



The Government Standard

Applicant Notebook
Customer Service Excellence

West Lothian Council

West Lothian Council Roads Services

Incomplete
23 June 2010

Evidence List

New Evidence

<u>ClientRef</u>	<u>EvidenceName</u>		
N077	Public Performance Reporting	N078	Contingency Strategy
N079	Town Centre Regeneration		

Active Evidence

<u>ClientRef</u>	<u>EvidenceName</u>		
N001	Service Standards	N002	Customer Care Policy
N003	Word on the Street	N004	Customer Survey
N007	Management Plan	N013	Internet Information
N014	Key Performance Indicators	N015	Staff Meetings
N016	Training Plan	N017	Customer Consultation
N019	Customer Comment Records	N021	A-Z
N024	WLAM	N025	Modern Apprentices
N027	Corporate Policies	N028	Various Communication Methods
N030	Confirm / Frontline	N032	Performance Monitoring
N033	Complaints Procedure	N034	Celebrating Success Application
N040	Considerate Contractor Scheme	N044	Roads advertising card
N045	Winter Maintenance	N046	CIS / CSC
N048	Lay Assessors	N060	Partnership Working
N061	Citizens Panel	N062	Weather Warnings
N063	Meeting Rooms	N064	Job Specs
N065	Public Events	N066	Staff Induction
N067	Training Plan	N068	25 Year Service Award
N069	Letter from Head of Service	N070	Permits
N071	Facilities	N072	Audit Scotland
N073	Out of Hours / Emergency Contact	N074	Illegal Signs
N075	Transport Scotland Act	N076	Broxburn Flood Prevention Scheme

Corporate Evidence

<u>ClientRef</u>	<u>EvidenceName</u>		
C001	Community Plan 2000 - 2010	C002	Corporate Plan 2007 - 20011
C008	The West Lothian Way	C011	A to Z of Services
C012	Improvement Strategy and Consultation Gi	C013	Celebrating Success
C015	West Lothian Community Planning Partner	C016	Corporate Governance
C017	West Lothian Assessment Model	C018	Best Value Reviews
C019	Best Value Audit	C020	Points of View
C021	ESD Assessment	C022	Modernising Government
C023	Service Planning Guide	C024	Citizens Panel
C025	Quality of Life Survey	C027	Community Plan Report 2004
C028	Factfile	C029	External Audit Annual Report
C030	West Lothian Online	C031	Translation Service
C032	Council Tax analysis	C033	Annual Financial Report
C034	Activity Costing System	C037	West Lothian Access Committee
C038	Multi-cultural Forum	C039	Integrated Equality Scheme
C040	Language Line	C041	Ethnic Minority Worker
C042	Diversity Video	C043	Access Guidance Document
C044	Disability Compliance Report	C045	CWGE
C046	BULLETIN	C047	Average Ranking of SPIs
C048	Inside News	C049	New Horizon
C051	Best Value Audit Report	C052	Community Plan review of progress
C053	Manager's Passport	C054	Complaint Analysis
C055	West Lothian Information Partnership	C056	Civic Centre Project
C057	Policies and Equalities Team	C058	Advice Shop
C059	Customer Service Strategy 2006- 2009	C060	Locality Planning
C061	Community Planning and Regeneration	C062	Corporate Communications
C063	Local area committee	C064	Access Facilities
C065	Covalent	C066	Life Stage Outcome Planning Model

Corporate Evidence

<u>ClientRef</u>	<u>EvidenceName</u>		
C067	Council Information Service	C068	Council Wide Charter Mark/ CSE Standard
C069	Data Protection Act 1998 Policy	C070	Customer Relationship Management System
C071	Corporate Induction Process	C072	Council Tax Leaflet
C073	Systems Thinking Programme	C074	Asset Management Plans
C075	Facilities Management	C076	End of Term Report 2003- 2007
C077	Community Facilities	C078	Single Outcome Agreement
C079	Regulatory and Inspection Bodies	C080	Public Service Improvement Framework
C081	Accounts Commission	C082	Service Level Initiatives
C083	West Lothian Council Complaints Procedure	C084	Scottish Public Services Ombudsman
C085	Service Level Standards	C086	On-line Services
C087	Customer Service and Communication Tools	C088	Council of the Year Award 2006
C089	National Standards	C90	Corporate Recognition of Achievements
N91	EFQM Recognised for Excellence 5 star award		

1: Customer Insight

1.1: Customer Identification

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

Applicant Self Assessment: Satisfactory

Active Evidence

N061: Citizens Panel

We use Citizens Panel as part of our consultation, which is made up of a cross section of the public. The Panel, reviewed & extended in 2010, includes information on characteristics of the panel; age, sex, area, ethnicity, disability, employment. Quality of Life survey currently out to the Panel.

