

## DUNDEE CITY COUNCIL

**REPORT TO:** SOCIAL WORK AND HEALTH COMMITTEE -  
24TH NOVEMBER 2008

**REPORT ON:** CUSTOMER SERVICE EXCELLENCE STANDARD

**REPORT BY:** DIRECTOR OF SOCIAL WORK

**REPORT NO:** 576 - 2008

### 1.0 PURPOSE OF REPORT

- 1.1 The purpose of the report is to present to the Committee details of proposed actions to:
- achieve the Government Standard for Customer Service Excellence,
  - address the requirements of effective 'Citizen Leadership' in relation to user involvement; and
  - ensure the implementation of the Social Work Department's User Involvement Policy.
- 1.2 The report also outlines the content of an action plan (Appendix 1), which it is proposed will be the vehicle for driving this initiative.

### 2.0 RECOMMENDATIONS

It is recommended that the Committee:

- 2.1 Approve the strategic framework detailed in appendix 1;
- 2.2 instruct the Director of Social Work to continue his efforts to achieve the Cabinet Office Customer Service Excellence Standard; and
- 2.3 Instruct the Director of Social Work to do this by developing and implementing a detailed action plan with timescales which will ensure full implementation of the framework by December 2011.

### 3.0 FINANCIAL IMPLICATIONS

- 3.1 There may be some financial implications associated with consultation and engagement activities but no budget has been allocated for this. In addition, there will be resource implications in establishing systems and mechanisms for ensuring that user involvement and engagement information is embedded into the departmental performance management framework. It is anticipated that these will be met within existing budgets.

#### 4.0 MAIN TEXT

- 4.1 The Social Work Department has substantial customer contact. In order to maintain a professional approach in our dealings with the public the department produced Customer Care Standards (578-2004) approved by this committee on 23rd August 2004 and a Customer Charter (581-2006) also approved by this committee on 23rd October 2006.
- 4.2 Subsequently, (595-2007) Customer Care Officer Annual Report 2007 approved by this committee on 26th November 2007, agreed that the Director of Social Work should undertake a self assessment against the Charter Mark Standard. An initial screening assessment was carried out to determine the readiness of the department to undertake self assessment. This initial screening suggested that additional work was required to meet the standard. A decision was then made to undertake a full self assessment against the new Customer Service Excellence Standard.
- 4.3 An important element of customer care is user involvement. A User Involvement Policy for the Social Work Department (226-2007) was approved by this committee on 26th November 2007. It was agreed that an action plan was to be developed to ensure that the department takes the necessary steps to fully implement the policy.
- 4.4 The Cabinet Office has recently produced The Government Standard for Customer Service Excellence. This is a new version of the Charter Mark Standard that aims to drive customer-focused change within organisations.
- 4.5 As many of the elements of the new Standard relate to the importance of customer feedback and involvement in service planning and delivery, there is a substantial overlap with the User Involvement Policy.
- 4.6 Principles and Standards of Citizen Leadership also outline standards in relation to user involvement.
- 4.7 A decision has been taken to integrate the departmental approaches to customer care and user involvement with the government led initiatives of customer service excellence and citizen leadership.
- 4.8 The importance of user involvement and customer satisfaction is highlighted in a recently published report by Consumer Scotland Focus and the Improvement Service (October 2008). The report describes a national project aimed at assisting councils to achieve a cost effective and collaborative approach to measuring customer experience and satisfaction.
- 4.9 A strategic framework has been developed (Appendix 1) which summarises:
- the elements of the Customer Service Excellence Standard;
  - where the Social Work Department is now in relation to meeting the Standard;
  - actions required to achieve the Standard; and
  - lead officers who will develop and undertake the necessary actions.

The strategic framework incorporates actions required to meet the standards for Citizen Leadership, Customer Care and the User Involvement Policy. The framework covers the period 2008-11 and, once developed and implemented the action plan will be reviewed along with the next Service Plan. It is departments' intention to involve a cross section of staff from all services in the development of this detailed action plan. This will be done by holding a number of focus groups.

## **5.0 POLICY IMPLICATIONS**

5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

## **6.0 CONSULTATIONS**

6.1 The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and Head of Finance have been consulted in preparation of this report.

## **7.0 BACKGROUND PAPERS**

7.1 None

Alan Baird  
**Director of Social Work**

DATE: 5th November  
2008

DUNDEE CITY COUNCIL SOCIAL WORK DEPARTMENT

CUSTOMER SERVICE EXCELLENCE STANDARD

STRATEGIC FRAMEWORK 2008-11

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.1</b>	<b>CUSTOMER IDENTIFICATION</b>	
<b>1.1.1</b>	We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Census / Population data.</li> <li>• Balance of Care (Older People).</li> <li>• Dundee CHP Health and Wellbeing Profiles 2008.</li> <li>• Indicators of Multiple Deprivation.</li> <li>• The above indicators are used by management teams to plan services.</li> <li>• Information systems allow for retrieval of information on specific groups.</li> <li>• These groups are segmented according to services.</li> <li>• Regular data sets on performance, showing trend over time information, are presented to management teams.</li> </ul>	
	<b>Action required</b>	<b>Strategy / Lead Officer</b>
	<ul style="list-style-type: none"> <li>• Improve K2 recording of client groups/profiles and characteristics.</li> <li>• Undertake needs analysis across service groups for matching needs and services to inform commissioning.</li> </ul>	Richard Kennedy / Kerstin Jorna / Pauline Stirling  Debbie Booth

