

THE HIGHLAND COUNCIL
RESOURCES COMMITTEE 18TH February 2009

Agenda Item	
Report No	

Customer Services Charter Mark Assessment
Report by Head of E-Government

SUMMARY

This report updates Members on the results of the Cabinet Office external Chartermark Assessment of the Council's Customer Services function.

1. Introduction

1.1 The Government wants public services that are efficient, effective, excellent, equitable and empowering – with the citizen at the heart of public service provision. With this in mind the National Chartermark Assessment “Customer Service Excellence” accreditation was developed to offer public services a practical tool for driving customer-focused change within their organisation.

1.2 The foundation of this tool is the National Chartermark standard which tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction. The award is independently evaluated and assessed. The main reasons for an organisation applying for Chartermark status are:

- Improved services - Chartermark provides an excellent framework for self-assessment and a tool kit for improvement
- Expert feedback on services
- Improved staff morale
- Value for money - Chartermark holders listen more to their customers, perform better than average, have more satisfied users and use resources wisely

1.3 To achieve Chartermark Standard an organisation has to meet the following criteria:

- Set standards and perform well
- Actively engage with it's customers, partners and staff
- Be fair and accessible to everyone and promote choice
- Continuously develop and improve
- Use it's resources effectively and imaginatively
- Contribute to improving opportunities and quality of life in the communities the organisation serves

2. Customer Services within the Highland Council

- 2.1 Customer Services sits within the E-Government section in the Chief Executive's service. The Council has a network of 37 Service Points, the Service Centre at Alness and 38 Registration offices all of which act as 'one stop shops' for a wide variety of Council services and provide advice to the public for key Council and partner services.
- 2.2 During the past 5 years the Council has made significant investment in the modernisation of its Customer Services function. In 2004 the Council established the Service Centre in Alness to compliment Service Points and act as a hub for telephone contact and blue badge processing. In 2005 the Council implemented a corporate Customer Relationship Management (CRM) system and rolled this out across the Council, allowing the Council for the first time, to have a computerised record of customer contacts and service requests made via the customer services team.
- 2.3 In 2006 the Council reviewed Customer Services, bringing the Registration Service into Customer Services, and continued to develop joint facilities with internal services such as libraries and external partners such as Visit Scotland. In 2008 new partnerships were developed between Customer Services and the Passport Agency, with specific Service Points now acting as satellite offices for first time passport applicants who conduct an application interview via video conference.
- 2.4 In 2008 the Council led on the development of a new national customer services staff training programme with the Improvement Service called 'The Customer Service Professional Qualification' which has been developed to focus closely on how Councils provide customer service to their customers, and to ensure that staff are fully equipped to provide the customer with the best possible service. This is a nationally recognised qualification, certificated by the Scottish Qualifications Authority (SQA) and endorsed by COSLA.

3. Chartermark within The Highland Council

- 3.1 The Highland Council has undertaken a number of Chartermark assessments over past years, and in 2007 achieved full Chartermark status for the first time, with best practice recognised in a number of areas, and especially with regard to partnership working. The accreditation is based on self assessment, including the need to evidence the assessment, and this assessment is then given a full independent inspection in order to grant Chartermark status. Each area of the business is rigorously tested with organisations being awarded scores of compliant, partially compliant or non compliant. The award of even 1 non compliance score results in failure to achieve Chartermark status.
- 3.2 In November 2008 the Council undertook its most recent assessment and has demonstrated significant progress, with compliance of all services achieved.

3.3 The executive summary of the report states:

“This organisation continues to demonstrate a very high level of customer service delivery. Pride is taken at all levels to ensure this level of delivery and the aspects identified as exceeding requirement are justified. This organisation, despite the widespread locations, manages all aspect effectively and should be held as a beacon in public service delivery”. The full report is attached at Appendix A.

3.4 Whilst conducting his visit the assessor commented favourably on a number of areas including:

- Customer standards are clear, monitored and adjusted to meet customer needs
- Staff, customers and partners are actively consulted, joint working arrangements are impressive
- Provision and use of information is effective
- High levels of satisfaction are expressed by staff, customers and partners.
- Use of technology in the provision of value for money is outstanding
- Clear commitment to be involved in the community

4. Future development of Customer Services

4.1 This very positive assessment gives the Council a strong platform from which to continue to develop Customer Services and to look for new and innovative ways of interacting with our customers. It is important that the Council uses this position as a springboard for improvement and does not become complacent.

4.2 In 2009 the Customer Services team plan to continue to develop Customer Services and to look for innovative ways of delivering services across the Highlands, including joint service provision with the Police, Business Gateway and the National Park Authority. The Council will also be reviewing payment methods and making it easier for customers to pay by credit and debit cards on the telephone and on line. We will continue to monitor our performance with regard to waiting times and call handling, and we will review internet and web opportunities for our customers. Supporting this work will be a Corporate Customer Services Strategy for the Council which will link to the Council's objectives in the Customer Engagement and Assessment Project which is part of the Corporate Improvement Programme.

4.3 In 2009 the Council will also review it's CRM system, undertake a review of the Customer Services structure and continue to develop new process to offer the best possible customer service to it's customers. We will continue to work with the Scottish Government on the development of the Customer First agenda and on national developments. All of this work will be underpinned and supported by external assessment in the form of the Chartermark/Customer Services Excellence accreditation

RECOMMENDATION

5.

5.1 Members are invited to :

- i) Note the 2008 Chartermark Assessment report
- ii) Note the development of the customer services function and plans for the future

Signature: Vicki Nairn

Designation: Head of E-Government

Date: 21.1.2009



CUSTOMER SERVICE EXCELLENCE

Assessment Report
Charter Mark Standard

Highland Council

Highland Council Service Point Network

Successful
17 December 2008

Assessment Summary

Overview

Overall Self-assessment	Satisfactory
Overall outcome	Successful

This organisation continues to demonstrate a very high level of customer service delivery. Pride is taken at all levels to ensure this level of delivery and the aspects identified as exceeding requirement are justified. This organisation, despite the widespread locations, manages all aspect effectively and should be held as a beacon in public service delivery.

1: Set standards and perform well

Criterion 1 self-assessment	Satisfactory
Criterion 1 outcome	Successful

Clear standards are set, which are published clearly and monitored effectively. They are also adjusted to meet customer needs.

2: Actively engage with your customers, partners and staff

Criterion 2 self-assessment	Satisfactory
Criterion 2 outcome	Successful

Very effective and comprehensive consultation is carried out with staff, customers and partners. The joint working arrangements with other agencies are particularly impressive.

