



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

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## **Assessment Summary**

### **Overview**

#### **1: Customer Insight**

#### **2: The Culture of the Organisation**

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

**1.1.1.2: and potential customer groups**

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

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

**Active Evidence**

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**CSS201: Face to Face Customer Analysis**

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**CSS221: ICT Strategy and Emerging Customer Priorities**

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**CSS241: Employee Training Needs Insight**

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**Corporate Evidence**

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**C004: Your Voice Consultation 2018**

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**C025: Customer Care Toolkit**

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

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

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

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## **1.2: Engagement and Consultation**

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

### **Active Evidence**

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**CSS019: DMT Report on CSP Service Redesign**

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**CSS074: Wellbeing Strategy (2019 -2024)**

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**CSS118: ICT Strategy Extract - Vision and Action Plan**

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### **Corporate Evidence**

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**C039: MOWG on Communication**

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

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

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

**1.2.1.2: using a range of methods**

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

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

**Active Evidence**

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**CSS202: Member Zone and Sounding Board Design**

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**CSS222: ICT Group Asset Management Plan**

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**CSS242: Area Committee and Wellbeing Consultation**

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**Corporate Evidence**

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

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**C050: Vision Values, Outcomes Consultation**

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

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

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

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

**New Evidence**

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**CSS302: Review of Customer Service Strategy 2024-7**

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**CSS341: Employee Recognition Programme review**

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**CSS321: SOCITM Improve Report 2023 v1.1**

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**Corporate Evidence**

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**C013: Departmental Reporting Against ABOIP Targets**

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

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**C051: Helensburgh Waterfront Major Development Consultation review**

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

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

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**1.3: Customer Satisfaction**

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

**Active Evidence**

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**CSS037: Registration Customer Satisfaction 2021**

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**CSS046: New Employee Exit Survey 2021**

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**CSS001: Client Satisfaction Survey 2021**

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

**Active Evidence**

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**CSS203: CET Range of Satisfaction Surveys and Outcomes**

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**CSS223: SOCITM Gap Analysis Improvements**

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**CSS243: Training Course and Wellbeing Improvements**

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**Corporate Evidence**

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

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**C118: CS Target Monitoring**

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**C119: Departmental Performance Reporting to Customers**

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

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

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

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

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

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

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

**Active Evidence**

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**CSS204: CET Driven by Data Briefing**

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## **2: The Culture of the Organisation**

### **2.1: Leadership, Policy and Culture**

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

#### **Active Evidence**

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**CSS006: Council Covid Recovery Plan - Customer Service Workstream**

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**CSS048: Vision for the HR Service Centre 2021/2022**

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

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#### **Corporate Evidence**

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

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**C026: Leadership Commitment Strategic Customer Service Board**

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**C052: Elected Leadership Policy Lead**

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

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

**Active Evidence**

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**CSS205: Customer Insight Driving Customer Engagement Strategy**

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**CSS225: ICT GAMP Future Service Delivery Aspirations**

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

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

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

**New Evidence**

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**CSS304: Member Zone Quality and Performance Management Regime**

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**CSS343: Excellent Training Services for employees**

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**CSS323: Fix Time Process Performance Targets**

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**Corporate Evidence**

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

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**C056: Ensuring GDPR Law and Standards are Met 2018**

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**C090: Complaints Handling Procedure**

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

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

**Active Evidence**

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**CSS007: Customer Experience through Avoidable Contact**

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**CSS051: Argyll and Bute Council Equalities Mainstreaming Report and Equality Outcomes 2021**

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**CSS060: Connecting Scotland Update and Medical wi-fi access**

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**Corporate Evidence**

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**C009: CSC Telephone Satisfaction Survey 2018**

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**C020: Automated Complaints process Satisfaction Survey**

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

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

**Active Evidence**

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**CSS206: DPIA and Privacy Statement - Funeral Service**

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**CSS226: PSN & Cyber Essentials Plus Certificates**

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**CSS246: Disciplinary guidance and security of personal data**

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**Corporate Evidence**

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**C030: Secure computer systems**

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**C056: Ensuring GDPR Law and Standards are Met 2018**

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

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

**New Evidence**

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**CSS305: CSC-CSP Internal Review of Training Manuals**

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**CSS344: Digital Champions Programme**

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**CSS324: ICT And Digital Strategy Updates October 2023**

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**Corporate Evidence**

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**C023: Customer Care Training**

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**C057: 2018-21 Website Strategy**

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**C099: Employee Excellence Awards**

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

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

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## **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.**

### **Active Evidence**

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**CSS009: Digital Learning Framework, action plan and new Learning Mgt System 2022**