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.1</b>	<b>CUSTOMER IDENTIFICATION</b>	
<b>1.1.2</b>	We have developed customer insight about our customer groups to better understand their needs and preferences.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Complaints, compliments.</li> <li>• Programme and service evaluations.</li> <li>• Focus groups, surveys, interviews.</li> <li>• Findings are analysed and action plans drawn up to initiate required improvements.</li> <li>• Extensive assessment, care plan and review processes in all parts of the department.</li> </ul>	
	<b>Action required</b>	<b>Strategy / Lead Officer</b>
	<ul style="list-style-type: none"> <li>• Put frameworks in place to quality assure consultation activities.</li> <li>• Establish a central register of consultation activities.</li> <li>• Develop the use of Digital Stories.</li> <li>• Develop process to systematically engage service users.</li> </ul>	Audrey McGinty Pauline Stirling Jane Finlayson Val MacFarlane

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>1.1</b>	<b>CUSTOMER IDENTIFICATION</b>				
<b>1.1.3</b>	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.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• 'Big Event' with drug &amp; alcohol team.</li> <li>• Learning disabilities service user consultations.</li> <li>• A variety of other consultations are available.</li> <li>• Older People consultation events.</li> <li>• Needs identified and changes made through strategic planning processes.</li> <li>• Unmet need is captured in different parts of the services.</li> <li>• Equalities plan includes actions to address needs. All committee reports, policies and procedures are screened for EQIA.</li> </ul> <p>Questionnaire for blind and deaf people and a range of survey material and toolkits are available.</p>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>1.2</b>	<b>ENGAGEMENT AND CONSULTATION</b>				
<b>1.2.1</b>	We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• User Involvement Policy and Customer Charter.</li> <li>• Staff survey, Customer Care Report.</li> <li>• Questionnaire for blind and deaf people and a range of survey material and toolkits are available.</li> <li>• EFQM self-assessment process.</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.2</b>	<b>ENGAGEMENT AND CONSULTATION</b>	
<b>1.2.2</b>	We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• We have used a range of consultation and information gathering.</li> <li>• We also have service user and carer results from the SWIA inspection. Some of our surveys need to be pulled together into an overview report and listed for evidence purposes.</li> <li>• Users and carers are involved in strategic planning groups.</li> <li>• Partnership in Practice Agreement</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Collate, analyse and take action on all surveys/consultations and subsequent actions plans and other proposals and evaluations.</li> <li>• Develop processes for detailed improvements made as a result of user consultation and involvement.</li> <li>• Ensure consultation processes include feedback to users on improvements made.</li> <li>• Increase user involvement in service design and delivery.</li> <li>• Develop a system of regular Public Performance Reporting.</li> </ul>	Service Managers  Service Managers  All  Strategic Planning Groups Ray Wilson

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.2</b>	<b>ENGAGEMENT AND CONSULTATION</b>	
<b>1.2.3</b>	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.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Customer Charter.</li> <li>• Customer Care Service Annual Report.</li> <li>• Children's Rights Officer Annual Report.</li> <li>• Have your say webpage.</li> <li>• Reports to committee on various client groups e.g. older people.</li> <li>• Comprehensive review systems for individuals.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Be able to demonstrate reports on how performance has led to changes.</li> <li>• Establish framework for quality assurance of consultation and involvement activities.</li> <li>• Increase the use of learning from best practice benchmarking and staff suggestions.</li> </ul>	All Managers  Audrey McGinty  All Managers

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.3</b>	<b>CUSTOMER SATISFACTION</b>	
<b>1.3.1</b>	We use reliable and accurate methods to measure customer satisfaction on a regular basis.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• We have produced a survey against contact Customer Care Standards.</li> <li>• A consultation and involvement toolkit has been developed to assist staff.</li> <li>• Developing the use of trend over time information to inform continuous improvement.</li> <li>• Establish good base-line information on customer satisfaction in relation to our key processes (SWIA).</li> <li>• We can benchmark ourselves in relation to user and carer information for the first time.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Ensure Action Plans contain details of how and when user involvement will be undertaken.</li> <li>• Fully implement the use of the toolkit.</li> </ul>	All Managers All Managers

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.3</b>	<b>CUSTOMER SATISFACTION</b>	
<b>1.3.2</b>	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.	
	<b>Where are we now?</b> A lot of this information exists, it needs to be collated and analysed to see where the gaps are. We are weak on publishing information.	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Ensure that each service has a systematic approach to the assessment and analysis of satisfaction levels.</li> <li>• Develop and implement performance reporting framework on satisfaction levels for a full range of customers.</li> </ul>	Ray Wilson