3: Be fair and accessible to everyone and promote choice

Criterion 3 self-assessment	Satisfactory
Criterion 3 outcome	Successful

The provision of information and access through a variety of channels is very effective and the use of technology in this aspect is particularly impressive.

4: Continuously develop and improve

Criterion 4 self-assessment	Satisfactory
Criterion 4 outcome	Successful

High levels of satisfaction are constantly expressed by staff, customers and partners. The use of technology in the provision of value for money is outstanding.

5: Use your resources effectively and imaginatively

Criterion 5 self-assessment	Satisfactory
Criterion 5 outcome	Successful

Firm financial controls are in place, but customer service developments and improvements are not restricted.

6: Contribute to improving opportunities and quality of life in the communities you serve

Criterion 6 self-assessment	Satisfactory
Criterion 6 outcome	Successful

There is a clear commitment to be involved in the community and this is appreciated by customers and partners.

1: Set standards and perform well

1.1: You set precise and measurable standards for the main elements of your service that reflect the needs, expectations and rights of your customers and the general public.

1.1.1: You set precise, measurable and challenging standards for your main services which take account of your responsibility for delivering national and statutory standards and targets, and deal with local priorities.

Applicant Self Assessment: Strong

New Evidence

N003: Service Point Standards

Provide details of Service Customer can expect. Includes waiting times, telephone waiting times, letter answering, complaints procedure etc

N004: Service Point Code of Practice

Code of Practice for staff and how they handle all customers enquiries. What customers expect from staff

N006: Registration Service Standards

Deliver Service to the Standards set by the Registrar General for Scotland

N007: SLA Housing

Service Level Agreement with Housing to deliver their services through Service Points

N008: SLA Finance

Service Level Agreement with Finance to deliver their service through Service Points

N012: Evidence of Email enquiries

Gives information on how we are meeting our standards

1.1.2: You set precise, measurable and challenging standards for customer service and these measure quality as well as quantity.

Applicant Self Assessment: Satisfactory

New Evidence

N003: Service Point Standards

Customer Service Standards

N004: Service Point Code of Practice

Customer Service Standards additional information and standards for staff and customers

N014: Community Council Consultation

Evidence of consultation with Community Councils in the Highland Council area. They are used as one of our focus groups in the Highlands.

N016: Performance Monitoring Data

Data that records the monitoring of our Standards in all Service Points.

1.2: Your standards actively influence your organisation and you perform well.

1.2.1: You review and raise your standards regularly.

Applicant Self Assessment: Satisfactory

New Evidence

N003: Service Point Standards

A comparison. New updated standards 2005 compared to standards 2002

N014: Community Council Consultation

Latest information and copy of standards sent to Community Councils for their comments

N016: Performance Monitoring Data

Recording in our Service points of how we are meeting our standards

N138: Inverness waiting time report

Waiting time report showing improvements over time to our average waiting times across the board - used to review performance on a regular basis.

1.2.2: You monitor your performance against standards.

Applicant Self Assessment: Satisfactory

New Evidence

N011: Customer Survey

Customer Comments on our Service

N016: Performance Monitoring Data

How we are performing in each of our Service Points. Telephone and answering standards confirmation

N034: Comment Cards

Customer Comments unsolicited. These comments cards are on display in all our Service Points and customers can complete when required.

N045: Customer suggestions

A poster showing suggestions our customers have made and how we have implemented their suggestions to improve service.

1.2.3: You meet your standards, and this is confirmed independently.

Applicant Self Assessment: Satisfactory

New Evidence

N034: Comment Cards

Selection of comments from customers

N094: Service Point Survey

Latest Service Point survey

N108: Sneddon Economics Performance Survey

Independent survey underpinning our Corporate performance review and published via web. Also used as basis for "Representing Highlands paper" sent to public

N110: Thus Survey Contract

This is the contract we have with Thus for conducting telephone surveys (at customers request) data is gathered weekly and results sent through (includes customer comments on a message system).

N137: Mystery Shopping Contract

Mystery shopping contract which we intend to expand the use of after this year. This will allow us to measure and benchmark key services against other Councils as well as providing detailed independent performance monitoring.

N141: Selection of Customer Surveys (2007)

A selection of surveys carried out over 2007. From the Service centre to the CRM system surveys carried out in Service Points - a developing tool.

1.2.4: Your organisation's performance compares well with others.

Applicant Self Assessment: Satisfactory

New Evidence

N016: Performance Monitoring Data

How Service Points meet the standards

N018: Benchmark Information

A cost comparison and staffing of other councils

N022: Cost per enquiry

Cost per enquiry compared with other councils

N137: Mystery Shopping Contract

Mystery shopping contract set up late 2007 to benchmark Service Centre performance. Will allow comparisons with other organisations and will be considered for Service Points in the future.

147: Mystery Shopping VisitScotland

This is a Mystery Shopping undertaken by Visit Scotland on our joint facility at Dornoch Service Point

1.3: Your standards are relevant to the people who use your services, and your customers, potential customers, partners and staff know about the standards.

1.3.1: You consult customers, potential customers, partners and staff to set and review your standards.

Applicant Self Assessment: Satisfactory

New Evidence

N014: Community Council Consultation

Consult with Community Councils on our Standards

N015: Other agencies consultation

Consult with other agencies on the suitability of our standards. Scottish Water, HOST, Highlands and Islands Enterprise,

N034: Comment Cards

Customer comments on our service and standards

N065: Staff Away days meetings

Staff involved in setting our standards at our staff away/consultation days

N115: Customer Consultation Process

Draft customer consultation process and consultation roadmap for 2007. Work in progress based on the results of our customer surveys and used in conjunction with the wider Council guidance on consultations.

N141: Selection of Customer Surveys (2007)

A selection of surveys carried out over 2007 which will develop further as we use the CRM survey tool more effectively.

1.3.2: You tell your customers and potential customers about your standards.

Applicant Self Assessment: Satisfactory

New Evidence

N003: Service Point Standards

Available in all our Service Points

N004: Service Point Code of Practice

Available in all our Service Points

N005: Leaflet Meeting our Standards

Information on how we are meeting our standards. New Leaflet Oct 2005

N019: Gaelic Standards

Gaelic standards and poster advertising our standards in Gaelic

N083: web link to Chief Ex home page

Our Standards are displayed on the Service Point network page.www.highland.gov.uk/servicepoints

1.3.3: You make information on how you perform against all your standards widely available.

Applicant Self Assessment: Satisfactory

New Evidence

N005: Leaflet Meeting our Standards

How we meet our standards. Leaflet explaining our performance against standards.