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**CSS010: GDPR Mandatory Refresher Training**

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**CSS027: CSC/Registration Structured Development of Employees.**

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### **Corporate Evidence**

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

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

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

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

**New Evidence**

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**CSS306: Internal Audit CSC Report 2023**

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**CSS325: ICT Production Highlight Report 2023**

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**CSS345: Self Assessment and Quality Conversations.**

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**Corporate Evidence**

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**C052: Elected Leadership Policy Lead**

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**C099: Employee Excellence Awards**

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**C132: Corporate Customer Service Scorecard**

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

**Active Evidence**

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**CSS008: Staff insight to CSP/Registration Service Redesign 2021**

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**CSS029: Revised Medical Redeployment Guidance**

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**CSS053: Staff Engagement in Development of ICT Digital Strategy**

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**Corporate Evidence**

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**C031: Corporate Employee Surveys 2018**

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**C035: Employee Suggestion Scheme**

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**C057: 2018-21 Website Strategy**

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

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

**Active Evidence**

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**CSS208: Doing Great Things! Comms**

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**CSS209: A Culture of Recognition**

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**CSS248: Annual Learning Award**

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**Corporate Evidence**

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**C033: Employee Recognition for CS Excellence**

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

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**C099: Employee Excellence Awards**

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

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

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### **3: Information and Access**

#### **3.1: Range of Information**

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

#### **Active Evidence**

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**CSS001: Tell Us Once Service Information Provision (Covid)**

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

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

**Active Evidence**

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**CSS210: Effective Customer Charges Information**

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**CSS228: Internal Print Charges**

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**CSS249: Recharges for non attendance at training**

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**Corporate Evidence**

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### **3.2: Quality of Information**

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

#### **Active Evidence**

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**CSS015: Customer Engagement Survey 2021- Outcomes Report**

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**CSS025: HR Multiple Contact Channels and roll out sessions.**

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**CSS169: ICT Service Page on the Hub and MyCouncilWorks**

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#### **Corporate Evidence**

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**C059: An Array of Channels**

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**C112: Corporate Social Media Policy 2016**

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**C125: Display Screen Network**

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

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

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

**Active Evidence**

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**CSS211: Message Received and Understood**

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**CSS229: ICT Security Awareness Training Mimecast**

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**CSS250: Health of the organisation dashboard and workforce planning**

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**Corporate Evidence**

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**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.**

**New Evidence**

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**CSS346: Elearning and flexible working requests**

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**CSS307: Making Information Relevant in an Emergency.**

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**CSS326: Evidence of ICT Guides and Policies for customers**

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**Corporate Evidence**

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

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**C057: 2018-21 Website Strategy**

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**C127: New eMail and Letter Writing Guidance**

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

**3.2.3.2: published**

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

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**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.**

**New Evidence**

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**CSS308: Corporate Service Update service.**

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**CSS327: eStore Exception Report 003**

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**CSS347: Service standards and reviewing guidance**

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**Corporate Evidence**

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**C044: Fixing Avoidable Contacts**

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

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**C123: Avoidable Contact Insight Analysis**

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### **3.3: Access**

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

**Active Evidence**

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

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

**3.3.2.3: and offer better choices**

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

**New Evidence**

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3.4: Collaborative 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 demonstrated benefits for our customers

Active evidence

This is a  
This is a



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

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

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

**Active Evidence**

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

**New Evidence**

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**CSS301: KITL Outreach Engagement 2023**

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**CSS349: School engagement and special leave for community services**

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**CSS319: Workplace Related Charitable Fundraising**

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**Corporate Evidence**

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**C027: Customer Driven Community Improvements**

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

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

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## **4: Delivery**

### **4.1: Delivery standards**

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

#### **Active Evidence**

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**CSS023: Registration Accuracy Targets**

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

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**CSS148: LGBF Indicators 2021**

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#### **Corporate Evidence**

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**C013: Departmental Reporting Against ABOIP Targets**

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**C091: 2017/18 Corporate Complaints Report**

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**C119: Departmental Performance Reporting to Customers**

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**4.1.1.1: We have challenging standards for our main services,**

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

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

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## **4.2: Achieved Delivery and Outcomes**

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

### **Active Evidence**

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**CSS030: Marriage and Ceremony Guidance (COVID)**

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**CSS062: Agreed roles and resps in TUPE transfer with external organisation**

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**CSS151: ICT Average Time to Resolve Incidents**

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### **Corporate Evidence**

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

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

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**C094: Corporate Complaints Leaflet**

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

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

**Active Evidence**

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**CSS215: Annual Registration Report and Satisfaction Survey outcomes**