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.3</b>	<b>CUSTOMER SATISFACTION</b>	
<b>1.3.3</b>	We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access and the quality of customer service, as well as specific questions which are informed by customer insight.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Customer standards review.</li> <li>• Some of this information may be collated at reviews but not being gathered into a central performance report.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Identify the major reviews that are undertaken where customer satisfaction questions are asked.</li> <li>• Implement the use of SWIA Customer Satisfaction Survey.</li> <li>• Make survey results available in the key policy and performance database.</li> </ul>	Ray Wilson  Heads of Service Pauline Stirling

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.3</b>	<b>CUSTOMER SATISFACTION</b>	
<b>1.3.4</b>	We set challenging and stretching targets for customer satisfaction and our levels are improving.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• We have now established base-line information on customer satisfaction levels in respect of key processes.</li> <li>• We have yet to set targets to develop trend over time information.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Set targets for continuous improvement of customer satisfaction.</li> </ul>	All Managers

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>1.3</b>	<b>CUSTOMER SATISFACTION</b>	
<b>1.3.5</b>	We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Ninewells process improvement.</li> <li>• Redesign of services for unborn babies.</li> <li>• First Contact Team.</li> <li>• We established locality teams in Community Care and Children's Services. This made more effective use of home care hours (Community Care).</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Identify areas for process improvement.</li> <li>• Demonstrating the connection between the customers' experience and changes that we've made to the service.</li> </ul>	<p>Heads of Service</p> <p>Heads of Service</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.1</b>	<b>LEADERSHIP POLICY AND CULTURE</b>	
<b>2.1.1</b>	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.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Corporate Vision and Value Statement.</li> <li>• Customer Charter.</li> <li>• User Involvement Policy.</li> <li>• Big Event, Partnership in Practice (PiP) consultation event, Corporate Parenting event.</li> <li>• Communication Strategy (Putting the Customer First).</li> <li>• Customer Care Standards.</li> <li>• Management behaviours – putting the customer at the heart of everything we do.</li> <li>• Service user case file audits.</li> <li>• Can show an improvement in the number of staff who state that managers/leaders regularly meet customers to understand and respond to their needs (EFQM 2006).</li> <li>• Dundee Partnership Community Involvement Group.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Ensure that standards and vision become part of the service delivery experience for customers.</li> <li>• Need to develop mechanism to monitor and evaluate these.</li> <li>• Use information to improve services and practice.</li> </ul>	All Managers Ray Wilson All Managers



<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.1</b>	<b>LEADERSHIP POLICY AND CULTURE</b>	
<b>2.1.2</b>	We use customer insight to inform policy and strategy and to prioritise service improvement activity.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• PiP events.</li> <li>• Accommodation with care events.</li> <li>• 99% of staff think that they understand the needs and priorities of their main customers.</li> <li>• 96% of staff think that in our department we aim to provide a good level of customer service.</li> <li>• User involvement in strategic planning groups and carer involvement in developing the Carers Strategy.</li> <li>• 63% of carers feel consulted and listened to compared to 57% in Scotland so far).</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• As above we need to become more aware of what is being collected from individuals and how this can be used</li> <li>• Develop robust processes for gaining customer insight to inform policy and strategy.</li> <li>• Use customer insight to prioritise service improvement activity.</li> </ul>	<p>Val MacFarlane / Ray Wilson</p> <p>Heads of Service</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>2.1</b>	<b>LEADERSHIP POLICY AND CULTURE</b>				
<b>2.1.3</b>	We have policies and procedures that support the right of all customers to expect excellent levels of service.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Customer Care Standards.</li> <li>• Equalities Action Plan.</li> <li>• Eligibility Criteria.</li> <li>• Customer Care Standards.</li> <li>• Equalities Action Plan.</li> <li>• Extensive public information is published in all parts of the service.</li> <li>• Corporate equality policies and standards.</li> <li>• Operational procedures to ensure standardisation of service delivery.</li> <li>• National standards / positive inspection reports from various regulatory agencies.</li> <li>• 92% of staff are aware of the standards they and their team are expected to follow (SWIA 2007).</li> </ul> <p>97% of staff agree that they are aware of their responsibilities set out in the codes of practice for social services workers. (SWIA 2007)</p>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.1</b>	<b>LEADERSHIP POLICY AND CULTURE</b>	
<b>2.1.4</b>	We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and measurement of customer experience.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Complaints and compliments. Very low level of complaints about people being treated unfairly.</li> <li>• Eligibility Criteria is published and used to ensure fairness in the access to services.</li> <li>• National Standards.</li> <li>• National Care Standards.</li> <li>• Equality Action Plan is in place and monitored at a Corporate level.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Ensure that users are able to use the language of their choice when dealing with Social Work services.</li> <li>• Ensure that users are able to use the method of communication that best suits them.</li> <li>• Improve the range and scope of customer feedback actions.</li> <li>• Ask people who have used our subject access process to complete a small satisfaction survey on how they found the process.</li> </ul>	<p>All Managers</p> <p>All Managers</p> <p>All Managers</p> <p>Val MacFarlane</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.1</b>	<b>LEADERSHIP POLICY AND CULTURE</b>	
<b>2.1.5</b>	We protect customers' privacy both in face-to-face discussions and the transfer and storage of customer information.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Procedures on Confidentiality and Information Sharing and Subject Access Request.</li> <li>• Procedures on case filing and event recording.</li> <li>• Consent leaflets - public.</li> <li>• Consent guidance - staff.</li> <li>• We have systems in place for recording consent status.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	Develop and implement staff training on ethical recording.	Frances Greig

