



Assessment Report
Customer Service Excellence

Argyll and Bute Council Corporate Template Argyll and Bute Council Planning and Regulatory Service

Successful
3 February 2019

Assessment Summary

Overview

Overall Self-assessment	Unprocessed
Overall outcome	Successful

Planning and Regulatory Services within Argyll & Bute Council covers Development Management, Development Policy, Regulatory Services (which includes Trading Standards, Animal Welfare, Environmental Health, Licensing, Housing (minus stock which is managed by housing associations) and Building Standards. However this application excludes Building Standards, which is already a CSE holder and Housing which will join the application at a later stage.

Planning and Regulatory Services as an organisation is customer focused and fully committed to achieving CSE accreditation status as part of the whole drive of Argyll & Bute Council for excellence in customer service delivery. Overall the quality of the evidence is of a good standard and a lot of effort has been made to ensuring the evidence covers all strands of the business.

Specific efforts have been made to understanding customer needs through sound use of customer insight, including strong consultation and engagement. There is strong leadership and a commitment from the workforce to deliver services to a high standard of customer satisfaction. This ethos is supported, by good levels of communication, innovative methods to use modern technology and very strong partnership working. Generally services are delivered to set standards across the board and performance is monitored thoroughly, although there is slight isolated inconsistency with performance as outlined at Criterion 4.

Overall a lot of effort has been made to show commitment to delivering a customer centric service across all parts of the business and it is clear that this commitment is shared at all levels of the organisation. Consequently accreditation to the CSE standard is thoroughly deserved, with only 2 areas being considered partially compliant (2.2.3 and 4.2.2) and 4 areas being awarded a compliance plus rating (1.1.1, 1.2.1, 2.1.1 and 3.4.1.). A number of areas have been identified for review again at the RP1 visit, as outlined below. However the overall outcome is commendable for an application covering three distinct services.

1: Customer Insight

Criterion 1 self-assessment	Unprocessed
Criterion 1 outcome	Successful

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

Customer insight research is very positive with customer feedback being segmented extremely thoroughly through systems such as GIS and integration of data to clearly identify customer needs and preferences. Good efforts are made to identify harder to reach and disadvantaged customers such as remote communities and young female customers.

The levels of consultation and engagement are outstanding and integral across the board. They are also geared to suit the needs of a wide range of customers and customer groups.

Customer satisfaction is set above corporate level at 90%, and measured successfully in surveys.

Outcomes from all research is analysed systematically and issues tackled to improve service delivery.

However there is scope to widen the evidence on publishing outcomes and 1.3.2 will be reviewed at the RP1 visit. Customer satisfaction research includes the 5 key areas of delivery, timeliness, information, access and the quality of customer service. It also includes measurement of issues tackled through customer insight.

Overall the approach to customer insight is excellent. This Criterion is fully compliant with C+ at 1.1.1 and 1.2.1.

2: The Culture of the Organisation

Criterion 2 self-assessment	Unprocessed
Criterion 2 outcome	Successful

Criterion 2 is about the culture of the organisation.

This organisation has a strong ethos of customer focus, which is extremely well promoted and led from the top. Customer insight gathered, is well used to influence policy and procedure. The development of the GIS system being a prime example. Customers are treated with respect through fair treatment and all transactions are carried out with courtesy and confidentiality. Staff are empowered to take responsibility at the outset of engagement.

There is commitment to ensuring customer focus is a key element at recruitment stage and throughout staff development. Staff apply themselves very diligently and the customer service ethos was obvious from discussion with staff and customers and observation of service delivery. However there is scope to provide more evidence to outline the measures taken to evaluate individual and team effort at element 2.2.3, which is partially compliant. Although staff insight is used to develop policies, with the Local Development Plans being a good example, there is scope at 2.2.5 to show more detail on how staff contributions are valued. This will be reviewed at the RP1 visit.

Overall the strong customer service ethos is worthy of C+ at 2.1.1.

3: Information and Access

Criterion 3 self-assessment Unprocessed

Criterion 3 outcome Successful

Criterion 3 is about the provision of quality information, accessibility of services and joint working arrangements with partners and other providers.

The range of information provided, through traditional and digital channels, is fit for purpose suiting the needs of customers, and is of good quality, especially where enhancements have been made. Reasonable steps are taken to ensure customers receive information, but there is scope to widen the evidence on ensuring information is fully understood, accurate and complete. Consequently elements 3.2.2 and 3.2.4 will be reviewed at the RP1 visit.

Access to services is enhanced with digital channels such as the Planning Portal, but other channels such as telephone, e-mail and face-to-face are equally effective, particularly for the more remote customers. Co-ordinated services with partners and other service providers are extremely well developed, including clear lines of accountability. The range of partnership working is extensive with strategic arrangements with key institutions such as the Scottish Office, other local authorities, MOD, police, emergency services and community councils. All arrangements are outstanding and a C+ is applicable at 3.4.1.

4: Delivery

Criterion 4 self-assessment Unprocessed

Criterion 4 outcome Successful

Criterion 4 is about delivery against performance standards, benchmarking outcomes, identifying best practice and dealing with problems including complaints.

Appropriate delivery standards are in place across the board, with effective monitoring and outcomes published through appropriate channels including the website. While there is commitment to reviewing the standards set, there is scope to outline in more detail the level of consultation undertaken to review the standards at 4.1.3, which will be reviewed at the RP1 visit. Customer expectations are clearly and consistently explained at the outset of customer engagement. The assessor raised some concerns at 4.2.2 regarding the consistency of positive customer feedback and this element remains at partially compliant. Much effort is made to benchmark performance, including at national level, with positive outcomes. Likewise considerable effort is made to learn from best practice and the development of the GIS system, with the Story Book enhancement, is a good example.

Good systems are in place to deal with problems, including identifying dips in performance and operating an easy to access complaints system.

5: Timeliness and Quality of Service

Criterion 5 self-assessment Unprocessed

Criterion 5 outcome Successful

Criterion 5 is about the timeliness and quality of customer service delivery.

Appropriate service targets are in place for the timeliness and quality of customer service, which are widely published through a variety of channels including customer charters and the website.

The performance and delivery at the first point of contact is thorough, which includes the assistance of staff from Customer Services. There is a strong regime for sharing information across other services, but also with partners. This mutual sharing is greatly appreciated.

Performance against targets for timeliness and the quality of customer service are thoroughly monitored, including that initial enquiries are dealt with quickly. However, in light of the assessor's comments at 4.2.2 and review of the evidence at 5.3.2, in relation to timeliness which shows minor pockets of inconsistency, the element 5.3.2 will be reviewed again at the RP1 visit.

However, overall there is a good approach to providing services in a timely fashion and in a quality way and the Criterion is fully compliant.

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

PRS001: Enforcement case recording and customer recognition

Planning Enforcement identify customers who have potentially undertaken unauthorised works and who must regularise their situation. Early identification of such customers has potential to simplify the subsequent planning process.

PRS002: Call for Sites 2017

Our call for sites process identifies land owners and developers interested in site development. This information is contained within a GIS database (to be shown on day) and is analysed using a process allowing us to classify which developers land should be identified for development.

PRS003: Commercial premises requiring inspection 2018

This evidence is an extract from the IDOX system which identifies commercial premises by business and risk rating, Together with the inspection frequency standards. This allows us to effectively plan our inspection work for the year ahead.

Corporate Evidence

C001: Website Visitor Report 2017

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

C002: Organisation Database on the CRM

Our Corporate CRM not only hold comprehensive information about private customers, but also about every Organisation in Argyll and Bute and their specific characteristics. This allows us to segment them by area, organisation type etc and provided targeted services.

C113: Using CRM Customer Info For Proactive Engagement

The council CRM holds comprehensive data on every customer in A&B. With appropriate GDPR permission we use those characteristics to send targeted information about service disruption and service changes, events and other beneficial info. Reports help us identify existing & potential target groups

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS004: PRS004 Development Management user forums

Annual user forums with regular customers providing the opportunity for customers to provide feedback on their Development Management customer experience and allowing us to update them on topical events.

PRS005: PRS005 Aquaculture Forum

Planning services hold an Annual Aquaculture Planning Liaison meeting with national industry bodies to discuss local authority policy and focus on updates, actions for improvement etc... The meeting is minuted. this evidence shows the insight gained.