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**CSS232: ICT Customer Satisfaction & Project Scorecards**

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**CSS254: Delivery of the employee benefits programme**

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**Corporate Evidence**

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

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

**New Evidence**

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**CSS312: Silktide Website Accessibility Benchmarking**

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**CSS330: SOCITM Benchmarking 2022 Outcome Report**

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**CSS351: LGBF and committee appeals**

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**Corporate Evidence**

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**C045: Scottish Local Gvt Digital Partnership**

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**C107: SOCITM Feedback and Our Response**

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**C136: Local Gvt Benchmarking Framework**

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

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

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

**New Evidence**

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**CSS313: Scottish Local Authority Customer Service Improvement Gp**

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**CSS331: ICT Remote Working\_Final Report Published**

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**CSS352: IVF Guidance**

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**Corporate Evidence**

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**C046: National Innovation Exchange**

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**C086: Customer Service Board Minute**

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**C107: SOCITM Feedback and Our Response**

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

**4.2.4.2: and outside our organisation,**

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### **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.**

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

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

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

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

**Active Evidence**

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**CSS216: Speedy CSS Complaints Resolution**

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**CSS220: Employee Quick Guide 2021**

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**CSS255: Training centre complaints and conflict toolkit**

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**Corporate Evidence**

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**C062: Corporate Approach to Complaints Mgt**

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**C088: Complaints Performance Monitoring**

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**C094: Corporate Complaints Leaflet**

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

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

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

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**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.**

**New Evidence**

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**CSS314: Annual complaints Performance Report 2022-23 etc**

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**CSS315: CSC Complaints Training Manual**

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**CSS353: Grievance handling and toolkit**

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**Corporate Evidence**

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**C023: Customer Care Training**

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**C047: Complaints Co-ordinator Bulletin**

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**C062: Corporate Approach to Complaints Mgt**

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

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

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

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

**Active Evidence**

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**CSS065: Published SOCITM survey comments and Hub responses.**

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

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

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

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

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**5: Timeliness and Quality of Service****5.1: Standards for Timeliness and Quality**

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

**Active Evidence**

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**CSS045: CSC Timeliness Standards and Performance Monitoring 2021**

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**CSS066: Grievance Procedures Standards**

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**CSS151: ICT Average Time to Resolve Incidents**

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**Corporate Evidence**

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**C009: CSC Telephone Satisfaction Survey 2018**

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

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**C064: FOI Response Monitoring**

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

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

**Active Evidence**

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**CSS032: Web Site and CSC Quality Standards and Outcomes 2021**

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**CSS107: End Project Report - Housing System**

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**Active Evidence**

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## 5.2: Timely Outcomes

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

### Active Evidence

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CSS214: Customer Engagement Team Standards and their Monitoring

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CSS233: Supply Teacher Booking System

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CSS257: Data and Freedom of Information Requests

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### Corporate Evidence

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C042: Easy read charter

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C064: FOI Response Monitoring

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C090: Complaints Handling Procedure

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

**New Evidence**

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**CSS355: HR Advice - customer journeys**

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

**New Evidence**

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**CSS333: Staff Request for new MS Teams Site**

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

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

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

**New Evidence**

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**CSS357: NHS and ABC Cross Over**

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**CSS300: Member Zone Enquiries SLA Performance**

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

**Active Evidence**

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**CSS219: Response Management in Customer Engagement Team**

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**CSS234: IT Service News disruptions and Top Desk Actions**

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**CSS258: Job Evaluation and FOI - delay resolution**

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**Corporate Evidence**

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**C041: Smart Assistant**

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**C078: CSC Contact Handling System**

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

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

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

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### **5.3: Achieved Timely Delivery**

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

#### **Active Evidence**

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**CSS032: Web Site and CSC Quality Standards and Outcomes 2021**

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**CSS111: ICT Performance Monitoring - Quality and speed of Service**

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**CSS161: HROD Phonedlines Performance Monitoring**

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#### **Corporate Evidence**

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

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**C009: CSC Telephone Satisfaction Survey 2018**

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**C026: Leadership Commitment Strategic Customer Service Board**

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

**Active Evidence**

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

**5.3.2.2: and quality of customer service**

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

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

**New Evidence**

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**CSS335: SOCITM Benchmarking 2022 Outcome Report**

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**CSS312: Silktide Website Accessibility Benchmarking**

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**CSS358: Performance Benchmarking and HR service standards**

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**Corporate Evidence**

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**C107: SOCITM Feedback and Our Response**

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**C129: SPSO Complaints Stats 2017-18**

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**C136: Local Gvt Benchmarking Framework**

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

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