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.1</b>	<b>LEADERSHIP POLICY AND CULTURE</b>	
<b>2.1.6</b>	We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Staff Handbook.</li> <li>• Operational Procedures.</li> <li>• Management Behaviours.</li> <li>• Staff Survey and EFQM case study contain evidence.</li> <li>• User Involvement Policy and consultation toolkit now available in key policy and performance database.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Fully embed the User Involvement Policy at all levels.</li> <li>• Develop mechanisms for monitoring and evaluating user involvement.</li> <li>• Develop toolkit further.</li> </ul>	All Managers Audrey McGinty Audrey McGinty

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.2</b>	<b>STAFF PROFESSIONALISM AND ATTITUDE</b>	
<b>2.2.1</b>	We can demonstrate our commitment to developing and delivering customer- focused services through our recruitment, training and development policies for staff.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• The Department won a national award recognising successful recruitment and retention.</li> <li>• We have comprehensive recruitment procedures that involve extensive background checks. In some areas of service, service users and carers contribute to the selection process.</li> <li>• We have detailed job descriptions and person specifications.</li> <li>• Use of EFQM.</li> <li>• Wide range of specialist training and evidence that we are doing staff training needs analysis (Staff Survey).</li> <li>• Ongoing Continuous Professional Development is identified through Supervision and Employee Development Review.</li> <li>• The staff development plan spans induction, core training and CPD opportunities.</li> <li>• There is an Effective Support to Staff Handbook.</li> <li>• All our training is designed to show a clear link between staff training and equipping people to improve services.</li> </ul> <p>Recruitment and retention training.</p>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Need to evaluate implementation of recruitment, training and development for staff</li> <li>• Need to review policies to ensure they enable the development and delivery of customer focused services</li> </ul>	<p>Frances Greig / Gillian Milne</p> <p>Frances Greig / Gillian Milne</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.2</b>	<b>STAFF PROFESSIONALISM AND ATTITUDE</b>	
<b>2.2.2</b>	Our staff are polite and friendly to customers and have an understanding of customer needs.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Customer Care Charter and Standards.</li> <li>• Survey carried out on 90 people re standards. Report available (2006).</li> <li>• Larger survey for comparison currently underway.</li> <li>• All staff are issued with individual copies of Codes of Conduct and the Customer Care Standards.</li> <li>• New telephone survey is currently underway across major contact areas of the Department.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Follow up surveys to provide trend over time information</li> <li>• Areas for improvement from SWIA Inspection results of customer surveys with users and carers to be identified and actions agreed to achieve improvement</li> </ul>	<p>Ray Wilson</p> <p>Ray Wilson / Audrey McGinty</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.2</b>	<b>STAFF PROFESSIONALISM AND ATTITUDE</b>	
<b>2.2.3</b>	We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Case file audits.</li> <li>• Customer Charter and 'Have Your Say' web page.</li> <li>• Supervision.</li> <li>• 'How Good Is Our Team' (HGIOT) approach to self evaluation.</li> <li>• Staff development and training needs prioritised and delivered.</li> <li>• Service User reviews to get customer feedback.</li> <li>• Annual Awards Ceremony to recognise staff achievements.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Develop a more systematic approach to link customer feedback to staff assessment and development.</li> <li>• Extend the use of mechanisms such as HGIOT to gain customer feedback.</li> </ul>	Heads of Service and Staff Development Manager  All Managers & Staff Development Service



<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.2</b>	<b>STAFF PROFESSIONALISM AND ATTITUDE</b>	
<b>2.2.4</b>	We can demonstrate how customer-facing staff's insight and experience are incorporated into internal processes, policy development and service planning.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Staff Communication Strategy.</li> <li>• Staff Survey and EFQM information has led to improvements in training and development opportunities. It has also widened the opportunities for communication with senior managers (Town Hall meetings).</li> <li>• We are developing and improving various information systems which will benefit customers.</li> <li>• Service datasets in place.</li> <li>• Practitioner views are taken into account in the local Community Planning process.</li> <li>• Currently establishing a local practitioner forum.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Develop additional mechanisms for gaining information on the services delivered by staff.</li> <li>• Adopt a change management model which involves staff in direct contribution to that change.</li> <li>• Establish a Local Practitioner Forum.</li> </ul>	<p>All Managers</p> <p>Val MacFarlane</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>2.2</b>	<b>STAFF PROFESSIONALISM AND ATTITUDE</b>	
<b>2.2.5</b>	We value the contribution our staff make to delivering customer-focused services, and leaders, managers and staff demonstrate these behaviours.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Annual Awards Ceremony.</li> <li>• Introduced a system of recording compliments and managers acknowledge these with staff.</li> <li>• Staff are praised by senior managers when good practice is highlighted.</li> <li>• Recruiting and retaining good staff.</li> <li>• Grow your own staff achieving professional qualifications.</li> <li>• Management behaviours underpin the leadership of the department.</li> <li>• 93% of staff think that their work makes a valuable contribution to the community.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Implement Citizen Leadership/ Personalisation approach.</li> <li>• Identify and recognise good practice and/or innovative examples.</li> <li>• Provide training to support implementation of Changing Lives.</li> <li>• Evaluate implementation.</li> </ul>	<p>All Managers</p> <p>All Managers Staff Development Manager</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.1</b>	<b>RANGE OF INFORMATION</b>	
<b>3.1.1</b>	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.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Leaflets on clear display to the public in local offices, libraries and GP surgeries.</li> <li>• Information available in a range of formats.</li> <li>• Community Care Guide.</li> <li>• Website.</li> <li>• Public Information Strategy.</li> <li>• Customer Charter.</li> <li>• 73% of users find it easy to get clear information about the range of services that might help them (compared to 68% in Scotland).</li> <li>• 54% of carers found it easy to get information about Social Work Services (compared to 46% in Scotland).</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Develop a Podcast.</li> <li>• Improve staff awareness of sources of information (only 55% thought it was easy for people to get information).</li> <li>• Review the accessibility of information to those with sensory impairments.</li> </ul>	IT Section All Managers/George Ireland George Ireland

