL525: Civic Centre**

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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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**GL526: Polling Stations**

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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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**GL527: Meeting rooms**

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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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**C036: Customer Service Point Checklist**

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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 checklist which is still current.

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**C121: Corporate Cleaning Customer Satisfaction**

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

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**C005: Face to face Customer Surveys**

---

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.

---

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

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

Applicant Self Assessment: Not Rated

##### **Active Evidence**

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##### **GL340: Area Community Planning**

Governance and Law are responsible for the functioning of the Area Community Planning Groups set up by the Community Planning Partnership and for providing a link between the Area Groups and the Partnership by the attendance of the Area Governance Manager at the partnership to act as a conduit.

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##### **GL341: Community Resilience Plans**

Governance and Law's Civil Contingencies team are the Council's responsible team for involvement in providing support to local communities to create community resilience plans.

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##### **GL342: Provision of external training for customers**

Governance and Law cannot provide all training directly for elected members but by working alongside partners in Brodies LLP can provide access to a wider range of training for elected members, in this instance a conference looking at the newly integrated Health and Social Care system.

##### **Corporate Evidence**

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##### **C045: Scottish Local Gvt Digital Partnership 2017**

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

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

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

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##### **C102: Operational Partnership For National Entitlement Card**

The council works in partnership with the Blue badge Issuing Service to process and issue blue badges to those customers that meet the national criteria. This affects circa 4,000 customers and uses a national database system. In March 2017 the system was extended to online applications.

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**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

**Active Evidence**

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**GL433: Roles of members and officers**

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.

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**GL434: Civil Contingency preparation and response**

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.

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**GL435: Complaints process information**

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**

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**C075: TellUs Once**

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

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**C090: Complaints Handling Procedure**

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

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**C103: Minute of CSC- Reg. Services SLA Meeting 2017**

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

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### **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

#### **New Evidence**

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##### **GL528: Cadets**

A member of the Governance staff is a leader with the Cadet based in Lochgilphead/Ardishaig

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##### **GL529: WW100**

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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##### **GL530: Swimming coach**

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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##### **C053: Grants to Voluntary and Community Groups**

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

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##### **C054: Argyll and Bute Awards**

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

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##### **C128: Community Council Support**

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

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## 4: Delivery

### 4.1: Delivery standards

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

Applicant Self Assessment: Not Rated

#### Active Evidence

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##### GL345: FOI Timescales

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Governance and Law apply very challenging targets for Freedom of Information request performance. These performance targets include shorter response times than those set out in statute, challenging the Service to perform better than other authorities.

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##### GL361: Council Constitution - Performance Indicators

---

Governance and Law are required to comply with the customer service standards set out in the Council's Constitution and Standing Orders, requiring particular notice of meetings to be given. Compliance with these standards is monitored through the Council's Planning and Performance Management setup.

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##### GL362: Civic Government

---

Targets are set for the processing of Civic Government licence applications and these are reported on the Department's Scorecard and on the Council's website

---

#### Corporate Evidence

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##### C013: Single Outcome Agreement

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The SOA details the challenging Outcomes required of all council services over a significant period of time and sets the standards of attainment that then flow down into Service Plans and ultimately into Personal Performance and Development Plans for employees.

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##### C062: Corporate Approach to Complaints Mgt

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

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##### C119: Departmental Performance Reporting to Customers

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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

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**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

**Active Evidence**

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**GL436: Management team meeting discussion of performance**

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**

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**

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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**C005: Face to face Customer Surveys**

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

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**C055: Performance Reporting to Customers**

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

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**C129: SPSO Complaints Stats 2015-16**

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

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**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

**New Evidence**

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**GL531: Team Plan**

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

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**GL532: Review of Civic Government Licensing Conditions**

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

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**GL533: Taxi Operator Meetings**

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

**Corporate Evidence**

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**C130: 2016-17 Service Plan - Customer & Support Services**

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

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**C134: H&SCP Strategic Plan**

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

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**C013: Single Outcome Agreement**

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

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## 4.2: Achieved Delivery and Outcomes

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

Applicant Self Assessment: Not Rated

#### Active Evidence

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##### GL350: Community Council Elections

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Governance and Law have through the Scheme of Establishment of Community Councils set out for a four-year period the manner in which community council elections will be run, the times when a by-election process will be provided by the Council, and the process for co-opted membership.

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##### GL351: Welcome Pack

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Governance and Law provide a 'Welcome Pack' for newly elected members of the Council. This sets out at the very earliest stages of their membership, the services which they can expect from Governance and Law.

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##### GL361: Council Constitution - Performance Indicators

---

Governance and Law are required to comply with the customer service standards set out in the Council's Constitution and Standing Orders, requiring particular notice of meetings to be given. Compliance with these standards is monitored through the Council's Planning and Performance Management Setup.

#### Corporate Evidence

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

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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.

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

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The Corporate Plan and SOA was determined following extensive Community Consultation and agrees the outcomes across all council services and sets agreed timescales and standards of delivery. It is widely publicised and available.