PRS006: PRS006 Regulatory Services Customer Satisfaction Programme

This evidence show Regulatory Services programme of customer satisfaction surveys used to gain insight into preferences for service delivery. Questions relating to "did we meet your needs" and "how could our service be improved", are included.

Corporate Evidence

C004: Your Voice Consultation 2018

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

C025: Customer Care Toolkit

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

C114: 2017/18 Corporate Budget Consultation Outcomes

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS007: PRS007 Service delivery to remote locations

Planning and Regulatory meet the needs of geographically hard to reach customer through 6 offices across Argyll & Bute. Information is available online through the council website, where customers can also apply online, make payment for licences, submit service requests and find contact details.

PRS008: Gaelic Language Brochures

We have identified significant minority of our customers are Gaelic speakers and to meet their needs since 2012 we have developed a range of Gaelic language brochures across P&R services. This is just one example. A number of staff attended classes to help them interact with Gaelic language customers.

PRS009: PRS009 Reaching out to young/female customers

Experience has demonstrated that groups of the population, particularly young and female are not being reached by our engagement & consultation process. In response we've tried a new technique using the place making tool & LDP process and social media. The output was reflected in the main report.

Corporate Evidence

C006: Website Accessibility Report and Guidance

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

C007: Engaging with our Gaelic speaking minority.

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

C038: Strategic Islands Group

Our hard to reach island Communities have been given a new champion Group within the council administration. This evidence is the TORs but the most recent minute will be shown at assessment.

1.2: Engagement and Consultation

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS010: PRS010 P&R Communication Mediums

Our strategy is to use a variety of mediums to inform and engage customers in the planning process. This includes dynamic use of the website & planning portal to alert customers to planning applications being considered by us and to seek their input. This evidence shows some of our online resources.

PRS011: PRS011 Local Access Forum

The Access Forum is an integral part of the Council's Strategic approach to communicating access rights as set out in its Core Path Plan. Since 2006 the Access Forum engages stakeholders with interest in access and land management. Its minutes are published online as shown by this evidence.

PRS012: Communications strategy for Planning

A comprehensive Communication Strategy for Planning services was developed in 2017/18 and remains current. This extract shows the scope of the Strategy and identifies our key stakeholders/customers. See P4,10-12 of full strategy re engaging and consulting customers.

Corporate Evidence

C039: MOWG on Communication

In late 2017 the Council set up a Member-officer Working Gp specifically to totally review its Communication Marketing and Web approaches to engaging all customer groups. This shows the scope and outcomes.

C049: Communication, Marketing and Web Strategy 2018-20

A key outcome of the Comms MOWG (C039) was a new Communication, marketing and Web Strategy - Go to bottom of this document to see summary of Plan on a Page.

C115: Assisted Digital Strategy 2016-19

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS006: PRS006 Regulatory Services Customer Satisfaction Programme

Integral to consultation is a programme of satisfaction surveys and resulting improvement plans, the outcomes of which are related back to stakeholders via the Performance management system. This evidence shows examples of this.

PRS014: Development Plan Scheme

Page 8 & 9 of the Development Plan Scheme shows how we engage with customers using all mediums throughout the creation of the Local Development Plan. At assessment we will show an email from Scottish Govt Directorate for Planning & Environmental Appeals that we've carried out those commitments.

PRS013: User Forums

The service holds a range of user forums to consult customers including an Annual Building Standards and Development Policy forum and aquaculture forum. These result in review and improvement of service delivery which is then fed back to customer groups. Also see evidence PRS004 for example.

Corporate Evidence

C011: Customer Service Strategy 2015-19

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

C050: Vision Values, Outcomes Consultation

As part of the new Corporate Plan creation we consulted customers on the new Vision Values and Outcomes, including even the new Council Slogan. This report shows the results and these were adopted and are now in the Plan.

C114: 2017/18 Corporate Budget Consultation Outcomes

We used customer insight about our customer groups to launch a multimedia budget consultation to inform the council's spending choices. This resulted in 770 responses and 2,500 comments. This report summarises the outcomes and was published on the website.

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS015: PRS015 Community Council Engagement

A breakdown in communication with a community council resulted in a community council led review of our CC engagement. This exercise resulted in a more direct face to face strategy of engagement has been so productive in rebuilding trust with the local community this email shows thanks for it.

PRS016: PRS016 Development Plan Consultations

Our Local Development Plan shows at para 6.3 the identification in difficulties reaching / consulting with various groups. A strategy was devised to use digital communication and move to an entirely online approach. Green Networks at para A1.3 and TRAN 4 at paper para 4.7

Corporate Evidence

C013: Departmental Reporting Against ABOIP Targets

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

C014: Review of Citizen's Panel Arrangements 2017

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

C051: Helensburgh Waterfront Major Development Consultation review

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

1.3: Customer Satisfaction

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS017: Online user survey for LDP customer satisfaction.

Online survey now provide opportunity for online feed back to be submitted comment on their satisfaction with the planning process e.g. after every decision notice and after user forums. This evidence shows LDP satisfaction approaches used.

PRS018: Website feed back

This evidence shows our satisfaction survey for the online planning service and has a very granular level of questions and some demographic information to allow us to segment satisfaction e.g. by age group. it applies a SOCITM approach to allow a benchmark for comparison to other local authorities.

Corporate Evidence

C001: Website Visitor Report 2017

Analysis of visitor feedback from a pop up survey to every 100th website visitor is included in a wider quarterly report to CSB. This evidence is of our last quarterly analysis of website usage with customer satisfaction overall and specific features such as web search.

C009: CSC Telephone Satisfaction Survey 2018

The council uses the CSC's Automated phone survey capability to offer every caller to CSC a survey. This report summarises the findings for FQ1 2018. Headline satisfaction was 92.6%

C118: CS Target Monitoring

The Council keeps track of over30 external + internal customer satisfaction measures and reports an average quarterly to senior managers and members on the Customer Service Scorecard. This evidence shows that we have reliable internal/external trend data for 4years that can be drilled into team level

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS006: PRS006 Regulatory Services Customer Satisfaction Programme

This shows our Regulatory Services satisfaction survey programme and resulting improvement plans, the outcomes of which are related back to stakeholders via the Performance management system. A target of 90% has been set for customer satisfaction

PRS019: Development of robust assessment tools

This evidence shows our satisfaction monitoring for Private Water Supply service asking amongst other things how we can improve. The survey is analysed and learning points implemented to improve outcomes.

PRS020: Planning Performance Framework

Our PPF includes commentary on improvement measures to service delivery including those from satisfaction returns and it is published publically online. The PPF is used to get customer satisfaction with high profile applications and identify improvements. This evidence includes one such a case study

Corporate Evidence

C017: Argyll and Bute Customer Service Charter

This evidence is a snapshot of our Website page on the Customer Service Charter, which has at the bottom of the page resources showing the outcomes of the Performance against the Charter and the move to automated surveys and quarterly analysis with improvement actions tracked by CSB.

C118: CS Target Monitoring

The Council keeps track of over 30 external and internal customer satisfaction measures and reports an average quarterly to senior managers and members via the Pyramid system including improvements made in comments boxes. Key results are published on performance page of website.

C119: Departmental Performance Reporting to Customers

The council reports on all aspects of service delivery including satisfaction, complaints, Consultations, improvements etc through its Quarterly performance Reports on the Website. This evidence shows this analysis and improvements.

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS021: Customer Satisfaction Questionnaire

A questionnaire is issued with all planning decisions giving the customer the opportunity to provide feedback on their experience in terms of quality and timeliness of service, level and quality of information available, quality of staff interaction, there is also the opportunity for other feedback.

PRS022: Local Development Plan Customer Experience Survey

This ongoing survey re the Local Development Plan process asks about the quality of service, the delivery of service and how information is provided.

PRS023: Feedback on PPSL WorkPackage

This records customer's perspective on time taken, quality, fitness for purpose, level and quality of communications provides a directed development to the customer experience rather than fulfilling scoring metrics

Corporate Evidence

C005: Face to face Service Satisfaction Report

This evidence shows the report on the last satisfaction survey for the CSP FTF Service including elements of Access, Satisfaction, Quality etc.