N011: Customer Survey

Council survey and performance report

N017: Performance Monitoring leaflet

Evidence on how we have performed against our standards. Leaflet available in all our Service points and council offices and on the Service point web page

N094: Service Point Survey

Updated Service Point survey

N107: Chief Executives Quarterly Performance

Internal performance providing detailed performance measures against service plan and includes performance figures for Service Points and Service Centre, available to all Services.

N140: Service Point Information Pack

Performance pack issued to all Service Points, combining customer satisfaction, complaints from each area and the developments we have made to the services and offices.

1.3.4: Your standards are meaningful and relevant to all your customers, partners and key players.

Applicant Self Assessment: Insufficient

New Evidence

N003: Service Point Standards

As before. The standards cover all aspects of our service

N096: Community Councils Consult

Consultation with Community Councils on our standards.

1.3.5: You identify any dips in performance against your standards and explain these to customers, together with action you are taking to put things right and prevent further dips in performance.

Applicant Self Assessment: Satisfactory

New Evidence

N011: Customer Survey

Customer satisfaction with our service

N017: Performance Monitoring leaflet

This tells our customers how we have performed against our standards

N034: Comment Cards

How dips in customer service were identified and rectified

N088: Queue system Inverness

Our recently computerised queue system in Inverness. When it was installed at first we experienced delays in serving customers. Action was taken to resolve this

N101: Complaints -Service Points

Complaints against Service Points and how we have handled them

N120: Summary of Inverness Improvements

Summary of improvements/changes made in Inverness SP as a result of customer feedback and performance data since 2005.

2: Actively engage with your customers, partners and staff

2.1: Consulting customers, partners and staff is a central part of your organisation.

2.1.1: You consult people in a variety of ways, and regularly review these to make sure that the results are effective and reliable.

Applicant Self Assessment: Satisfactory

New Evidence

N014: Community Council Consultation

Consultation with the Community Councils as our focus group

N021: Signposting by other services

Other Services and agencies are encouraged to make use of the Service points for updating customers about changes to their services

N042: Access panel report

Working with the Access Panels to ensure our Service Points meet the needs of the disabled in the community

N065: Staff Away days meetings

How we involve staff as staff and users of the service

N077: Exit Survey

An exit survey conducted in Inverness Service Point. This is the busiest Service Point in the Network. The survey also look at the question of Saturday morning opening

N141: Selection of Customer Surveys (2007)

A selection of surveys carried out over the course of 2007 by a variety of means.

2.1.2: You actively involve staff in planning services, particularly front-line staff who are in daily contact with customers.

Applicant Self Assessment: Satisfactory

New Evidence

N007: SLA Housing

Developed SLAs in conjunction with staff from other services and our own staff

N008: SLA Finance

Developed SLAs in conjunction with staff from other services and our own staff

N065: Staff Away days meetings

Held twice yearly to canvass opinion and discuss with staff the way forward and how staff see the service

N069: Minutes of SP team meetings

Team meetings (Service point staff in each office) are held on a regular basis where each office team meets to discuss levels of service, customer suggestions and how to improve service

151: Consultation and Comments on new benefit form for Finance Services

2.1.3: You encourage staff to make suggestions to improve services.

Applicant Self Assessment: Satisfactory

New Evidence

N065: Staff Away days meetings

Staff meet once a year with Service Point management on an away day to discuss the Service, the way forward and a range of issues that staff can contribute an input.

N067: Minutes of SSPO meetings

Senior Service Point Officers meet regularly to discuss service provision, new developments being introduced and give an update on how their area is performing.

N069: Minutes of SP team meetings

Service point team meetings where service issues are discussed and staf suggestions taken forward.

N130: CRM Workshop results

CRM system workshop carried out with staff to develop and improve the system - based on their feedback and suggestions.

2.1.4: You speedily process and analyse the results of consultations.

Applicant Self Assessment: Insufficient

New Evidence

N014: Community Council Consultation

How we analyse the results of this consultation and produce it in a form easily understood

N065: Staff Away days meetings

Included in this is the programme for the day, the staff questionnaire and the results of this consultation, the workshop feedback and the overall comments on the day from staff.

N088: Queue system Inverness

How we reacted to the levels of waiting times experienced by customers and how we took action to rectify these delays

N112: Representing Highlands supplement

Supplement which includes the results of independent satisfaction survey conducted during the summer.

2.1.5: You promptly tell customers, partners and staff about the results of consultations, including any action you plan as a result.

Applicant Self Assessment: Strong

New Evidence

N011: Customer Survey

Customer survey carried out across the Service Points as part of a performance review.

N045: Customer suggestions

Leaflet poster showing how customer suggestion have been implemented to provide a better service in Service points. These suggestions have been implemented in conjunction with other services

N061: Council Services survey

Survey of other council services and how they see the service we provide on their behalf

N077: Exit Survey

Results of the exit survey published in Inverness Service Point

N112: Representing Highlands supplement

Supplement published on web and in papers letting customers know results of independant survey and costs to operate Chief Executives Service (of which Service Points are included from a budget perspective).

N140: Service Point Information Pack

Results of customer surveys across the board published in Service Points. Will be developed to include more information as we work on using the CRM system to ask more detailed questions.

2.1.6: Consultation has a direct effect on your organisation's services.

Applicant Self Assessment: Satisfactory

New Evidence

N007: SLA Housing

By meeting with Housing staff a workable SLA was devised that meets the need of Housing Service and can be delivered through the Service Points

N009: SLA Education, Culture & Sport

Working with other services to provide joined up services. One member of staff combines both functions in the one office. Broadford, Bettyhill, Helmsdale and Bonar Bridge Service Point/Libraries are good examples of this.

N115: Customer Consultation Process

The consultation process includes the draft consultation roadmap, produced as a direct result of analysing customer feedback. This will allow us to drill into specific areas of feedback in 2007 and produce action plans as a result.

N116: Draft Finance SLA

This is the draft SLA for Finance which is being jointly developed to ensure SLA's are clearer for our partners. This will be used as a basis for future SLA's once agreed.

N126: Dornoch Shared Service

Shared service set up for the benefit of the community based on feedback from community councils and local businesses and partners.

146: SLA Visit Scotland

2.2: You provide reliable and wide-ranging information for customers about all aspects of your organisation and services.

2.2.1: You make information about all aspects of your services widely available to customers and potential customers, including how they are run and who is in charge.

Applicant Self Assessment: Insufficient

New Evidence

N003: Service Point Standards

Contains the details of all our Service Points.