N017: Customer Consultation

Roads Services conduct various forms of Customer Consultation including with elected members, Local Area Committees, Customer Survey, Quality of Life Survey, Flooding Comment Cards, Public Utilities Survey, Lay Assessors, Highland Games Survey, attending Community Meetings

N004: Customer Survey

We segment our customer survey into the 9 Local Areas of West Lothian so that we could gain a better knowledge of local issues. As part of our winter maintenance review we segmented the mains groups for consultation - businesses, emergency services, community groups, elected members etc

Corporate Evidence

C060: Locality Planning

Locality Planning aims to ensure that people and communities are genuinely engaged in decisions on public services that affect them based on an understanding on the key issues within each ward.

C055: West Lothian Information Partnership

This website combines data and information supplied by partner agencies, with information sourced externally from Scottish Neighbourhood Statistics or from the Census. The information can be viewed as tables or as static & interactive maps.

C024: Citizens Panel

A group which is representative of the wider West Lothian population, across the key demographic groups in terms of local area, employment status etc. The panel is used to help identify people's views on living in West Lothian. Currently the panel is being reviewed and refreshed with new members.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N048: Lay Assesors

Part of our Considerate Contractor Scheme we put in place a team of specially trained members of the public to act as lay assessors on Road Works sites. They mark the site from the point of view of the public. This has lead to improvements in the service we and our contractors deliver on each site.

N017: Customer Consultation

Elected members consultation, Local Area Committees, Town Centre Mgt Groups, Considerate Contractor Questionnaire, Flood Prevention Comment Cards, Lay Assessos. Consultation has lead to Councilors reprioritising work within local areas, community council gritting prioritisation, signage improvements

N004: Customer Survey

As part of our consultation we carry out a customer survey. In 2008/09 we segmented our survey into the 9 Local Areas of West Lothian so that we could gain a better knowledge of local issues . During our winter maintenance review we segmented the mains groups of customers for consultation

Corporate Evidence

C056: Civic Centre Project

Our customers will benefit from the collaborative working of the partnership co-located in the civic centre. They will receive a quick response to their enquiry which does not rely on multiple handling or involve unnecessary delay.

C024: Citizens Panel

The main means of corporate consultation through 2700 residents. Surveys have included Quality of Life and Access & Communication.

C012: Improvement Strategy and Consultation Guide

A comprehensive document to give individual services guidance on how to ensure effective consultation. Sixteen techniques described with examples of how they can be used. Available in print and Intranet, it is widely used in services. The strategy includes key customer performance measures.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N048: Lay Assesors

Considerate Contractor Scheme we have put in place a team of specially trained members of the public to act as lay assessors on Road Works sites. They mark the site from the point of view of the public. Our team of lay assessors include customers with mobility problems who asses access issues.

N040: Considerate Contractor Scheme

Consultation with Disability Scotland took place prior to setting up the Considerate Contractor Scheme - We offer every household in an area we are working the option of a dropped kerb to provide easier access to pavements, houses. We have installed raised kerbs at busstops through West Lothian

N028: Various Communication Methods

Leaflets from service are available in different languages, Braille & large print for special needs customers. Through are customer survey we survey a number of disabled local residents for their opinions on the service. Staff are also involved in the West Lothian Disability Forum, Equality Group

Corporate Evidence

C064: Access Facilities

The widely available access facilities ensure that those for whom travelling is difficult can experience local service delivery. Facilities reflect the needs of disadvantaged groups.

C058: Advice Shop

The Advice Shop tackles poverty, social exclusion and disadvantage by helping people through income maximisation, debt counselling, employment advice and assisting with housing and fuel poverty.

C057: Policies and Equalities Team

This team is responsible for developing policy on equalities in consultation with those affected by policy.

1.2: Engagement and Consultation

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

Applicant Self Assessment: Satisfactory

Active Evidence

N017: Customer Consultation

Various forms of Consultation including; Customer Survey to citizens panel ; Flood Prevention survey cards, attending Local Area committees, Town Centre Mgt Groups to discuss local priorities. Survey of contractors and utility companies. Lay Assessors. Winter Maintenance Improvements Consultation.

N007: Management Plan

Annual Management Plan identifies who our main customers are and outlines our strategy for consulting with customers. Includes results and reports on Customer consultation as well as the actions and improvement initiatives we have put in place to improve dips in performance.

N004: Customer Survey

As part of our Consultation Strategy we carry out a customer survey of West Lothian Residents through our Citizens Panel and website to ask customers their opinion on the service. Results reported through LAC meetings, CMT, various performance groups and to our customers online and via e-mail.