C009: CSC Telephone Satisfaction Survey 2018

This evidence is the report to CSB of the outcomes of the new automated telephony satisfaction survey that customer can opt to complete and which is offered to every caller. See section 3.4.2 for questions on information quality and delivery and the high scores achieved by CSC when taking calls.

C123: Avoidable Contact Insight Analysis

The council's CRM system records quality of service by measuring avoidable contacts through failure of service. This is an excellent indirect measure of customer satisfaction as every contact is in effect a dissatisfied customer. It gives a huge sample to analyse and improve from.

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS006: PRS006 Regulatory Services Customer Satisfaction Programme

This evidence shows the challenging target and improving satisfaction levels for the Private Water Supply service. Evidence PRS019 also details the large number of questions that underpin this measurement.

PRS020: Planning Performance Framework

The PPF is submitted annually to Scottish Government which assesses all aspects of the service including satisfaction and rates the results and compares the service to the previous 3 year submissions to monitor progress. This extract shows that the service has improved in most areas over the years.

PRS025: Balance Scorecard

[?06/?09/?2018 14:37] Morrison, Alan:

Our balanced scorecard details service priorities, targets and plans for 2 years. The satisfaction target is 90% which is tougher than the Council's corporate 84%. So far we exceed target in most cases.

Corporate Evidence

C015: CSC Key Telephony Indicators

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

C118: CS Target Monitoring

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

C121: Corporate Cleaning Customer Satisfaction

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS015: PRS015 Community Council Engagement

Recently a local customer experience issue prompted the Planning Service to review consultation with Community Councils. We attended a meeting to take part in a Q&A session and analysed feedback. As a result we have made positive changes to face to face engagement with Community Councils.

PRS026: Online Local Development Plan

The LDP has accordingly evolved from a purely paper Plan to a fully interactive LDP available online and downloadable by customers. The change has reduced the need for printing such that the £5,000 budget has been removed.

PRS027: Buy With Confidence Scheme

We identified through the Protecting Consumers Report (Audit Scotland) work with business and consumers, there was an identified need to establish a scheme to promote reputable traders working with businesses, we designed such a scheme. We are currently assessing its sustainability.

Corporate Evidence

C019: Website Customer Behaviour and Performance Analysis Tool

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

C025: Customer Care Toolkit

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

C122: Tuning the Voice Automated Switchboard

The council's voice auto switchboard has a tuning/learning capability shown in this guide that allows us to examine failed customer interactions, make tuning adjustments based on phonetics and make sure the customer is successful next time.

2: The Culture of the Organisation

2.1: Leadership, Policy and Culture

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS028: Service Plan

The Service Plan links the Council's corporate plan and includes our service outcomes targets and service delivery improvements - many of which are customer related. It cascades into individual's performance targets and behaviours.

PRS029: Enforcement Charter and Regulatory Services Charter

The Charters set out our aspirations for service delivery and what our customers can expect from us in terms of timescales and what we are able to do to assist them. Advice is also given on how to contact us for information/complaints etc. Again it links to corporate equivalent.

PRS030: Community Planning & Charetting

Delivering plans for the benefit of the Community is at the heart of the work of the planning service. Recently there has been an increasing demand from communities that they wish to be actively involved in the planning process. This has been supported at all levels. and 3 LDP and Community Plans

Corporate Evidence

C022: Corporate Plan, Vision, Values and Strategic Outcomes

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

C026: Leadership Commitment Strategic Customer Service Board

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

C052: Elected Leadership Policy Lead

The elected council leadership has appointed specific councillors to be Policy Leads for critical areas. Rory Colville is the Policy Lead for Customer Services. He receives a monthly update on key targets and developments.

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS002: Call for Sites 2017

Our call for sites process informed land owners and developers interested in site development. This information is contained within a GIS database (to be shown on day) and is analysed to set the strategy/plan for which developers land should be identified for development.

PRS031: SNH Landscape Guidance on Wind

SNH are a statutory consultee and customer, and their detailed work in the form of Argyll and Bute Landscape Wind Energy Capacity Study 2012 provides insight relied on for the Council's Local Development Plan Supplementary Guidance on renewables.

PRS033: Tiree Charette consultation leads to The Community Growth Plan

Charettes are intensive workshop sessions of community planning workshops and these sessions lead directly to the production of 3 documents seen as critical to the island's future. The Plans shown in evidence are the output of the Service Improvement and Charette consultations.

Corporate Evidence

C004: Your Voice Consultation 2018

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

C027: Customer Driven Community Improvements

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

C114: 2017/18 Corporate Budget Consultation Outcomes

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS029: Enforcement Charter and Regulatory Services Charter

These two charters advise what our customers should expect in the way of service standards and what information they are entitled to in terms of viewing, obtaining copies of and the information they have access to.

PRS034: Licensing Standards Toolkit

The customer's right to expect excellent levels of services are built into the Licensing Standards Toolkit which is provided to all new licensees and is available on our website. It provides clear information on what the service provides.

PRS035: Enforcement Policy

This is a copy of our Enforcement Policy detailing the approach to be adopted by regulatory services and what customers can expect in terms of assistance from us.

Corporate Evidence

C016: Copy of our Customer Service Charter Poster

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

C056: Ensuring GDPR Law and Standards are Met 2018

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

C090: Complaints Handling Procedure

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS035: Enforcement Policy

Where enforcement action is taken against a customer, we clearly define the procedures used so all are treated equally and the appeal procedures are open to them, in the event that they are dissatisfied with the action taken, so that there is a fair second tier review available.

PRS036: Oban Disability Access Panel

Planning and Building Standards have set out a protocol for engagement with access panels in the processing of planning and building warrant submissions to ensure that accessibility issues are taken into account in the determination of such matters.

PRS037: Customer Satisfaction Surveys

All Regulatory Customer surveys specifically ask customers whether they were treated "fairly". The findings are collated, assessed and service improvements are identified.

Corporate Evidence

C009: CSC Telephone Satisfaction Survey 2018

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

C020: Automated Complaints process Satisfaction Survey

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

C022: Corporate Plan, Vision, Values and Strategic Outcomes

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS038: Enforcement Charter and Regulatory Services Charter and Pre Applications

The charters advise what information is available to customers and what's restricted, e.g. Enforcement information is more restricted to the public. Our Pre-app service lets customers submit enquiries before submitting a formal application and this information is protected as it may be commercial.

PRS039: Redacting of documents

When a planning application/representation/correspondence is made only the applicant's name and the site address are made available publically online. Personal phone numbers, email addresses and signatures will not be displayed (stated by the Data Protection Act 1998). Access to systems is protected

PRS040: Data sharing agreements

We have formal data sharing arrangements in place with a wide range for agencies to protect sensitive data, and ensure that it is appropriate to share customer information appropriately.

Corporate Evidence

C030: Secure computer systems

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

C056: Ensuring GDPR Law and Standards are Met 2018

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

C068: Code of Conduct - Data Protection

The UK Government introduced new standards for cyber security called Cyber Essentials. The highest standard that can be achieved is Essentials Plus and Argyll and Bute Achieved that in 2018

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

Applicant Self Assessment: Not Rated

New Evidence

PRS143: RTPI Membership

The Development Management Service requires professional employees to be eligible for membership of the RTPI which is a mechanism for ensuring high standards of customer focus.

Active Evidence

PRS028: Service Plan

The Service Plan describes delivery and customer service requirements for the year ahead and crucially this then flows down into employees PRDs, so their Job Plan, targets and training plans are shaped by it (copy of PRD to be shown at assessment).

PRS041: Customer Care Training

As part of induction and then as part of updates in approach, Customer Care training is provided via online video and supporting resources. Individual sign in and online assessment provide record of completion. Tailored coaching is also provided when a need is identified e.g. after a complaint.

Corporate Evidence

C023: Customer Care Training

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

C057: 2018-21 Website Strategy

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

C099: Employee Excellence Awards

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

2.2: Staff Professionalism and Attitude

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS041: Customer Care Training

As part of induction and then as part of updates in approach, Customer Care training is provided via online video and supporting resources. Individual sign in and online assessment provide record of completion. Tailored coaching is also provided when a need is identified e.g. after a complaint.