N070: SPn Organisational Chart

Shows breakdown from Customer Services Manager to Service point staff

N071: Service Point profile boards

Details who is in the Service Point

N092: New Service Point Leaflet

Service Point leaflet about our service, who is in charge and where we are located.

2.2.2: You tell your customers how much it costs to run your services, how much they will have to pay if appropriate and how that compares with similar organisations.

Applicant Self Assessment: Satisfactory

New Evidence

N018: Benchmark Information

How we compare with some other councils in Scotland and England

N058: Budget details and monitoring

How much our Service Costs

N106: Highland Council Budget Book

Detailed information on the cost to run the Service Points and Centre over the course of 06/07. Available to customers through FOI request etc.

N112: Representing Highlands supplement

Includes the Chief Executives service budget heading which covers Service Points. Customers can also request a breakdown of the Service Point Network costs through Freedom of Information Requests.

2.3: Your information meets the full range of your customers' needs, abilities and preferences.

2.3.1: You provide your customers with the information they need in plain, jargon-free language and in ways which meet their needs and preferences.

Applicant Self Assessment: Satisfactory

New Evidence

N003: Service Point Standards

Leaflet describing the Service Point standards to customers.

N004: Service Point Code of Practice

Leaflet describing the Service Point Code of Practice for staff.

N019: Gaelic Standards

Standards in Gaelic for those customers who prefer to receive their information in Gaelic. It is also possible to receive Council tax bills in Gaelic, have a Gaelic rent card and receive benefit forms in Gaelic

N028: Plain English Certification

A certificate awarded to the council for Council Tax Leaflet - a joint venture between Finance and Service Point staff

N029: Council Tax information tape

Tape containing information on tape for the visually impaired.

N053: Complaint Form

How to complain about council services

2.3.2: Your organisation makes sure customers have received and understood the information, and you improve it using the feedback you have received.

Applicant Self Assessment: Satisfactory

New Evidence

N005: Leaflet Meeting our Standards

Leaflet showing how we have performed against our standards, where we have not met our standards and what we are doing to address this

N011: Customer Survey

Updated survey conducted in all our Service Points

N033: Consultation Lybster

Survey to Lybster residents

N034: Comment Cards

Comments, complaints, suggestions and compliments from customers using our Service Points.

N134: Improved communications

Improved communications process put in place for staff. This was a direct result of customer complaints about information provision and staff suggestions that communications could be cleared and stored in one location.

2.4: You work effectively with other providers to improve access and services for customers from all sections of the community.

2.4.1: You have made arrangements with other providers to actively provide a co-ordinated service.

Applicant Self Assessment: Satisfactory

New Evidence

N010: SLA High of Scot Tourist Board

Service Level Agreement with HOST now Visit Scotland

N037: Pension Service Poster

Pension Service Poster showing the dates and times their agents will visit local service Points.

N038: Cost Sharing of office costs

Service Level Agreement with this Service

N040: MPs/MSPs surgeries poster

Posters showing dates and times MPs/MSPs visit Service Points

N063: Diary of other agencies

A diary of all services and agencies that use our services in our Service Points, who they are, when they are there, costs involved and the service provided

2.4.2: You have effective arrangements for passing information and consultation between providers.

Applicant Self Assessment: Satisfactory

New Evidence

N012: Evidence of Email enquiries

Enquiries received by Email passed to other services

N021: Signposting by other services

How other services use our Service points for getting the information across

N073: Careers/Job Centre PC Ullapool

Posters of Ullapool detailing Services provided.

152: Communication Group Meeting

This is the notes of the Customer Services Communication Group Meeting. These are held on a regular basis

155: Examples of Communication to Customer Services staff

Information is kept up to date with regular communications to staff. This is an example of how it is distributed to all staff.

2.4.3: Your arrangements are for the benefit of your customers.

Applicant Self Assessment: Insufficient

New Evidence

N007: SLA Housing

The council Hosing Service is one of the services receiving most enquiries. The SLA meets the needs of the Service to handle customer enquiries agreed by the Service

N008: SLA Finance

Another busy service handled through Service Points under the SLA for the benefit of customers.

N010: SLA High of Scot Tourist Board

Highlands of Scotland Tourist Board. We have SLAs with this organisation. Staff are employed by HOST and work under SLA to provide council services.

N037: Pension Service Poster

Poster advertising the Pension Service. The Service uses some of our Service pOints for their surgeries.

N063: Diary of other agencies

A comprehensive list of the other agencies using Service points

2.4.4: Your arrangements are cost-effective.

Applicant Self Assessment: Satisfactory

New Evidence

N013: Cash Collection Figures

Cash Collection figures for Service points showing a year on year increase

N022: Cost per enquiry

Cost per enquiry for the number of customers to Highland Council service points

N038: Cost Sharing of office costs

How we share costs with others to produce a comprehensive service to benefit the customer

N057: Drive Time map of SPs

Map of Service Points and 15 minute drive time from each Service Point

N063: Diary of other agencies

Diary of other agencies using Service points

2.4.5: Your customers know how to access co-ordinated services.

Applicant Self Assessment: Satisfactory

New Evidence

N021: Signposting by other services

Other services leaflets/posters/letters giving their customer details of information provided through Service Points.

N026: Information on Services

Information provided by Service points informing customers what services they can access at the Service Point

N063: Diary of other agencies

A comprehensive list of other agencies using our Service Points

N072: Bettyhill Service Point

The Service point is also the doctors surgery twice a week, the bank on a Friday, the library is co-located, and the Service Point Officer is also the Registrar.

3: Be fair and accessible to everyone and promote choice

3.1: You widely publicise access to your services and their availability.

3.1.1: Your services are easily accessible to everyone.

Applicant Self Assessment: Strong

New Evidence

N027: Home Visit Advert

Home visits can be arranged for elderly and infirm when requested

N029: Council Tax information tape

Council Tax information on tape on people with a sight disability

N030: Poster for loop systems

All Service points have loop systems for customers with a hearing disability

N031: Poster/tel no for Minicom

Minicom service is available for customers with a hearing disability

N046: DDA Upgrade of SPs information

An extensive upgrade of Service Point to comply with the Disability Discrimination Act is in place

N085: Interpreter Information sheet

A Interpreter information phone line for those whose first language is not English. member of staff uses this to help deliver services to those who cannot speak English

3.1.2: You use technology to provide information about, and access to, services where appropriate.