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.1</b>	<b>RANGE OF INFORMATION</b>	
<b>3.1.2</b>	Where there is a charge for services, we tell our customers how much they will have to pay.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Charging Policy in place.</li> <li>• We do income maximisation through our Welfare Rights Team.</li> <li>• We assess the ability to pay.</li> <li>• We send information to all service users who are affected by charging.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Ensure public information charging policies is kept up to date</li> </ul>	George Ireland

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>3.2</b>	<b>QUALITY OF INFORMATION</b>				
<b>3.2.1</b>	We provide our customers with the information they need in ways that meet their needs and preferences, using a variety of appropriate channels.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• User Involvement Policy.</li> <li>• Communication Strategy.</li> <li>• Clear Print policy and procedural guidance.</li> <li>• We use a variety of methods and media.</li> <li>• 76% of users agree they are able to use the language of their choice when dealing with Social Work services (compared to 85% in Scotland).</li> <li>• 80% of users agree they are able to use the method of communication that best suits their needs (compared to 83% in Scotland).</li> </ul>				
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><b>Action required</b></th> <th style="text-align: left;"><b>Strategy / lead Officer</b></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• Areas for improvement from SWIA Inspection results of customer surveys with users and carers to be identified and actions agreed to achieve improvement</li> </ul> </td> <td style="vertical-align: top;">Ray Wilson</td> </tr> </tbody> </table>	<b>Action required</b>	<b>Strategy / lead Officer</b>	<ul style="list-style-type: none"> <li>• Areas for improvement from SWIA Inspection results of customer surveys with users and carers to be identified and actions agreed to achieve improvement</li> </ul>	Ray Wilson
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.2</b>	<b>QUALITY OF INFORMATION</b>	
<b>3.2.2</b>	We take reasonable steps to make sure our customers have received and understood the information we provide.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Individual assessments - case file audit - signed assessments and care plans.</li> <li>• Provision of information in other languages and formats.</li> <li>• Use of plain English.</li> <li>•</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Introduce random sampling to check if customers have received and understood information.</li> <li>• Implement plain English guidance.</li> </ul>	<p>Ray Wilson</p> <p>Ray Wilson</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.2</b>	<b>QUALITY OF INFORMATION</b>	
<b>3.2.3</b>	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.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Information Officer in post.</li> <li>• Public information strategy on the provision of information.</li> <li>• Significant improvements have been made to our Website with more up to date key information.</li> <li>• Recent survey was designed to meet the needs of visually impaired BLS users.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Implement the public information strategy.</li> <li>• Review the content and development of the department's internet.</li> </ul>	George Ireland Audrey McGinty

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.2</b>	<b>QUALITY OF INFORMATION</b>	
<b>3.2.4</b>	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.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Complaints and compliments statistics are publicised and responded to.</li> <li>• Provision exists to amend or add to records to reflect service users' views.</li> <li>• The output from research is considered and relevant action taken.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Sample customers' views on the accuracy and completeness of information.</li> <li>• Surveys will, where appropriate, incorporate questions on accuracy / completeness of information in users' surveys.</li> </ul>	Jane Wright Audrey McGinty



<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>	
<b>3.3</b>	<b>ACCESS</b>
<b>3.3.1</b>	We make our services easily accessible to all customers through provision of a range of alternative channels.
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Have Your Say' Website.</li> <li>• Contact us by telephone to various locations.</li> <li>• In person at various offices.</li> <li>• Access Team / FCT.</li> <li>• OOHS.</li> <li>• Customer Charter for contact details.</li> <li>• Information is provided in different formats.</li> <li>• Introduced services developed to meet needs.</li> <li>• Meals services changed as a result of service user reviews.</li> <li>• Introduction of First Contact Team.</li> <li>• Developed locality models of service delivery.</li> <li>• 87% of users got a good first response when they were first in touch with Social Work services (compared with 84% in Scotland so far).</li> <li>• 82% of users agree they get a good response during the day (compared with 76% in Scotland so far).</li> <li>• 67% agree they get a good service out side office hours (compared with 50% in Scotland so far).</li> <li>• 76% of carers said they get a good response when they were first in contact with Social Work services (compared with 65% in Scotland so far).</li> </ul>