PRS042: Area Property Action Group (APAG)

The Area Property Action Groups bring together a number of officers from services across the Council to focus their efforts on addressing problem buildings within their locality. The APAG format promotes sharing of knowledge, learning and joint working develop customer focused solutions.

PRS043: Recruitment and Induction Process

Job descriptions are developed as part of recruitment to ensure line management consider the customers both internal and external to the role and define the behavioural and personal requirements of staff to fulfil that role successfully. Staff are then trained to deliver their JDs.

Corporate Evidence

C023: Customer Care Training

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

C032: Customer Focused Performance Appraisal & Development

The corporate Performance appraisal and development system (PRD); links development to required job outcomes and core competencies required for each post. Customer focus is a competence across all posts and grades as shown by this evidence.

C070: Example Recruitment Job Description 2018

Every recruitment requires a Job Description to be created specific to the new post, even temporary ones. These all include elements of customer focus and this example shows a recent new post. Every employee has a JD.

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS029: Enforcement Charter and Regulatory Services Charter

The charters advise our customers of the level of service they can expect when contacting us, they advise of our intent to put the customer first, along with aims "to provide good value, efficient and effective services".

PRS044: Customer Satisfaction

We regularly survey our customers and within the questionnaire is a specific question relating to how staff related to and dealt with them.

PRS045: Staff Surveys

All Regulatory Customer surveys specifically ask customers whether our staff were "polite and professional". The findings are collated, assessed and service improvements are identified, where relevant, to ensure that we have at our core , as principal that customers are treated fairly.

Corporate Evidence

C009: CSC Telephone Satisfaction Survey 2018

This survey from April 2018 shows 95.6% satisfaction with staff attitude and professionalism and para3.4.3 has many comments on politeness and courtesy of staff.

C028: Our Polite and Friendly Standards

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

C032: Customer Focused Performance Appraisal & Development

The corporate employee development approach has core competencies at its heart and customer focus is the first one, including 1,1,3 requiring polite customer service.

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS046: Customer Focused PRD Example

Our performance review process has regard to service planning, core competency including customer focus, professional development. This is evaluated through the PDR process. Evidence provided is a copy of a PDR

PRS047: Reporting Customer Performance

Our regular analysis of outcomes of surveys within our teams and reporting as part of the monthly performance management scorecard for Regulatory Services including to elected members shows our commitment to ongoing evaluation, improvement and customer focus.

PRS048: Argyll and Bute Manager

The Council is committed to skills development of customer focus. The ABC Manager Training Scheme has been attended by all DP managers and many staff. The process of PRD evaluation is itself monitored through the Council's pyramid scheme. Recognition of performance through certificates & staff awards

Corporate Evidence

C052: Elected Leadership Policy Lead

The elected council leadership has appointed specific councillors to be Policy Leads for critical areas. Rory Colville is the Policy Lead for Customer Services. He receives a monthly update on key targets and developments.

C099: Employee Excellence Awards

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

C132: Corporate Customer Service Scorecard

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS049: LDP Lessons Log

Lessons log from previous Local Development Plan is maintained and held on sharepoint so accessible to all staff in order to inform future LDP production and avoid repeating mistakes or take on board improvement actions.

PRS051: Business Process Reengineering

To ensure a complete solution the business process re-engineering workshops include and obtain insight from our employees at all levels of the activities being developed. This evidence shows examples of this happening in practice to improve service delivery.

PRS141: Lone Working

We used staff feedback to wholly review our approach to lone-working. We developed a Safety Cover system at a staff day in 2016, and this evidence is a survey after the pilot year to identify whether the system meets their needs and reduced risks. The system is still in place and has been extended.

Corporate Evidence

C031: Corporate Employee Surveys 2018

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

C035: Employee Suggestion Scheme

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

C057: 2018-21 Website Strategy

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS050: Employee Involvement

As means of a way of improving communication across the team, and sharing experiences, there is a Regulatory Services staff newsletter, SNIPPETS, which is distributed quarterly. It is developed by staff and is not edited by management.

PRS052: Construction Environment Mgt Plans

This project involved working with communities (who are the customer in the context of biodiversity action planning) to enable them to preserve and protect red squirrel populations. The work was directly recognised by senior managers by giving an excellence award.

PRS053: Business Support Team Day

PBS hold team days which allows customer facing staff from all areas to come together to discuss various aspects of their jobs including, service planning and internal process. These meetings allow for best practice discussions, peer support and are supported by senior managers

Corporate Evidence

C033: Employee Recognition for CS Excellence

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

C058: Council Leader's Report on CSE Achievers.

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

C099: Employee Excellence Awards

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

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

PRS054: Planning Handbook

The Planning Handbook is available in print at the Council's Area Offices & Customer Service Points and is also published on the website. The handbook provides an overview of the services provided by Planning and Regulatory Services & how these are delivered etc.

PRS055: Webpage

Information on the full range of services provided by Planning and Regulatory Services, how to access these services, how they are delivered and responsibilities, is available on the Council's website for all customers. There is a programme in place to review this information to ensure it is maintained.

PRS056: Information Displays - Business Gateway

We use opportunities to meet with customers to provide information on the range of services which are available and to they can access them. This evidence relates to participation in the Council's Business Enterprise week in 2016, when Regulatory Services had a display stand during the event.

Corporate Evidence

C004: Your Voice Consultation 2018

As part of its consultation on the future of public service delivery the Chief Exec and officers toured Argyll and held roadshows, telling citizens about current services and governance and asking how it might be improved.

C034: Who is in Charge?

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

C124: Corporate Website Contact Us Page

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS057: Planning Fees

Members of the public can access guidance for the fees associated with the submission of a Planning Application on the Council's Website. The website also provides access to the 'Fee Calculator' contained in the E-Planning Portal.

PRS058: Street Naming and Numbering

The council allows customers to rename their properties and streets and it says on the website what the charges are.

PRS059: Website Applications

Our website provides information on the services we provide and any related charges. This information is also provided to customers in correspondence. The evidence provided illustrates this

Corporate Evidence

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

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

C100: The Council's A-Z of Licences and Fees

The council has various licensing powers and tells customers about these, how to apply and the licence costs via an online Licensing A-Z.

C126: Downloadable Fees and Charges

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

3.2: Quality of Information

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS015: PRS015 Community Council Engagement

Community Councils are key customers of planning and prefer to have information provided in person by expert officers so they can ask questions, this evidence shows how we meet that informational need using the face to face channel of communication.

PRS059: Website Applications

Our website provides information on the services we provide and charges which may apply. This information is also provided to customers in correspondence. The evidence provided on animal boarding licensing illustrates the type of information which is available.

PRS060: Communication Channels

The Council uses a range of communication channels to provide information to customers in appropriate formats which meet their requirements. This includes hardcopy publications, website docs, the customer contact centre & availability of front line staff located in the main towns across Argyll.

Corporate Evidence

C059: An Array of Channels

This evidence shows the array of mediated and automated channels we use to inform and transact with customers. Note the volumes.

C112: Corporate Social Media Policy 2016

Social Media is an increasingly important way for us to get real time information to customers and in 2018 we added Instagram to our Facebook and Twitter channels. Twitter alone has 12000 followers.

C125: Display Screen Network

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS004: PRS004 Development Management user forums

This evidence shows the new customer satisfaction question for User Forums and contains explicit questions about the quality, timeliness of information we provided as a way of ensuring our customers understood that information.

PRS062: Information and Access

In Planning Enforcement it is important to establish that correspondence has been received by customers and to check that customers have received this correspondence the first letter in an enforcement investigation and an Enforcement Notice are sent by Recorded Delivery.

PRS063: Customer Satisfaction Survey - Understood info provided

We specifically ask our customers through our surveys, to gauge our level of communication, whether it was easy to understand, in the format required etc, and on ways on how it can be improved. The outcomes are analysed and an improvement plan developed where appropriate

Corporate Evidence

C005: Face to face Service Satisfaction Report

The Council has a suite of automated surveys and a key role of these is to check understanding and completeness of the information provided. This Oct 2017 survey explicitly asks "I received all the information that I required and it was easy to understand" and scored 91% of 77 respondents.