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##### C094: Corporate Complaints Leaflet

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

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL439: Customer Satisfaction in Pyramid**

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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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**GL440: Election Feedback**

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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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**GL441: ACPG survey**

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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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**C005: Face to face Customer Surveys**

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

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**C117: Ongoing Web Satisfaction Surveys**

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

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**C119: Departmental Performance Reporting to Customers**

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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 SOA agree outcomes. It reports on all the positive performance and improvement initiatives for customers.

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**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

**New Evidence**

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**GL534: Local Government Benchmarking**

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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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**GL535: Civic Government benchmarking**

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Legal Services conducted a benchmarking exercise in relation to a review of Civic Government Licensing.

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**GL536: FOI Information**

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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.

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**Corporate Evidence**

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**C107: SOCITM Feedback and Our Response**

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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 16/17 and shows how we can learn from Angus which scored better than us in some categories. For example we are improving our search and survey tools (C019)

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**C136: SOA Benchmark of timeliness and Quality**

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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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**C045: Scottish Local Gvt Digital Partnership 2017**

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

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**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

**New Evidence**

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**GL537: Members Induction Information**

The Members Induction information and process used best practice guidance collated from the Improvement Service

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**GL538: Scheme of Establishment**

The Scheme of Establishment has been amended and incorporates best practice guidance provided by the Scottish Government

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**GL539: Minute Best Practice**

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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**C107: SOCITM Feedback and Our Response**

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

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**C046: National Innovation Exchange**

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

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**C086: Customer Service Board Minute**

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

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

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

Applicant Self Assessment: Not Rated

#### **Active Evidence**

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##### **GL356: Election CARP**

The election Critical Action Recovery Plan provides a mechanism for ensuring continuing service delivery and for incidents which may cause further recurrence of problems to be taken onto the Service Operational Risk Register.

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##### **GL357: Taxi Operator Meetings**

Meetings between taxi operators and G&L officers highlights dips in licensing performance and actions to deal with these problems are communicated to operators.

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##### **GL368: SMT/DMT meetings**

Performance is discussed at regular meetings of Senior Management Team and Departmental Management Team as well as at specific performance management meetings.

#### **Corporate Evidence**

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##### **C061: Communication of Service Disruptions**

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

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##### **C119: Departmental Performance Reporting to Customers**

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

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##### **C132: Corporate Customer Service Scorecard**

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

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**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

**Active Evidence**

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**GL442: Complaints Performance Monitoring**

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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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**GL443: Complaints process**

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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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**GL444: Complaints process - channels to access**

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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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**C062: Corporate Approach to Complaints Mgt**

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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 recently reviewed guidance on the Intranet for employees and managers.

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**C088: Complaints Performance Monitoring**

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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. These are screenshots of the scorecard

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**C094: Corporate Complaints Leaflet**

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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.

---

**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

**New Evidence**

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**GL540: Islay Community Council issue**

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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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**GL541: Customer Service Training Video**

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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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**GL542: Complaints Guidance on HUB**

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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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**C023: Customer Care Training**

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

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**C062: Corporate Approach to Complaints Mgt**

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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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**C047: Complaints Co-ordinator Bulletin**

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL358: Election Team Debrief**

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Governance and Law manage the electoral process and after each election host a debrief session at which feedback is considered and possible solutions identified.

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**GL359: Taxi Meetings**

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Regular meetings take place between Governance and Law staff and taxi operators to consider feedback from the operators and identify solutions to problems noted by operators.

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**GL360: Community Council Complaints**

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Governance and Law have identified a lack of consistency amongst community councils in dealing with complaints. As individual community councils are not able to provide suitable mechanisms to deal with these complaints, Governance and Law have provided assistance.

**Corporate Evidence**

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**C062: Corporate Approach to Complaints Mgt**

---

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

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**C088: Complaints Performance Monitoring**

---

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

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**C123: Avoidable Contact Insight Analysis**

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL445: Complaints managers meeting minutes**

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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**

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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**

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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**

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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**

---

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 Handling Review**

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

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**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

**New Evidence**

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**GL543: Contact following upheld complaint**

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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.

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**GL544: Complaints survey**

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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**

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**C047: Complaints Co-ordinator Bulletin**

---

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

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**C090: Complaints Handling Procedure**

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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 then if they feel the outcome is not satisfactory they are formally told they can go to the SPSO

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**C129: SPSO Complaints Stats 2015-16**

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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!

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## 5: Timeliness and Quality of Service

### 5.1: Standards for Timeliness and Quality

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

Applicant Self Assessment: Not Rated

#### Active Evidence

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##### GL361: Council Constitution - Performance Indicators

Governance and Law are required to comply with the customer service standards set out in the Council's Constitution and Standing Orders, requiring particular notice of meetings to be given. Compliance with these standards is monitored through the Council's Planning and Performance Management setup.

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##### GL362: Civic Government

Targets are set for the processing of Civic Government licence applications and these are reported on the Department's Scorecard and on the Council's website

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##### GL363: Provision of Timely Legal Advice

Governance and Law set appropriate and measurable standards for timeliness of response to requests for legal advice. These are monitored through the Pyramid system.