Applicant Self Assessment: Strong

New Evidence

N026: Information on Services

Information on Services provided by Service Points. Leaflets posters etc

N032: Highland Council WEB page

Highland Council WEB page with a direct link to Service Points

N035: Service Point WEB Page

Service point WEB page giving information on the Service points, locations, services provided and other services sharing the premises

N073: Careers/Job Centre PC Ullapool

Joint PC facility in the Service Point with a direct link to Careers Scotland, Job Centre Plus and R&c Enterprise

N074: Peoples Network in SP/library

Peoples network in Service points with Staff advising customers how to access the network and operate the software/hardware. All joint library/service point staff have the European Computer Driving Licence. (ECDL)

N122: Council Tax Information Pack

Council Tax information pack including signposting to Service Points. Is available online from Council web site as well.

3.2: Your services meet the needs of customers.

3.2.1: Staff respond promptly and politely to customers, and they identify themselves where possible.

Applicant Self Assessment: Satisfactory

New Evidence

N003: Service Point Standards

All staff wear name badges and identify themselves on the phone

N034: Comment Cards

selection of customer comments on the service provided through Service points. Comment Cards are Service Point specific.

N084: Customers letters

Selection of letters from customers commenting on the helpfulness of staff

N109: Customer Survey Summary Report 2006

Summary of customer satisfaction from 2005 2006 including our telephone survey carried out at the Service Centre which included politeness of staff.

157: Customer Compliments Fact Sheet 2008

This is a selection of compliments received in Service Points and Service Centre through 2008

3.2.2: You provide services flexibly to give people choice.

Applicant Self Assessment: Satisfactory

New Evidence

N012: Evidence of Email enquiries

How customers contact us by email and the service we provide

N027: Home Visit Advert

Copy of advert for home visits in the Gairloch Times

N039: Telephone Book page of SPs

All Service point telephone numbers

N048: Opening of Hilton SP

New Service point serving the largest neighbourhood in the city of Inverness

N063: Diary of other agencies

Diary of other agencies using our Service Points

3.2.3: You ask your customers and staff for their views on how to improve choices, and act on what they say, where appropriate.

Applicant Self Assessment: Insufficient

New Evidence

N045: Customer suggestions

Putting Customer suggestions to work

N065: Staff Away days meetings

Comments from staff on how to improve services

N069: Minutes of SP team meetings

Minutes of Team meeting

N073: Careers/Job Centre PC Ullapool

Joint venture at Ullapool Service pOint with Careers Scotland/Job Centre Plus and Ross and Cromarty enterprise

N077: Exit Survey

Exit survey at Inverness Service Point

3.2.4: You try to make sure your services, and access to them, are affordable.

Applicant Self Assessment: Satisfactory

New Evidence

N018: Benchmark Information

Cost comparison with other local authorities

N022: Cost per enquiry

A cost per enquiry of customer using our service. Basically budget divided by number of customers

N035: Service Point WEB Page

Use the web to access services on payment of bills, updating library books on line and access the councils A-Z (developed by Service Point Network)

N057: Drive Time map of SPs

Where our Service points are located within a 15 minute drive time of local populations

N090: Braille leaflet Council Tax

Council Tax leaflet in Braille

3.3: You have responsive equal opportunities and disability policies for delivering your service, and you put these into practice.

3.3.1: You consult customers with special needs about the information and access to services they need.

Applicant Self Assessment: Insufficient

New Evidence

N029: Council Tax information tape

audio tape of the latest council tax information for customers with a sight disability. Produced in conjunction with the Highland Society for the Blind

N042: Access panel report

We asked the local Access Panels to look at our Service Points and prepare a report regarding access for those members of the public with a disability

N063: Diary of other agencies

How we meet the needs of the local community through joint sharing with other agencies

N086: Minutes of meeting Nettley Cen

Minutes of Meetings with groups representing disabled and special needs groups

N046: DDA Upgrade of SPs information

Upgrade to Service points and the Disability Discrimination Act works undertaken to ensure Service Points comply with the Act and provide a means of access for customers with a disability

3.3.2: You make information available to everyone, including people with special needs.

Applicant Self Assessment: Satisfactory

New Evidence

N027: Home Visit Advert

Where we provide a Home Visit Service for those members of the community unable to access our services

N028: Plain English Certification

All our leaflets are available in large print if requested and all conform to the Plain English Standard

N029: Council Tax information tape

Council Tax information on tape for those customers with a sight disability

N046: DDA Upgrade of SPs information

A complete list of the upgrades to Service Points as a result of the a DDA audit

N090: Braille leaflet Council Tax

Council Tax information in Braille

3.3.3: You make reasonable changes to your facilities, policies, practices and procedures to help disadvantaged people, those with learning difficulties and members of minority groups who use or access your service.

Applicant Self Assessment: Satisfactory

New Evidence

N046: DDA Upgrade of SPs information

A complete list of the Service Points due to be upgraded and the cost spent on each

N047: Photographs of upgraded SPs

Some photographs showing upgraded Service points to cater for the needs of the disabled and customers with special needs

N085: Interpreter Information sheet

List of telephone numbers for assisting with customers whose first language is not English

N123: CRM Survey Briefs

A cross section of CRM briefs, including the planned consultation with Inverness Service Point users on the interpretation service take up. This will guide future developments of this service.

N129: DDA Guidance/Audit

DDA guidance and audit sheets, to ensure that the DDA project changes are understood by staff. This ensures our facilities are supported by local processes and procedures to support disadvantaged people.

3.3.4: You have customer care, equal opportunities and disability policies, procedures and training which relate to all your customers. Staff make sure that everyone is treated fairly and sensitively, and you ask your customers about their views on this.

Applicant Self Assessment: Strong

New Evidence

N003: Service Point Standards

Lays out how we cater for groups and customers with a disability

N042: Access panel report

Access panels have reported on our Service points regarding levels of access for those with a disability.

N043: Plus One Card Poster

A Card to assist with the disabled to enable them to attend swimming, cinemas, and other activities without having to pay additional costs for their carer.

N046: DDA Upgrade of SPs information

A list compiled to upgrade Service Point to meet the requirements of the DDA act

N049: Copy of SVQ Certificates 2&3

All staff undergo customer care training leading to an SVQ at level two or three depending on the level of staff qualification

N050: SP training data base

A data base of all training attended by Service point staff. This includes Disability Awareness Training and Customer care

4: Continuously develop and improve

4.1: Continuous development is built into your organisation.

4.1.1: You plan and realistically work out the cost of proposed or future developments in your organisation.

Applicant Self Assessment: Strong

New Evidence

N051: Best Value Evidence

Evidence of cost sharing with other services to provide the best value for premises, staff and customers

N075: Hilton Committee Report

Hilton report to Highland Council detailing costs for opening of new Service point at Hilton

N076: Equipment rationalisation

Printer and photocopier rationalisation to maximise the potential of equipment to reduce overall costs.