C009: CSC Telephone Satisfaction Survey 2018

As a result of CSE the council has introduced a fairness question to its corporate satisfaction surveys. This one is for anyone who calls the council's contact centre and the latest April 2018 report shows that 98% of 44 respondents affirmed they received a high quality of info

C041: Smart Assistant

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS004: PRS004 Development Management user forums

his evidence shows that information received from customers can directly influence changes to information about and improvements to services, e.g. the pre-application enquiry service.

PRS065: Website Review

The Council's web team ongoing review of the website specialist software to ensure topicality and identify any errors such as broken links in content. Our Web Authors periodically review content for changes to legislation or procedures as and when these occur.

PRS066: Review of Handbook

The Planning Service produces a tri-annually updated handbook which is circulated to its regular customers as well as made available to the public at all customer points. It provides details of the types of service that are provided and relevant contact details.

Corporate Evidence

C049: Communication, Marketing and Web Strategy 2018-20

A key outcome of the Comms MOWG (C039) was a new Communication, marketing and Web Strategy - Go to bottom of this document to see summary of Plan on a Page.

C057: 2018-21 Website Strategy

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

C127: New eMail and Letter Writing Guidance

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

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

Applicant Self Assessment: Not Rated

New Evidence

PRS202: Keeping Customers Informed

In circumstances where it is not possible to fully respond to a customer's enquiry within our specified timescales then we will contact them to advise why we are unable to provide a response at that time and will provide a timescale for any follow up response to be issued.

Active Evidence

PRS029: Enforcement Charter and Regulatory Services Charter

These are extracts from the Enforcement Charter and Planning and Regulatory Services Charters which set out the Council's objectives in terms of providing accurate and complete information.

PRS068: Preparation of committee papers procedure

Councillors are our customers when we are writing committee reports and we have a quality assurance checking process involving a process of multiple checks at appropriate management levels and consultation with politicians prior to issue of a final committee paper. The trail of checks is provided.

Corporate Evidence

C044: Fixing Avoidable Contacts

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

C113: Using CRM Customer Info For Proactive Engagement

The council CRM holds comprehensive data on every customer in A&B. We use those characteristics to send targeted information about service disruption, service change and info provision failure e.g. it was used to notify customers of incorrect bin calendars.

C123: Avoidable Contact Insight Analysis

The corporate approach for identifying and analysing failure demand or avoidable contact includes a specific measure for information provision failure e.g. when customers contact us about not being given info or given bad information. In FQ1 2018 there were 38/48327 contacts, info is largely accurate

3.3: Access

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS056: Information Displays - Business Gateway

We use opportunities to meet with customers face to face providing information on the range of services which are available and to they can access them. This evidence relates to participation in the Councils Business Enterprise week in 2016, when Regulatory Services had a display stand for the event

PRS069: Local Development Plan Channel Accessibility

LDP is available in pdf form, GIS interactive, hard copy for purchase, hard copy in libraries, and also in different languages.

PRS142: CSC Contact Management

The CSC acts as the single point of contact for initial customer contacts across a huge range of channels for PRS and this evidence shows the recent statistics for volumes and performance etc. This approach gives customers choice and convenience.

Corporate Evidence

C041: Smart Assistant

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

C059: An Array of Channels

This evidence shows the array of mediated and automated channels we use to inform and transact with customers. Note the alternative channels such as voiceforms.

C115: Assisted Digital Strategy 2016-19

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS034: Licensing Standards Toolkit

This toolkit was developed to improve complaint rates of businesses with the new licensing regime. Levels were initially evaluated at 21% and through the issue of the toolkit as a service improvement, standards improved to 89%.

PRS070: Website Monitoring

The Council actively collates data on a quarterly basis regarding the usage of the Website. This data allows the Council to assess those services which might require better information to be provided on the website. PRS uses this info to inform changes to content and navigation.

PRS071: Oracle Idox Integration

Careful analysis of customer interaction via the CSC showed the need for an integration between Oracle and the Civica IDOX system used by regulatory Services. This Project Brief shows the aims of this Service improvement which is nearing completion and will enhance speed and accuracy of request Mgt.

Corporate Evidence

C043: 2018 Channel Shift Report

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

C063: Advice Services Review

In 2018 the council carried out a full review of its face to face advice services such as Welfare Rights, Homelessness and debt counselling - this report details the new approach using partner outlets for best value.

C107: SOCITM Feedback and Our Response

The SOCITM Annual assessment of our website gives us a benchmark against other councils and great feedback on where we can improve. This evidence shows the outcome of the 2018 Assessment and an example action plan for recycling that we put in place to enhance the service.

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

Applicant Self Assessment: Not Rated

New Evidence

PRS095: Helensburgh H&S Risk Assessment

The busiest office for P&R customer visits is Helensburgh and this is the annual H&S inspection report to make sure it is safe for customers and staff

Active Evidence

PRS072: Clean and Comfortable Buildings

The Council has a requirement to ensure that its buildings are fit for purpose for staff and customers. PRS builds that in to all new build and renovations e.g. new Council office at Helensburgh used the Building Research Establishment Environmental Assessment Method.

PRS073: Food Premises - Helensburgh

The Council provides a café for members of the public at Helensburgh Civic Centre. These premises are inspected on a regular basis by the Councils environmental health service to ensure that they are compliant with standards, and are clean and suitable for their use.

Corporate Evidence

C005: Face to face Service Satisfaction Report

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

C036: Customer Service Point Checklist

The Customer Service Point Managers use a checklist to determine that key features of the CSPs are up to standard and conform to a corporate standard. This evidence is a copy of the 2018 checklist updated to include new kiosks

C121: Corporate Cleaning Customer Satisfaction

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

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS077: ABAN Network

The Council supports the Argyll and Bute Advice Network (ABAN) confidential on-line referral system. Agencies refer clients across a range of agencies and voluntary groups to ensure that appropriate advice and support is provided. The system means the client needs to make only one contact.

PRS074: Scottish Government Spatial Hub

Public bodies are required to make available digitally held data sets for use by the public. To achieve this Argyll and Bute has coordinated our services with arrange of national bodies to create a national online database that benefits customers in many ways

Corporate Evidence

C048: Community Planning Partnership

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

C063: Advice Services Review

In 2018 the council carried out a full review of its face to face advice services such as Welfare Rights, this report details the new approach using partners such as Citizens and Money Advice. Para 7.3 shows benefits for customers.

C065: Business Growth Partnerships 2018

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS075: Informative Notes on Planning Permission Decision Notices

There are a number of applications for Planning Permission where, by virtue of the issues that the proposed development raises, the Council's partners are consulted. In these cases Planning Permission Decision Notes direct action by affected organisation.

PRS076: Biodiversity Technical Note

Our Biodiversity Technical note was produced in partnership with Scottish Natural Heritage and offers advice to customers on how to deal with various biodiversity issues. It clearly signposts lines of accountability through relevant legislation, signposts locations for further advice, and contacts.

PRS077: ABAN Network

The Argyll and Bute Advice Network provides a confidential online referral scheme across partner agencies. Regulatory Services are members of this scheme. The geography of Argyll and Bute provides unique challenges for service delivery Directory will makes it easier to find help and advice.

Corporate Evidence

C066: CPP Progress Bulletins

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

C075: TellUs Once

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

C090: Complaints Handling Procedure

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS033: Tíree Chaire consultation leads to The Community Growth Plan

Scottish Government funded consultation exercise facilitated by the Planning Service which considered a broad range of community issues including broadband, education, fishing. This exercise has resulted in a draft action plan address these issues.

PRS078: Sustainable Planning awards

The Council has promoted exemplar's of good design throughout its area in order to advertise the benefits it brings for the wider community. The Council hosts the Design Website and bi-annual Argyll and Bute Sustainable Design Awards providing inspiration to prospective developers.

PRS079: Volunteering

Staff are encouraged to undertake voluntary work within local communities and supported by the Council to do so.

Corporate Evidence

C027: Customer Driven Community Improvements

We interacted through participative budgetting to fund all these local projects voted for across all 4 areas, without us none would progress.

C053: Grants to Voluntary and Community Groups

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

4: Delivery

4.1: Delivery standards

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

Applicant Self Assessment: Not Rated

New Evidence

PRS082: Food Standards Statutory Targets & Performance.