	<ul style="list-style-type: none"> <li>• 66% of carers said they get a good response during the day (compared with 64% in Scotland so far).</li> <li>• 51% carers disagree that they get a good response out side office hours.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Engage with carers to determine what services they need out of hours.</li> <li>• Collate information about improvements planned and made as a result of attempts to improve communication.</li> </ul>	Joyce Barclay Ray Wilson

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.3</b>	<b>ACCESS</b>	
<b>3.3.2</b>	We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements and offer better choices.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Survey of users contacting Access Team / FCT.</li> <li>• Considering the extension of the One Stop Shop (Dundee House).</li> <li>•</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Establish data collection systems relating to channel usage and collate and analyse information, taking action to improve services.</li> </ul>	Ray Wilson

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.3</b>	<b>ACCESS</b>	
<b>3.3.3</b>	We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Refurbishment of three residential homes and two offices.</li> <li>• New build residential home for children.</li> <li>• More refurbishment or replacement being prepared as part of a long term strategy.</li> <li>• We have Buildings Managers appointed for each building and Health and Safety policies.</li> <li>• We implement Care Home Standards.</li> <li>• We promote accessible access.</li> <li>• We have cleaners and maintenance staff on site.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Develop and implement an accommodation strategy.</li> </ul>	Sheila Weir

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.4</b>	<b>CO-OPERATIVE WORKING WITH OTHER PROVIDERS, PARTNERS AND COMMUNITIES</b>	
<b>3.4.1</b>	We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• HALAMG, SPGs, JATs, DAAT, Co-located Locality Teams, CMHT.</li> <li>• Improved contracting arrangements with partners in Local Community Planning Partnerships. 96% of actions in local community plans actioned.</li> <li>• CJS partnership.</li> <li>• Private and voluntary partnerships.</li> <li>• Supporting People Research.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Evidence of SLA.</li> <li>• Evidence of Joint Improvement Plans.</li> <li>• Are we gathering the evidence from the contracted voluntary organisations etc about their consultations?</li> <li>• Develop and implement customer feedback in relation to partnership arrangements.</li> </ul>	Ray Wilson

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>3.4</b>	<b>CO-OPERATIVE WORKING WITH OTHER PROVIDERS, PARTNERS AND COMMUNITIES</b>				
<b>3.4.2</b>	We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Service Level Agreements with all our contacts and monitor them.</li> <li>• Developing Joint Performance Management Frameworks.</li> <li>• Complaints Procedure.</li> <li>• Provided First Contact Team and Access Team.</li> <li>• Hospital Social Work Teams.</li> <li>• Welfare Rights drop-in clinics.</li> <li>• Widespread distribution of information and leaflets.</li> <li>• Children's Rights Officer.</li> <li>• Customer Care Officer.</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>3.4</b>	<b>CO-OPERATIVE WORKING WITH OTHER PROVIDERS, PARTNERS AND COMMUNITIES</b>	
<b>3.4.3</b>	We interact within wider communities and we can demonstrate the ways in which we support those communities.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Memberships on LCCPs and Community Planning theme groups.</li> <li>• Involvement in development of Local Voluntary Compact Agreement.</li> <li>• Contribute to Building Stronger Communities Group.</li> <li>• We are a significant employer in the area.</li> <li>• Partnership with colleges e.g. Social Care Academy partnership.</li> <li>• Participation in Community Safety Group.</li> <li>• Significant resources are set aside for tackling anti-social behaviour and crime.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	Meet the objectives in the Service Plan and Single Outcome Agreement.	All Managers

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>4.1</b>	<b>DELIVERY STANDARDS</b>				
<b>4.1.1</b>	We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Departmental and joint performance management frameworks being developed.</li> <li>• National Care Standards.</li> <li>• National Criminal Justice Standards.</li> <li>• Child Protection Standards.</li> <li>• Adult Protection Protocol.</li> <li>• A range of standards of practice locally.</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>4.1</b>	<b>DELIVERY STANDARDS</b>	
<b>4.1.2</b>	We monitor and meet our standards and key departmental and performance targets, and we tell our customers about our performance.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Quarterly Directorate Data Sets.</li> <li>• External reporting quarterly and annually, KPIs, etc.</li> <li>• Reports are approved by Social Work Committee.</li> <li>• Monitored by external regulatory agencies.</li> <li>• Undertake Best Value reviews.</li> <li>• Regular inspections and audit reports - their publications show that we are performing well.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Complete and implement Public Performance Reporting Strategy (Currently in Draft)</li> </ul>	Ray Wilson

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>4.1</b>	<b>DELIVERY STANDARDS</b>	
<b>4.1.3</b>	We consult and involve customers, citizens, partners and staff of the setting, reviewing and raising of our local standards.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Surveys, focus groups, we hold consultation events, involve people in their assessment and care planning.</li> <li>• User and Carer involvement in SPGs.</li> <li>• Consult through the political systems e.g. committees.</li> <li>• PiP Action Plan.</li> <li>• Joint Improvement Plans.</li> <li>• Customer Care Standards and Customer Charter.</li> <li>• Significant trend over time information available.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Improve Outcomes for consultation and how they make a difference.</li> <li>• Implement the User Involvement Policy and Toolkit for use by staff.</li> </ul>	All Managers