N121: CRM Phase 2 and 24/7 cost models

This is the cost modelling underpinning the roll out of CRM and the potential new work of opening up the Service Centre to 24/7 working. This was/is managed by a project manager.

N125: Dornoch Shared Service Costs

Details the cost breakdown of the Dornoch Service Point partnership with SCS and VS.

N127: Elections Helpline

Costed service for the elections helpline, provided from the Service Centre during recent local elections.

4.2: Your services and facilities have developed and improved.

4.2.1: Your services and facilities have improved over the last three years, and you can measure or demonstrate the improvements.

Applicant Self Assessment: Strong

New Evidence

N010: SLA High of Scot Tourist Board

These SLA s serve the community in a number of ways. HOST staff provide council services throughout the year. Prior to the SLA coming into force, the HOST office would operate only from May to October. Now through Council funding it is open all year.

N044: Blue Badge production

Now centralised with upgraded information for Doctors and providers. easier system for customers. Now an email facility for GPs to return forms

N064: Service Centre information

Service centre. Handles all telephone calls for R&C and due to expand further. Details of telephone calls to Service Centre, Statistics and SLAs with other services.

N117: CRM User Manual

The CRM system improves the way we handle customers enquiries across all of our processes.

N128: Kyle Service Point/Library

Royal opening of the shared Service Point and Library in Kyle of Lochalsh. Newly refurbished building with easy access to the SP and library.

N136: Quality Award Application (blue badge)

A quality award covering the improvements made to the Blue Badge process by transfer to Customer Services. Short listed to go forward for COSLA awards.

4.2.2: There are high levels of customer satisfaction, and levels of satisfaction are generally improving.

Applicant Self Assessment: Strong

New Evidence

N011: Customer Survey

Included in the Highland Council performance report. How Service Points are performing.

N034: Comment Cards

Comments on individual service points and staff.

N084: Customers letters

Letter thanking staff for the Service provided

N094: Service Point Survey

Updated survey results of customer consultation from all Service Points.

N109: Customer Survey Summary Report 2006

Summary of all customer surveys across 2005 - 2006 demonstrating upward trends in satisfaction across telephony, face to face and the independent report from Sneddon Economics.

N140: Service Point Information Pack

Service Point information pack containing a number of performance measures, customer feedback and comments.

4.2.3: You actively involve customers in planning improvements, and they know about and appreciate the improvements.

Applicant Self Assessment: Satisfactory

New Evidence

N015: Other agencies consultation

Consultations with other agencies on the standards in the network.

N045: Customer suggestions

Customer suggestions being put into practice

N077: Exit Survey

Exit survey with Inverness Service point

N086: Minutes of meeting Nettley Cen

Minutes of meetings where customers representing Disabled Groups Hve attended. Matters dealt with include improvements to Service Points to meet the requirements of the Disability Discrimination Act.

N120: Summary of Inverness Improvements

A summary of the improvements made to Inverness Service Point and staffing as a result of customer feedback.

N126: Dornoch Shared Service

Improvement to the Dornoch Service Point facility as a result of consultation with partners and local businesses.

4.2.4: You assess, record and analyse satisfaction levels for the full range of customers for all the main areas of your service, and take action to deal with any problems.

Applicant Self Assessment: Satisfactory

New Evidence

N005: Leaflet Meeting our Standards

How we are meeting our standards

N011: Customer Survey

Satisfaction levels from the Council Performance survey

N055: Results action on complaints

How we handle complaints for both our own and other services

N088: Queue system Inverness

How we developed and improved our queue system after complaints about waiting times.

N108: Sneddon Economics Performance Survey

Independant report backing up high levels of satisfaction and use of Service Point network by customers.

N109: Customer Survey Summary Report 2006

A summary of customer surveys conducted across 05/06. Includes independant reports, telephone surveys and the 05 Service Point survey. Sets groundwork for our consultation roadmap and resulting planning sessions.

4.2.5: You make the most of technology to improve services or value for money.

Applicant Self Assessment: Satisfactory

New Evidence

N074: Peoples Network in SP/library

Peoples network in our joint Library/service points. Free internet access for all.

N117: CRM User Manual

CRM User manual gives a brief overview of the new customer relationship management system and the range of processes handled through the new system. Has created a one stop system for staff to request or refer services on customer behalfs.

N118: CRM Survey Demonstration

A demonstration will be provided showing the new capability that CRM gives the Council to carry out electronic customer surveys and pull out management information from the system. This will make it far easier to consult then analyse results.

N124: Bulky Uplift DVD

A DVD demonstrating how we have used the CRM system to improve the handling of bulky uplift requests.

N139: Members Portal Demonstration

The Members portal, which using the CRM technology has allowed us to work with Members to improve the direct logging of issues raised with Members by customers.

143: SLA Passport and Immigration Service

Our agreement with the Passport and Immigration Service to provide administrator and interview facilities for Passport Interviews through 7 of our Service Points.

4.3: You deal effectively with complaints, compliments and suggestions, and act on them to improve your service.

4.3.1: You have a well-publicised, easy-to-use complaints procedure, including a commitment to deal with problems fully and solve them wherever possible within a time limit.

Applicant Self Assessment: Satisfactory

New Evidence

N034: Comment Cards

Details of complaints are also included on these cards

N053: Complaint Form

Council Corporate complaint form. Designed in conjunction with other services. details of how the complaint is handled

N054: Complaints by Service

Graph showing how many complaints have been received for each service and how the service processed the complaint once it was passed to them for action.

N055: Results action on complaints

Action that has been taken or service improved as a result of a complaint to a service

4.3.2: You give staff guidance and training to handle complaints and empower them to put things right.

Applicant Self Assessment: Satisfactory

New Evidence

N049: Copy of SVQ Certificates 2&3

Complaint handling is part of the SVQ Level Two and Three in Customer care

N053: Complaint Form

All staff are trained in how to deal with complaints for our own and other council services

N055: Results action on complaints

How staff take responsibility for dealing with complaints

N056: Omdudsman Leaflet

Used as a last resort once all the council procedures have been expended. Staff are aware of the information to give to customers if they ask for a leaflet.

N117: CRM User Manual

All staff have been trained on the use of the CRM system to log complaints and referrals to Services.

4.3.3: You actively encourage customers, partners and staff to comment on your service.

Applicant Self Assessment: Satisfactory

New Evidence

N011: Customer Survey

How customers have commented on our service

N034: Comment Cards

Comments on our service

N053: Complaint Form

Freely available and all staff are trained in its use. and can assist customers to fill it in.