This evidence demonstrates this is our our priorities and standards/targets for Food Safety compliance as set by the Food Standards Agency in a report to the Planning, Protective Services & Licensing Committee and performance re those standards.

Active Evidence

PRS080: Service Plan

The Development Management team's targets are set within the Service Plan, following benchmarking against other local authorities and the National Average. The agreed key performance indicators are subject to monitoring on a weekly basis and reporting to senior mgt and elected members quarterly.

PRS081: Updating Local Development Plan Every 5 years

National legislation sets a statutory target that LDPs should be replaced every 5 years. This National Requirement is adopted by A&BC within its corporate standards through the the Development Plan Scheme (PRS083) This translates as a service plan Success Measure monitored through pyramid.

Corporate Evidence

C013: Departmental Reporting Against ABOIP Targets

The council delivers a range of Services to national and ABOIP related targets, this shows the quarterly reports of performance for each Dept that relate to those ABOIP targets. It replaces old SOA targets.

C091: 2017/18 Corporate Complaints Report

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

C119: Departmental Performance Reporting to Customers

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS083: Monitoring Development Plan Scheme

The Development Plan Scheme sets out the key target to replace / update our LDP scheme every five years. This evidence shows progress to meeting that timetable every 12 months. It is available online and circulated to key customers allowing them to see performance re replacement LDP.

PRS084: Performance Management Reporting

We have a strong performance management culture within Regulatory Services and this is reported via national reports, service plans and annual performance reports. In addition, performance is reported quarterly and where corrective actions are required to address any outcomes

Corporate Evidence

C013: Departmental Reporting Against ABOIP Targets

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

C091: 2017/18 Corporate Complaints Report

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

C104: Corporate Annual Report 2017-18

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

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

Applicant Self Assessment: Not Rated

New Evidence

PRS201: Enforcement Standards Consultation

The Enforcement Charter requires to be updated every 2 years. The Charter has been reviewed and updated in 2018 in consultation with staff and elected Members.

PRS203: PPSL Reporting 2018

The Head of PHRS must make a quarterly and annual reports on Service performance to the PPSL committee to provide elected Members the opportunity to review performance, and to approve performance standards and service improvements for future periods through the Service Plan.

PRS096: Food Control Improvement Plan

This plan and related standards has input from both the national standards partner but is then tempered with input from local staff and elected members, who take account of past performance and available resources.

Corporate Evidence

C004: Your Voice Consultation 2018

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

C010: Customer Service - Customer Consultation Report

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

C130: 2018-19 Service Plan - Customer & Support Services

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

4.2: Achieved Delivery and Outcomes

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS086: Processing Agreements

A Planning Processing Agreement is a project management tool that aims to identify the key milestones in the planning application process and sets out the information required to process major applications and realistic timescales. This evidence is an example.

PRS087: Private Water Supply

This evidence is a copy of the document sent out to all applicants for a Private Water Supply Grant. It details the process and what is required of the customer and what they can expect from the Service and so helps manage expectations.

PRS088: Expectation setting on website

We use detailed information on our website to inform and agree with customers what they can expect from P&R Services and this evidence shows snapshots from a number of web pages including how they can appeal if they feel that they did not get what they expected.

Corporate Evidence

C010: Customer Service - Customer Consultation Report

All of the outcomes and targets in the new ABOIP (previously SOA) show what customers can expect from the council and its community partners over the years ahead. These are reported on in the Annual Report C104.

C017: Argyll and Bute Customer Service Charter

The corporate customer service charter standards clearly set out what standards customers can expect regarding service via a number of channels and it is widely publicised. The standards were determined following an extensive consultation. They will be reviewed in 2019.

C094: Corporate Complaints Leaflet

The corporate complaints process has well documented timescales and stages. It was reviewed in 2017 to bring it in line with new national guidelines and this leaflet details (pages 4 and 5) the timescales customer should expect depending on the stage the complaint is at.

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

Applicant Self Assessment: Not Rated

New Evidence

PRS200: Resolving Issues - positive Outcomes

Where there are problems with planning applications that prevent permission being granted the Planning Service will seek, wherever possible, to work with customers to remove these barriers and will provide advice on how their proposals could be improved/amended/clarified to achieve positive outcomes

Active Evidence

PRS063: Customer Satisfaction Survey - Understood info provided

This survey shows high levels of satisfaction and hence good outcomes for the users of our Private Water Supply Service and this is also shown in the evidence in related item PRS084 showing our published scorecard of outcomes for the majority of our customers.

PRS089: Enforcement Charter and Scottish Government Stats

The enforcement charter sets out the enforcement process and the process which officers will undertake in negotiating with our customers to resolve breaches of planning control. The majority of cases are resolved at an informal stage with very few cases resulting in enforcement

Corporate Evidence

C005: Face to face Service Satisfaction Report

The Customer Service Board has commissioned a quarterly survey of customers who visit our Customer Service Points in a conscious effort to ensure these largely non-digital users continue to receive a service that meets their needs. This evidence is the Oct.2017 report shows high satisfaction level.

C117: Ongoing Web Satisfaction Surveys

The council subscribes to a web survey service provided by the Society of IT Managers (SOCITM) whereby every 100th visitor to the website is invited to take a short survey on their web experience. This feedback is analysed and presented to the Customer Service Board quarterly with improvement recs.

C119: Departmental Performance Reporting to Customers

The corporate Public Performance Reporting system keeps customers up to date with performance across every council service and shows service delivery across all ABOIP agreed outcomes. It reports on all the positive performance and improvement initiatives for customers. C104 details these.

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

Applicant Self Assessment: Not Rated

New Evidence

PRS205: Dev mgt Performance Forum

Performance of the Development Management team is benchmarked against a group of other rural local authorities who are comparable in nature to Argyll and Bute and meet to improve services to customers using a collaborative approach. This evidence shows minutes and improvements.

PRS064: Local Government Benchmarking

P&R provide information to the National local Government Benchmarking service for certain key measures and use the comparator in their efforts to drive down costs and processing times to the national average or below. This evidence highlights the areas where this is done.

Active Evidence

PRS092: Benchmarking with other authorities

Comparison of performance with other local authorities and the national average is used to inform the annual review and improvement of DM performance targets. This is an extract of a report that went before Members an extract from Pyramid with our performance in comparison to rural authorities.

Corporate Evidence

C045: Scottish Local Gvt Digital Partnership

The Council joined and cofunds the Scottish Local Gvt Digital Office, made up of most other councils & Scottish Gvt whose purpose is to benchmark digital service performance & coordinate digital development. The most recent improvement is to make all managers complete a Digital Maturity Assessment.

C107: SOCITM Feedback and Our Response

The council subscribes to the national Socitm benchmark report on every council's website. This is a copy of our outcome for 17/18 and shows how we are top 5 in Scotland but can still improve e.g our online recycling info.

C136: Local Gvt Benchmarking Framework

The council benchmarks its performance against all other Scottish councils across a range of service indicators and uses that information to review and improve services. E.g. cost of CT collection was above the national average so we invested in a new Revs and Bens System to help drive down costs.

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

Applicant Self Assessment: Not Rated

New Evidence

PRS204: Shared Best Practice PPF

The Planning Performance Framework provides examples/casestudies where professional experience and knowledge has been shared with other organisations. This has been to the benefit of developing best practice.

PRS144: Animal Health Management Strategy

[?19/?12/?2018 15:47] Morrison, Alan:

We developed a new approach to markets inspections to meet national performance standards. This risk-based approach was introduced and has been accepted as a national standard which we published is now used by all other Scottish LA's and national agencies

Active Evidence

PRS093: Northern Authorities Development Plan Forum

The Northern Authorities Dev Plan Forum shares best practice between similar organisations in order to identify improvement. The evidence presented for 4.2.3 shows the learning that has been adapted for Argyll and Bute in screenshot 2 and a link shows this has been published online for customers.