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>4.2</b>	<b>ACHIEVED DELIVERY AND OUTCOMES</b>	
<b>4.2.1</b>	We agree with our customers at the outset what they can expect from the service we provide.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Examples of contacting with service users, home care packs, Customer Charter.</li> <li>• Promises for our client groups strategies.</li> <li>• Eligibility criteria within Community Care and Children's Services.</li> <li>• Customer Care Standards.</li> <li>• Care Plans.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Better collation and publication of outcomes.</li> </ul>	Strategy & Performance Service

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>4.2</b>	<b>ACHIEVED DELIVERY AND OUTCOMES</b>				
<b>4.2.2</b>	We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Extensive review procedures in all parts of the Department.</li> <li>• Track how the customer has influenced our actions e.g. PiP action plan.</li> <li>• Significant detail of outcomes achieved as evidenced in SWIA self-evaluation.</li> <li>• Considerable smaller-scale activity across the whole Department for gaining customer feedback.</li> <li>• Compliments slips, suggestions boxes.</li> <li>• Low-level complaints.</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>4.2</b>	<b>ACHIEVED DELIVERY AND OUTCOMES</b>	
<b>4.2.3</b>	We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• SWIA reports breakdown</li> <li>• Audit Scotland.</li> <li>• EFQM.</li> <li>• Older People Balance of Care Benchmarking exercise.</li> <li>• Learning from Shared Services approach.</li> <li>• Flexible Working Arrangements benchmarking.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Undertake Benchmarking to improve services.</li> </ul>	All Managers

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>4.2</b>	<b>ACHIEVED DELIVERY AND OUTCOMES</b>				
<b>4.2.4</b>	We have developed and learned from the best practice identified within and outside our organisation, and we publish our examples externally where appropriate.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• SWIA Report.</li> <li>• Care Accolades for Recruitment and Retention.</li> <li>• Confident for submitting examples of good practice for National Awards.</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>4.3</b>	<b>DEAL EFFECTIVELY WITH PROBLEMS</b>				
<b>4.3.1</b>	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.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Monitor performance within the department and in SPGs. We discuss actions required to improve performance.</li> <li>• Users and Carers are involved in SPGs.</li> <li>• Publicised the working arrangements of the Complaints Procedure.</li> <li>• Some areas of performance are reported to Committee.</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>4.3</b>	<b>DEAL EFFECTIVELY WITH PROBLEMS</b>	
<b>4.3.2</b>	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.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>This is in place and an annual report produced on the workings of the Customer Care Service.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>Seek feedback from complainants on their experience.</li> <li>Seek to improve on timescales for acknowledging and responding to complaints</li> </ul>	Ray Wilson, All Service Mangers and Head's of Service



<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>4.3</b>	<b>DEAL EFFECTIVELY WITH PROBLEMS</b>				
<b>4.3.3</b>	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.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• This is available from the Customer Care Service.</li> <li>• Extensive detailed procedures on handling complaints.</li> <li>• Informal training available on request. Self-training material available.</li> <li>•</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>4.3</b>	<b>DEAL EFFECTIVELY WITH PROBLEMS</b>	
<b>4.3.4</b>	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.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Complaints and compliments statistics are publicised and responded to.</li> <li>• Provision exists to amend or add to records to reflect service users views.</li> <li>• The outcome from research is considered relevant and action taken.</li> <li>•</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• We need to establish a method for recording the informal complaints that are dealt with at source.</li> <li>• Improve mechanisms for using complaints to improve services.</li> </ul>	<p>Ray Wilson</p> <p>Ray Wilson</p>

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>4.3</b>	<b>DEAL EFFECTIVELY WITH PROBLEMS</b>	
<b>4.3.5</b>	We regularly review and improve our complaints procedure, taking account of the views of customers, complaints and staff.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• There is limited user and staff feedback.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Establish a cross-departmental short-life working group to improve the Complaints Procedure and its effectiveness, to take account of user and staff feedback.</li> </ul>	Ray Wilson

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>4.3</b>	<b>DEAL EFFECTIVELY WITH PROBLEMS</b>	
<b>4.3.6</b>	We ensure that the outcome of the complaints process for customers (whose complaint is upheld) is satisfactory for them.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• This is built into the complaints review procedures.</li> <li>• There is limited evidence within the complaints review process.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>5.1</b>	<b>STANDARDS FOR TIMELINESS AND QUALITY</b>	
<b>5.1.1</b>	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.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• These timescales are specified in the Customer Care Standards.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Increase our range and scope of measurement.</li> </ul>	Jane Wright