N077: Exit Survey

Exit survey with customer comments

N084: Customers letters

Selection of customers comments

N117: CRM User Manual

Capability to log compliments and complaints is built into the CRM system and users are trained on how to use the functionality.

4.3.4: You keep and analyse records of the number and type of formal and informal complaints, compliments and suggestions. and how quickly they are dealt with.

Applicant Self Assessment: Satisfactory

New Evidence

N053: Complaint Form

When a Complaint is received in the Service point about another service the complaint is logged in the Service point

N078: Complaint/customer letter

A letter is then sent to the customer acknowledging the complaint, who has received it and the name, position and service that it has been passed. The customer is also given a time frame in which to expect a reply

N079: Complaint/letter to service

A letter is also sent to the respective service with a copy of the letter sent to the customer. The Service has a time frame in which to action the complaint and reply to the customer

N101: Complaints -Service Points

Complaints against the Service points and how we deal with them

N119: CRM Management information

In development this screen will allow us to query the number of transactions by type logged in the CRM system - this includes all service requests, including complaints.

158: Customer Complaints Fact Sheet 2008

This is a selection of the 15 Complaints received regarding the Service Point Network. They equate to 0.5% of the total complaints received to the Council

4.3.5: You publish details of the number and type of complaints, compliments and suggestions you receive, along with the improvements you made as a result.

Applicant Self Assessment: Satisfactory

New Evidence

N045: Customer suggestions

List of customer suggestions/complaints about levels of service. Action taken to improve and put into action the customer suggestions

N054: Complaints by Service

Number of complaints received by service into Service points

N055: Results action on complaints

Copies of the action taken to resolve the complaints

N140: Service Point Information Pack

Information pack containing the complaints, performance and actions taken as a result of customer feedback.

157: Customer Compliments Fact Sheet 2008

Some Compliments received through Service Points/Service centre November 2007 to Oct 2008

4.3.6: You ask people who use your complaints procedure what they think of it.

Applicant Self Assessment: Insufficient

New Evidence

N080: Complaint survey return

Survey of users of the CRM system who complained.

N102: Complaints feedback by users

Users views on the complaints system and how it handled their complaint

4.3.7: You regularly review and improve your complaints procedure, taking account of the views of customers and staff.

Applicant Self Assessment: Insufficient

New Evidence

N053: Complaint Form

This is new updated complaint form. It details exactly how to complain. An old complain form is included for comparison

N055: Results action on complaints

How we have dealt with complaints

N117: CRM User Manual

The CRM system allows the SPN to log complaints directly through CRM and for the process to be monitored and reported upon electronically. The system is designed to replicate the process set out in the complaints process i.e. stage 1/2/3 etc.

5: Use your resources effectively and imaginatively

5.1: You manage your resources effectively.

5.1.1: You have met budgets and financial targets, and analysed and explained any differences.

Applicant Self Assessment: Satisfactory

New Evidence

N024: Service Point Plan

Budget forecast included in Plan

N038: Cost Sharing of office costs

Budget implications and how we have met increased costs

N091: Budget Information and costs

Last two years budgets and costs savings identified through introduction of CRM system

N125: Dornoch Shared Service Costs

Example of the cost sharing benefits in the Dornoch shared service point.

N142: Telephone pressure analysis

After a pressure was identified within the Service Points telephony budget (due to strict monitoring processes) this report analysed the differences/pressures and suggested options for resolution.

143: SLA Passport and Immigration Service

Included in this agreement is the cost we have agreed with the IPS for the use of our interview rooms

5.1.2: You measure and monitor your efficiency against performance standards.

Applicant Self Assessment: Satisfactory

New Evidence

N018: Benchmark Information

How much our services costs to run against other authorities for comparison

N022: Cost per enquiry

How much our service costs to run

N091: Budget Information and costs

How much it costs to run and how it is worked out in terms of staff time

N107: Chief Executives Quarterly Performance

Our Corporate quarterly performance information/data for internal performance reviews.

N114: Service Centre Benchmark Information

New benchmarking forum across Scotland for Service Centres. Is currently developing as Councils refine and develop performance standards.

5.1.3: Your organisation makes the most of available resources.

Applicant Self Assessment: Strong

New Evidence

N038: Cost Sharing of office costs

How we work with other services to share costs for staffing and equipment

N104: Switchboard Options Document

Report resulting in transfer of Switchboard function to the Service Center reducing the number of staff needed to deal with the same number of enquiries.

N105: Bulky Uplift Study

Report from improvement team resulting in the transfer of bulky uplift resource to the Service Centre, to provide a more standard and efficient service to our customers.

N126: Dornoch Shared Service

Example of cost and resource sharing to provide enhanced services at a lower cost to customers.

N132: Switchboard Project Brief

Switchboard project brief - project to looking at improving the service provided by the Service Centre to customers within existing resources.

N133: Efficiency Savings

Analysis of how efficiency targets could be met through the network - and the potential impact on service levels.

5.1.4: You benchmark financial indicators or cost-effectiveness measures against similar organisations where relevant.

Applicant Self Assessment: Satisfactory

New Evidence

N018: Benchmark Information

Comparable list of costs from other councils

N022: Cost per enquiry

How much our service costs to run

5.1.5: Your use of resources is independently assessed for value for money.

Applicant Self Assessment: Insufficient

New Evidence

N103: Internal audit report

Internal Audit report on Service Points.

N104: Switchboard Options Document

Business case for moving the Switchboard facilities to the Service Centre. Team who produced work independently and Switchboard has now transferred into Service Centre. Demonstrates the value of the Service Center (and cost) VS the service offered at time

5.2: Your organisation puts a priority on value for money.

5.2.1: Your staff are aware of the need for efficiency and value for money for the customer.

Applicant Self Assessment: Satisfactory

New Evidence

N038: Cost Sharing of office costs

Reducing costs by sharing costs with other services

N044: Blue Badge production

How we used Information Technology to computerise Blue Badge production

N063: Diary of other agencies

Value for money by allowing other agencies to use our facilities

N117: CRM User Manual

CRM is our new IT system that allows staff to process requests far more efficiently than before and refer back to cases quickly upon customer re-visit if required.

5.2.2: You have plans to improve value for money and keep costs down.