#### Corporate Evidence

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##### C009: CSC Telephone Satisfaction Report March 2017

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

Council's charter outlines the protocols for responding to all forms of customer contact including telephone calls, letters, e-communications and personal callers which Building Standards adhere to. It is widely publicised on the council's website.

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##### C068: Code of Conduct - Data Protection

This code of conduct sets measurable standards for responding to data protection requests by customers. We provide online training for relevant staff that includes the FOI response time standards that apply no matter what channel they use.

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL364: Complaints - Standard Paragraphs and HSCP**

Governance and Law support the Council's corporate complaints process and provide guidance to all staff via the Hub on how to deal with complaints. To ensure complaints are dealt with in all cases appropriately, standard elements on rights of appeal are provided for inclusion in response letters

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**GL365: Local Augmentation of Code of Conduct**

Governance and Law provide guidance for Members on the Code of Conduct for Elected Members which is issued as part of the induction process and provides information and interpretation of what is expected of an elected member in engagement with staff.

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**GL366: Exclusion appeals process**

Governance and Law provide a mechanism for appealing decisions by schools to exclude children. Standards of service to be expected throughout the process are provided to those involved at the instigation of the process.

**Corporate Evidence**

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**C009: CSC Telephone Satisfaction Report March 2017**

Every caller to the corporate CSC is offered a satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the quality of call experience. This report for FQ4 16/17 shows that 98% (68 took part) were satisfied or very satisfied with it.

---

**C005: Face to face Customer Surveys**

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

The council's corporate customer service charter covers not only timeliness but also quality of service delivery AND continual improvement to try and improve quality as part of our culture.

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## 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

#### Active Evidence

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##### GL448: Councillors' Handbook

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.

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##### GL449: Publication of promises on timeliness

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.

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##### GL450: Fast track liquor licenses

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

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

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

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##### C042: Easy read charter

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

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##### C090: Complaints Handling Procedure

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

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**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

**New Evidence**

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**GL546: Helensburgh resident contact**

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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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**GL547: Members Casebook System**

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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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**GL548: Generic E-mail Addresses**

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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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**C039: How to contact your Council**

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

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**C078: CSC Contact Handling System**

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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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**C006: Website Accessibility Report and Guidance**

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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 the most recent report scoring us highly

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**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

**New Evidence**

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**GL549: Emergency Proxy Appointment**

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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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**GL550: Members Services Calendar**

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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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**GL551: Anti-Social Behaviour Groups**

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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.

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**Corporate Evidence**

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**C075: TellUs Once**

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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 is a management report on its success

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**C123: Avoidable Contact Insight Analysis**

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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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**C103: Minute of CSC- Reg. Services SLA Meeting 2017**

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

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**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

**New Evidence**

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**GL552: Out of Office Facility**

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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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**GL553: FOI Information**

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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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**GL554: VC Paving Stone Request**

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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.

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**Corporate Evidence**

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

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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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**C062: Corporate Approach to Complaints Mgt**

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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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**C044: Fixing Avoidable Contacts**

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

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL451: Casebook**

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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**GL452: Automatic out of office replies, monitoring of mailboxes (screenshot of Lync system and**

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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**GL453: Attendance Panel delay**

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

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

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**C061: Communication of Service Disruptions**

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

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**C078: CSC Contact Handling System**

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

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### 5.3: Achieved Timely Delivery

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

Applicant Self Assessment: Not Rated

##### Active Evidence

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###### GL367: Pyramid

Governance and Law service provision is monitored through presentation of evidence to the Performance Review and Scrutiny Committee, public access to data via the website and corporate reporting through Management Team meetings. Quality of service provision is measured by a number of indicators.

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###### GL368: SMT/DMT meetings

Performance is discussed at regular meetings of Senior Management Team and Departmental Management Team as well as at specific performance management meetings.

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###### GL369: Election Training

Items identified at election debrief which require further improvement are taken into the training programme for the next election.

##### Corporate Evidence

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###### C009: CSC Telephone Satisfaction Report March 2017

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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###### C005: Face to face Customer Surveys

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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###### C103: Minute of CSC- Reg. Services SLA Meeting 2017

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

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

Applicant Self Assessment: Not Rated

**Active Evidence**

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**GL454: FOI(S)A return**

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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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**GL455: ACPG Survey**

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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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**GL456: Performance Reports to the public**

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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.

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**Corporate Evidence**

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**C132: Corporate Customer Service Scorecard**

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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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**C020: Automated Complaints process Satisfaction Survey**

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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 this summary shows customer perception of performance against standard.

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**C055: Performance Reporting to Customers**

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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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### **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

#### **New Evidence**

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##### **GL555: FOI Information**

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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##### **GL556: Ombudsman Statistics**

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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##### **GL557: Election Information**

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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##### **C136: SOA Benchmark of timeliness and Quality**

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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##### **C129: SPSO Complaints Stats 2015-16**

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!

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

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