<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>5.1</b>	<b>STANDARDS FOR TIMELINESS AND QUALITY</b>				
<b>5.1.2</b>	We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>Customer Care Standards specify many of these indicators. There are also published professional standards issued to all employees in the Handbook.</li> </ul>				
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CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011		
<b>5.2</b>	<b>TIMELY OUTCOMES</b>	
<b>5.2.1</b>	We advise our customers and potential customers about promises on timeliness and quality of customer service.	
	<b>Where are we now?</b> Charter and Customer Care Standards.	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>Establish feedback mechanisms to assess effectiveness of implementation of Customer Care Standards</li> <li>Review Customer Care Standards by 2011</li> </ul>	Ray Wilson

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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>5.2</b>	<b>TIMELY OUTCOMES</b>				
<b>5.2.2</b>	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.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Access Team and First Contact Team.</li> <li>• Publicise points of contact in a variety of leaflets.</li> <li>• The Department is covered by Out of Hours Service.</li> <li>• Some services e.g. Welfare Rights, Customer Care Officer, Children’s Rights Officer, note method of contact and analyse.</li> <li>• Process mapping at Ninewells Hospital, Unborn Babies.</li> <li>• 87% of customers got a good response when they were first in touch with Social Work Services, including a third who “Strongly Agree”. (Compared to 84% in Scotland so far).</li> <li>• 82% agree they get a good response during the day (76% in Scotland so far). 67% agree they get a good response outside office hours (compared to 50% in Scotland so far).</li> <li>• 76% of carers agree they get a good response when first in contact (compared to 65% in Scotland so far).</li> <li>• 66% of carers agree they get a good response during the day (compared to 64% in Scotland so far).</li> <li>• 51% of carers do not agree they get a good response from Social Service out of hours, including 36% who “Strongly disagree”.</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>5.2</b>	<b>TIMELY OUTCOMES</b>	
<b>5.2.3</b>	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.	
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Single Shared Assessment, Client Tracking and Data Protection Procedures including consent.</li> <li>• Getting Our Priorities Right Protocol.</li>   <li>• Staff and Public guidance – multi-agency information sharing protocols.</li> <li>• CMHT, co-location, Child Protection, CJS co-located, police officers.</li> <li>• Datasets.</li> <li>• Results of surveys and questionnaires, departmental case studies.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Developing a system for seeking and obtaining consent within Children’s Services.</li> <li>• Update protocol.</li> </ul>	Val MacFarlane

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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>5.2</b>	<b>TIMELY OUTCOMES</b>				
<b>5.2.4</b>	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.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Reviews of care plans.</li> <li>• 76% of users agree they have a clear care plan (compared to 66% in Scotland so far).</li> <li>• 81% of users agree they received help at the time they needed it (compared to 80% in Scotland so far).</li> <li>• Likely timescales are given to customers e.g. Complaints Procedure, Community Care Referrals and Assessments, eligibility criteria, letters to people on waiting lists for services.</li> </ul>				
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CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011		
5.2	<b>TIMELY OUTCOMES</b>	
5.2.5	We respond to initial enquiries promptly, and if there is a delay we advise the customer and take action to rectify the problem.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Immediate response to referrals including advising if case is unallocated.</li> <li>• Use of eligibility criteria.</li> <li>•</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Introduce random surveys to check waiting times for initial responses.</li> <li>• Undertake written surveys at all first contact points through the provision of satisfaction /suggestion cards.</li> <li>• Review the content of the surveys that we undertake with carers and service users.</li> </ul>	Ray Wilson  Ray Wilson  Ray Wilson

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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>					
<b>5.3</b>	<b>ACHIEVED TIMELY DELIVERY</b>				
<b>5.3.1</b>	We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.				
	<p><b>Where are we now?</b></p> <ul style="list-style-type: none"> <li>• Datasets in services provide information on timeliness. This tends to be a proxy indicator of service quality.</li> <li>• 81% of users agree they got help at the time they needed it.</li> <li>• 63% of carers agree they got help at the time they needed it (compared to 64% in Scotland so far).</li> <li>• 88% of users agree that services they receive are of good quality, including 25% who “Strongly Agree” (compared to 85% in Scotland so far).</li> <li>• 69% of carers agree that services are of good quality (compared to 63% in Scotland so far).</li> <li>• All our quality indicators in respect of making use of Social Work Services are always the same as or above the National Average.</li> <li>• Some consultation was undertaken on the timescales specified in the Customer Care Standards.</li> </ul>				
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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>5.3</b>	<b>ACHIEVED TIMELY DELIVERY</b>	
<b>5.3.2</b>	We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Customer Care Standards and Charters and monitoring of these.</li> <li>•</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Review the standards and ensure that we are collecting information about timeliness and quality.</li> </ul>	Jane Wright

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<b>CUSTOMER SERVICE EXCELLENCE STANDARD - STRATEGIC FRAMEWORK 2008 2011</b>		
<b>5.3</b>	<b>ACHIEVED TIMELY DELIVERY</b>	
<b>5.3.3</b>	Our performance in relation to timeliness and quality of service compares well with that of similar organisations.	
	<b>Where are we now?</b> <ul style="list-style-type: none"> <li>• Good comparison with other SWIA performance inspections.</li> </ul>	
	<b>Action required</b>	<b>Strategy / lead Officer</b>
	<ul style="list-style-type: none"> <li>• Develop and implement benchmarking activities against similar organisations</li> </ul>	Audrey McGinty