Applicant Self Assessment: Strong

New Evidence

N024: Service Point Plan

Service plan details what we will do within budget

N058: Budget details and monitoring

details of how we monitor our budgets to reduce costs and increase income

N059: Digital Highland and SPs

Digital Highland will increase how services are accessed and reduce costs

N064: Service Centre information

How the Service Centre will handle telephone calls and free up staff to deal with face to face enquiries

N104: Switchboard Options Document

How Service Centre was to improve call handling for customers over time. Service Centre now fully deals with majority of general calls and resolves at first point contact thus improving value for money.

N125: Dornoch Shared Service Costs

Example of how cost sharing breakdowns work for customers and reduce our overall costs. Other partnerships in a similar vein are being investigated with Visit Scotland and the Passport Service.

6: Contribute to improving opportunities and quality of life in the communities you serve

6.1: You are aware of the impact and potential usefulness of your organisation in the communities you serve and you have explored opportunities to enrich those communities.

6.1.1: The senior-management team has identified and approved the commitment to make a contribution to the wider community.

Applicant Self Assessment: Satisfactory

New Evidence

N023: Corporate Plan

This details the commitment the Service Point Network has to the communities

N024: Service Point Plan

Changes to Service Points, Digital Highland and how we will roll out the CRM system to the benefit of communities.

N025: Chief Executive Service Plan

How the Service Plan works in conjunction with the Service Point plan to achieve the same goals

N063: Diary of other agencies

How we provide facilities for other agencies to benefit the community

N081: Community Safety Strategy

This is linked to other plans from other agencies. The See Me Campaign, Race Equality Schemes, Working With Communities Consultation Strategy etc

6.1.2: You have reviewed the social, economic and physical impact of your organisation, and considered whether there are under-used or potentially useful resources for the community (or both).

Applicant Self Assessment: Satisfactory

New Evidence

N027: Home Visit Advert

Providing a home Visit Service for those unable to access our service

N041: Newspaper cuttings of SPs

Cutting of information on Service points and new or improved services.

N046: DDA Upgrade of SPs information

Plans to increase office access for the disabled and special needs groups

N063: Diary of other agencies

This is a diary of all the agencies that make use of the Service Points to provide a service to the local community

N126: Dornoch Shared Service

New Dornoch Service Point partnership which has benefitted the community and ensure the best use of resources for the area across several partners

N128: Kyle Service Point/Library

New Kyle Service Point and combined library which has benefitted the community and ensure the best use of resources for the area.

6.1.3: You have collected the views of customers, staff and other interested people or organisations, and used them to influence the contribution you make to the community.

Applicant Self Assessment: Insufficient

New Evidence

N063: Diary of other agencies

Based on information from other agencies to develop service provided by them from Service Points. We also offer support in kind by allowing other agencies access to our Service Points free of charge.

N073: Careers/Job Centre PC Ullapool

Joint Venture with Job Centre Plus, Careers Scotland, Ross and Cromarty Enterprise to develop direct line communication and information on these services from Ullapool Service Point.

N086: Minutes of meeting Nettley Cen

Minutes of meetings with Special needs groups

N126: Dornoch Shared Service

The decision for Dornoch partnership was based around the benefits to each of the partners and the community around it.

153: Use of service Points by Northern Constabulary - Consultation

A joint venture between the Police and Highland Council to contribute joint services through Service Points

6.2: You have achieved positive results from your involvement with the community.

6.2.1: Your organisation has given corporate support and invested appropriate resources for its involvement with the community.

Applicant Self Assessment: Satisfactory

New Evidence

N037: Pension Service Poster

Provide a surgery for Pension Service free of charge in the Service Points

N040: MPs/MSPs surgeries poster

Use of Service Points for MPs/MSPs/local councillors surgeries in Service Points at times convenient for local population.

N046: DDA Upgrade of SPs information

A csive list of improvements undertaken to Service Points to provide access to all.

N074: Peoples Network in SP/library

A roll out of the Peoples Network through our Joint Service Point/Library partnership

143: SLA Passport and Immigration Service

This an SLA with the Immigration and Passsport Service to use Service Points in seven locations to conduct interviews for first time Passport Applications

146: SLA Visit Scotland

This is the new updated SLA with VisitScotland. The service has changed its name and also the requiremnts of accommodation and costings for Service have changed

6.2.2: You have been positively involved with the community for six months or more.

Applicant Self Assessment: Insufficient

New Evidence

N057: Drive Time map of SPs

Map of Service Points within 15 minutes drive time of local communities

N063: Diary of other agencies

Other agencies using our facilities

N072: Bettyhill Service Point

Bettyhill Service Point is working with the community to provide a coordinated service. It supports the Telecentre with whom it shares the building, it hosts the doctors surgery, the travelling bank, the local library and the registration service.

N082: Drum Users group minutes

Minutes of the Drumnadrochit Users Group Meetings

144: SLA Albyn Housing

This is an SLA with Albyn Housing to provide a service to the occupiers of the Albyn Houses situated in Aviemore. The hot water and heating system revenue is collected by the Service Point on behalf of Albyn Housing. The Service Point controls the issue of cards to contractors and customers

143: SLA Passport and Immigration Service

This an SLA with the Immigration and Passsport Service to use Service Points in seven locations to conduct interviews for first time Passport Applications

6.2.3: You monitor your activities and have evidence of their positive effect in the community.

Applicant Self Assessment: Satisfactory

New Evidence

N011: Customer Survey

Information on how we have performed using the views of customers

N034: Comment Cards

Comments form customers and users of our service

N041: Newspaper cuttings of SPs

Press information on Service Point activities.

N048: Opening of Hilton SP

Press cuttings with comments on the Hilton opening

N125: Dornoch Shared Service Costs

Press clippings and comments from the recent Opening of the Dornoch (shared) Service Point/partnership and its effect on the

N128: Kyle Service Point/Library

Press clippings and comments from the recent Royal Opening of the Kyle Service Point and its effect on the community.

6.2.4: You have learnt from your involvement with the community and improved your plans as a result.

Applicant Self Assessment: Satisfactory

New Evidence

N024: Service Point Plan

How the Service Point Plan links to the Community Plan

N025: Chief Executive Service Plan

How all are linked to the Corporate Plan 2007-2011

N081: Community Safety Strategy

Community Safety Strategy Plan

N083: web link to Chief Ex home page

http://www.highland.gov.uk/cx/service_management/cxoffice/default.htm

N126: Dornoch Shared Service

Opening of Dornoch shared Service Point. This has proved a huge success and further work is underway to see if other locations benefit from similar partnerships. Future planning of Service Points now includes full consultation with libraries and VS.

N128: Kyle Service Point/Library

As with Dornoch Service Point, a good example of how communities benefit from shared service buildings. As with VS we intend to work with Schools on further shared service buildings and shared resources.