Corporate Evidence

C046: National Innovation Exchange

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

C086: Customer Service Board Minute

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

C107: SOCITM Feedback and Our Response

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

4.3: Deal effectively with problems

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS098: Food Improvement Plan

A self assessment identified that we were not meeting national standards due to lack of resources. A Food Control Improvement Plan was developed and approved by Committee, which outlined to put things right. This was published on the Councils website

PRS099: Performance Management Reports

We have a strong performance management culture within Regulatory Services and this is reported via national reports, service plans and annual performance reports. Where there is a dip in performance this is highlighted in the managers' report and corrective actions are identified to address this

PRS100: Isle of Coll Liaison Group/Newsletter

The Development Management team were unable to meet response standards contentious development on the Isle of Coll. DM addressed this by the measures outlined in this evidence and stopped the issue escalating.

Corporate Evidence

C113: Using CRM Customer Info For Proactive Engagement

We use our new Corporate Outreach service to proactively alert customers to variations in service and unforeseen disruptions that cause our service performance to dip. This is an extension to our unified disruption service and is new for 2018.

C119: Departmental Performance Reporting to Customers

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

C132: Corporate Customer Service Scorecard

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS101: DM Complaints Procedure & Stage Complaints

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

PRS102: Complaints Procedure & Stage Complaints

The Planning and Regulatory Services Customer Charter specifically emphasises the opportunity for customers to register complaints and explains that the procedure can be obtained from the Council's website. The website provides extensive advice on the procedures and timescales to be followed .

PRS103: Handling Complaints

During each Licensing Standards inspection, the officer carrying out the inspection hands a copy of the inspection report to the licensee and on the rear of the report is included information on the Council's complaints procedures that has clear commitment to deal with it fully..

Corporate Evidence

C062: Corporate Approach to Complaints Mgt

The council operates a simple to use centralised complaints process for customers with a single phone number 01546605514, a single web form and single email address for customers to use. This evidence shows the 2017 reviewed guidance on the Intranet for employees and managers that is still current.

C088: Complaints Performance Monitoring

The council's focus on speedy, open complaints resolution is shown by the fact it features on the Customer Service Scorecard, used by the Senior Management Team. This gives info on resolution times and volumes and improvements made as a result of complaints. This shows the FQ4 2017/18 scorecard.

C094: Corporate Complaints Leaflet

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

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

Applicant Self Assessment: Not Rated

New Evidence

PRS208: DM Complaint Example Resolution

In this DM complaint the member of staff investigating the complaint was empowered to explain national legislation; set out the Council's own internal protocol; ensure that relevant staff were reminded of the legislation and protocol; and inform the complainant of all of these matters.

Active Evidence

PRS105: Training on Corporate Complaints Procedure

This evidence details training given in Regulatory Services on the Corporate Complaints procedure in order that our staff are fully empowered to put things right wherever possible.

PRS106: Customer Service & Complaints trained 2018

This report to CSB shows all employees trained in various customer service and complaints modules in FQ1 2018, PRS employees figure prominently.

Corporate Evidence

C023: Customer Care Training

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

C047: Complaints Co-ordinator Bulletin

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

C062: Corporate Approach to Complaints Mgt

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS049: LDP Lessons Log

This log monitors the procedural issues that come up through processing the LDP and the issues which arise with implementation and interpretation of policy, and is referred to when refining the next LDP

PRS107: Learning from Complaints DM

A process is in place when complaints received are upheld following a complaint to advise what actions can be taken to improve the service and prevent recurrence. An example of this is shown below.

PRS108: Learning from Complaints

Service requests and complaints are monitored to identify trends and opportunities to revise procedures or identify opportunities for alternative enforcement. The evidence used to support this, relates to bird control complaints where we undertook research to identify legal responsibilities.

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey

We introduced a satisfaction survey to identify patterns of issues with our own complaint handling process and analyse this quarterly to identify improvements and we publicise these through our Pyramid and online reporting systems.

C088: Complaints Performance Monitoring

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

C123: Avoidable Contact Insight Analysis

The council has sophisticated software that captures data on all failure demand or avoidable contact. These are all informal complaints and this evidence shows the capture and analysis of that data to try and prevent obvious causes of informal complaints via reports to the Customer Service Board.

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

Applicant Self Assessment: Not Rated

New Evidence

PRS145: D&I Complaints Log

A central complaints log is kept across D&I that P&R contribute to so that our processes are aligned and learning can be shared wider with colleagues, whilst maintaining response standards.

Active Evidence

PRS109: Statistical Complaints Review By Section

The Oracle CRM allows close monitoring of complaints handling and admin staff across sections can see how, many, if they are being handled on time and what stages; also allowing comparisons and corrective actions.

PRS110: Scottish Public Services Ombudsman

The Council has information on the SPSO in its website. At the end of an investigation by the SPSO, the decision is sent to the complainant and also to the organisation that was complained about. Any SPSO decisions received by the Council are reviewed to improve processes.

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey

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

C047: Complaints Co-ordinator Bulletin

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

C067: Complaints Annual Report 16/17

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

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

Applicant Self Assessment: Not Rated

New Evidence

PRS146: Reg Services Complaints Follow Up

We contact the customer where the outcome of the formal complaints procedure is upheld, to review the actions taken and identify further actions to be taken by the service to fully investigate the issue which is causing their problems.

PRS147: Compliance With Corporate Complaint Follow Up Process

P&R use the automated Corporate process for asking upheld complainants if they were satisfied with the process. In FQ3 2018-19 only one person replied and said they were satisfied - that report is attached. P&R have low complaint volumes- in 2017-18 they had 14 stage 1s and 17 stage 2s.

Active Evidence

PRS015: PRS015 Community Council Engagement

Where feedback is received following conclusion of the complaint process this will be acted upon, as in this instance where we ensured the outcome was satisfactory for the community council and received thanks for this.

Corporate Evidence

C020: Automated Complaints process Satisfaction Survey

In May 2017 the council set up an automated satisfaction survey for customers who have lodged a formal complaint. They are offered it 5 days after their complaint has been marked as resolved and lets us assure and improve the complaints process. We track if respondents complaints are upheld or not

C090: Complaints Handling Procedure

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

C129: SPSO Complaints Stats 2017-18

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

5: Timeliness and Quality of Service

5.1: Standards for Timeliness and Quality

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS113: Planning and regulatory Services and enforcement charters

The Charters set out corporate aspirations for service delivery and what our customers can expect from us in terms of timescales and what we are able to do to assist them. The Development Management Service have set a 20 day target to respond to the pre-application enquiries.

PRS114: P&RS Customer Charter

The service has developed and published on line a customer charter which relates to the timeliness in responding to service request

PRS115: Departmental Service Plan

The Licensing Standards service monitors service performance, including timeliness of response to customer contact, through the annual service plan. The plan details how we will go about our business throughout the year and our targets.

Corporate Evidence

C009: CSC Telephone Satisfaction Survey 2018

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

C017: Argyll and Bute Customer Service Charter

Council's charter outlines the protocols for responding to all forms of customer contact including telephone calls, letters, e-communications and personal callers Section 3 shows the measures and performance against them.

C064: FOI Response Monitoring

Customers can make an FOI request by any channel and all must be responded to in 20 Days. This evidence shows how ABC abide by that standard and monitor and meet them, by measuring training, capacity and responsiveness.

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS116: Extract from enf charter re timescales and reg services charter

The Charters set out corporate aspirations for service delivery and what our customers can expect from us in terms of the quality of how we are able to do to assist them.

PRS117: RTPI

Members of the RTPI are required to abide by the organisation's Professional Code of Conduct which sets out standards for officer competence and integrity in undertaking of their work, and by extension sets customer expectations that their enquiry will be dealt with professionally

PRS118: Website Standards

We have a programme to review and update the information relating to standards which is available to customers on your website

Corporate Evidence

C005: Face to face Service Satisfaction Report

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

C009: CSC Telephone Satisfaction Survey 2018

Every caller to the corporate CSC is offered an satisfaction survey and in addition to empirically measuring time to answer we ask customers about their perception of the quality of call experience This report for FQ4 16/17 shows that 93% (44 took part) were satisfied or very satisfied with it.

C017: Argyll and Bute Customer Service Charter

The council's corporate customer service charter covers not only timeliness but also quality of service delivery AND continual improvement to try and improve quality as part of our culture. This shows an extract from the CHarter scorecard.

5.2: Timely Outcomes

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS119: Planning and regulatory Services charter and enforcement charter

The Enforcement Charter and Planning and Regulatory Services Charters set out the Council's objectives in terms of providing accurate and complete information, which relate to quality.

PRS120: Providing the customer with evidence on the service, processes, and timescales

Through our correspondence (written, electronic and verbal) we provide information to our customers to better inform them of the processes, quality and timescales which we are working to. There are two pieces of evidence which is provided to demonstrate that we meet this criteria

PRS121: Licensing Response Times

We advise our customers of the quality of the service, and they are provided with information relating to service pledges, legal advice, confidentiality and contact detail that are quality aspects of service delivery.

Corporate Evidence

C042: Easy read charter

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

C064: FOI Response Monitoring

Customers considering making a Subject Access Request under FOI are informed of the time scales and nature of the response they will receive both on the council website and on the acknowledgement send registering their request.

C090: Complaints Handling Procedure

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS122: PRS122 Customer Services Call Handling Golden Number

.We liaise regularly with our colleagues in the CSC to ensure the information they provide to customers on our behalf is always complete and contains full contact details - this can be demonstrated on system at the assessment

PRS123: Mailbox Process

Within Regulatory Services, we have generic mailboxes where customers can access a range of services including environmental health, trading standards, licensing standards, animal health & welfare. These are monitored daily and enquires are redirected to the most appropriate area or team for action.

PRS124: Referral of Development Policy Enquiries

Process Map For Delegation Of First Contact Customer Enquiries Within Development Policy making it clear who handles what enquiry and when.

Corporate Evidence

C006: Website Accessibility Report and Guidance

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

C041: Smart Assistant

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

C078: CSC Contact Handling System

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS077: ABAN Network

The Council supports the Argyll and Bute Advice Network (ABAN) a confidential on-line referral system. This allows agencies to refer clients across a range of agencies and voluntary groups to ensure that appropriate support is provided. The system means only one contact, rather than many.

PRS125: Sharing customer information in respect of enforcement issues

The example given is in respect of an unauthorised oil tank being installed, on receipt of the enforcement complaint contact was made with building standards to engage with them in respect of the breach which saved the applicant and complainant also contacting them in addition to planning.

PRS126: Sharing customer information re Street Naming etc

New Street Naming and Numbering applications are entered into the Corporate Address Gazetteer within 48 hours of receipt and are immediately shared and available

Corporate Evidence

C075: TellUs Once

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

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

The CSC provides services on behalf of numerous council teams and in order to maintain clarity over mutual responsibilities and accountabilities they have documented SLAs and hold quarterly SLA review meetings. This is the minute from one Ops Working Gp in July 2018.

C123: Avoidable Contact Insight Analysis

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS127: Agreement to Extension of Determination Period for Applications

Where an applicant's initial submission cannot be supported the case officer will seek to engage to advise of any impediments to the application being progressed and provide clear instruction of any further action required by the customer to achieve resolution.

PRS128: Private Water Supply Grant Process

This guidance note for private water supply improvement grants clearly shows customers how their request will be handled at all stages of the process and is important as the request can never be resolved at first point of contact so managing expectations is vital.

PRS129: Acknowledgement of Representations To the Local Development Plan

At various stages of the LDP process we receive representations from our customers about the content of the plan which we cannot always deal with at first point of contact. We acknowledge these representations and let the customer know the next stages and timing of the LDP

Corporate Evidence

C017: Argyll and Bute Customer Service Charter

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

C062: Corporate Approach to Complaints Mgt

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

C064: FOI Response Monitoring

FOI SARs can rarely be completed at 1st point of contact so it is important that next steps and timescales are clear, so this evidence shows how we do that and how we monitor performance against what we promise.

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS130: Planning portal within the councils web site

If there are any interruptions to the planning portal it will be shown on the webpage and advises our customers of any problems with the website, and where known, the time periods during which the service will be affected.

PRS132: Critical Emergency Action Plan

We plan for emergencies and have arrangement in place to ensure that "core statutory services" will be delivered. These are embedded within Critical Activity Plans which are reviewed annually and after each incident. In addition, such arrangements are communicated to customers Xmas cover arrangements

PRS142: CSC Contact Management

These CSC stats show how PRS contact response times are closely monitored and show good response times. Naturally if there are issues with any particular channels these are notified via our Disruption notification Service.

Corporate Evidence

C041: Smart Assistant

Smart Asssitant allows us to respond to customers even out of hours and if it has to be remitted to an expert we use the learning to programme the system to be more successful next time, thus rectifying the failure. Success has grown from 18% to 29% in 6 months.

C078: CSC Contact Handling System

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

C113: Using CRM Customer Info For Proactive Engagement

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

5.3: Achieved Timely Delivery

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS133: Weekly reporting of workloads and Pyramid Quarterly reporting

KPIs set out in the Service Plan are monitored on a weekly basis. ATLS highlight concerns with their team. Quarterly performance reports are provided to the Executive Director and elected members using pyramid; commentary is provided setting out steps to improve poor performance.

PRS134: Customer Satisfaction Surveys

As well as monitoring our performance for quality and timelessness against our customer standards, there are specific questions relating to timelessness and quality that we ask in our customer surveys. The outcomes are assessed and where necessary improvements are identified to improve performance.

PRS135: Monitoring of Errors Showing Reduction For Argyll and Bute

Integral to the services performance culture is monitoring reporting and taking corrective action where required. These corrective actions are identified by service management, and implemented. Where appropriate, these are reported in the quarterly performance report to Director, and to Committee.

Corporate Evidence

C005: Face to face Service Satisfaction Report

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

C009: CSC Telephone Satisfaction Survey 2018

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

C026: Leadership Commitment Strategic Customer Service Board

Every Customer Service Board Reviews customer service performance against standards of timeliness and quality e.g. in the customer charter and where there are issues it directs remedial action. This minute is an example showing performance as a standing item for discussion at a senior level,

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS004: PRS004 Development Management user forums

A questionnaire is issued with all planning decisions giving the customer the opportunity to provide feedback on their experience of the Planning Service in terms of quality and timeliness of service, level and quality of information available. This evidence shows us meeting those standards.

PRS020: Planning Performance Framework

publish an annual Planning Performance Framework report which includes statistical and other performance related information which has been prepared to a Nationally agreed format. The PPF is submitted to the Scottish Government for review

PRS137: Performance reporting framework, including committee reports

There are a range of statutory returns which are provided by the service to national government agencies including Scottish Government, Food Standards Agency, Health and Safety Executive and Drinking Water Quality Regulator. This evidence shows us meeting these standards and are publicised widely.

Corporate Evidence

C013: Departmental Reporting Against ABOIP Targets

Every Department publishes a quarterly report of performance against standards required to meet targets on the ABOIP; both time, cost and quality. This example shows the huge range being achieved for D&I

C055: Performance Reporting to Customers

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

C132: Corporate Customer Service Scorecard

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

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

Applicant Self Assessment: Not Rated

Active Evidence

PRS138: National Publication of Statistics

The Scottish Government collate and publish national statistics for all Planning Authorities in Scotland. This includes a breakdown of each authority's performance and allows ready comparison between authorities.

PRS139: Statutory returns used for monitoring purposes

There are a range of statutory returns which are submitted for environmental health which are published by national bodies (e.g Scottish Government, Health and Safety Executive, Food Standards Scotland etc). We use them to compare service delivery and performance issue with others.

PRS140: Street Gazetteer & Numbering Time and Quality

We are to update the One Scotland Gazetteer of Street Names & Numbers at least once a week. This is monitored internally aiming to carry out updates within 48 hours and the attached file explains this. Quality is also improved by monitoring the number of errors shown on the attached evidence

Corporate Evidence

C107: SOCITM Feedback and Our Response

The council subscribes to the national Socitm benchmark report on every council's website. This one for 2-17/18 shows us achieving the top mark possible and being one of only 4 councils in Scotland to do so..

C129: SPSO Complaints Stats 2017-18

A key indicator of quality of service is how few complaints are generated in the first place and then the quality of complaint handling by how few go to SPSO. This evidence shows only 25 complaints went to SPSO and only 2 upheld - amongst the lowest in Scotland

C136: Local Gvt Benchmarking Framework

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