Corporate Evidence

C060: Locality Planning

The Locality planning process in West Lothian encourages local communities and organisations to work together to jointly plan services at a local level, resulting in services that are much more responsive to local needs.

C059: Customer Service Strategy 2006- 2009

High level strategy that highlights methods to engage customers across West Lothian through various approaches. This strategy is currently being reviewed and updated.

C012: Improvement Strategy and Consultation Guide

A comprehensive document to give individual services guidance on how to consult. It gives an explanation of 16 different techniques and examples of how they can be used. The strategy includes key customer performance measures

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

Applicant Self Assessment: Satisfactory

New Evidence

N078: Contingency Strategy

As part of the Council's Contingency Strategy for efficiency savings we have highlighted a number of areas for Roads to make cost savings and these are currently out to consultation with our customers and we are asking customers to help shape the service for future years in light of budget savings

Active Evidence

N007: Management Plan

Annual Management Plan identifies who our main customers are and outlines our strategy for consulting with customers. Includes results and reports on Customer consultation as well as the actions and improvement initiatives we have put in place to improve dips in performance.

N004: Customer Survey

Annual customer survey is undertaken to measure satisfaction and also identify dips in performance. Results from the last 4 years show that satisfaction for many areas is gradually improving. Results and report are on the Website along with the actions taken to improve the dips in performance.

Corporate Evidence

C062: Corporate Communications

The team publish a wide range of articles and papers including New Horizon and Bulletin. Bulletin is distributed to all residents within West Lothian.

C060: Locality Planning

Locality Planning aims to ensure that people and communities are genuinely engaged in decisions on public services that affect them and identify service improvements.

C012: Improvement Strategy and Consultation Guide

Strong emphasis in the corporate guidance on the importance of reporting back on views expressed in consultation and what has been done as a result. Also listed detail on promptness and telling people when to expect feedback. Challenged in the WLAM and review panel process.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N045: Winter Maintenance

Following the worst winter in years we developed a consultation strategy, as part of our service review, to ask our customers, including residents, businesses, community groups, emergency services and elected members what they thought of the service and how we could improve it for future years.

N024: WLAM

Through WLAM team we review our consultation exercises & all the results of our customer surveys. During our last WLAM assessment we highlighted a number of improvement initiatives for our future consultation exercises. Consultation strategy published in our Mgt Plan - reviewed by WLAM team.

N004: Customer Survey

As part of our Consultation Strategy we carry out a customer survey of West Lothian Residents through our Citizens Panel and website to ask customers their opinion on the service. Results reported through LAC meetings, CMT various performance groups and to our customers online and via e-mail.

Corporate Evidence

C061: Community Planning and Regeneration

Community Planning and Regeneration is an area that focuses on bringing together a range of agencies from the public, private, voluntary and business sectors to work in partnership to improve the quality of life of local people within West Lothian.

C024: Citizens Panel

The main means of corporate consultation through 2700 residents. Surveys have included Quality of Life and Access and Communication and guide local services in their awareness of high level issues affecting service delivery. Membership is currently being reviewed and refreshed.

C012: Improvement Strategy and Consultation Guide

A comprehensive document to give individual services guidance on how to consult. The strategy includes key customer performance measures that are challenged through the WLAM and review panel process. Supported by the WLAM process

1.3: Customer Satisfaction

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

Applicant Self Assessment: Satisfactory

Active Evidence

N030: Confirm / Frontline

Each service enquiry or request is monitored on a quarterly basis which monitor allows us to monitor level of enquires per service to customer. Management Plan details Service Requests/Complaints through CONFIRM for the financial year. Confirm also montoirs levels of praise recieved from customers

N007: Management Plan

Annual Management Plan identifies who our main customers are and outlines our strategy for consulting with customers. Includes results and reports on Customer consultation as well as the actions and improvement initiatives we have put in place to improve dips in performance.

N004: Customer Survey

Annual customer survey is undertaken to measure satisfaction and also identify dips in performance. Results form the last 4 years show that satisfaction for many areas is gradually improving. Results and report are on the Website along with the actions taken to improve the dips in performance

Corporate Evidence

C063: Local area committee

These Committees is a forum through which local issues can be discussed and encourage discussion between local members, local officers and the wider community, playing a key role in Locality Planning.

C024: Citizens Panel

The main means of corporate consultation through 2700 residents. Surveys have included Quality of Life which provides high level feedback on the perceptions of our community.

C017: West Lothian Assessment Model

All services complete self assessment showing their customer satisfaction activities including overall and relative customer satisfaction levels.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N074: Illegal Signs

Through consultation results and level of complaints we introduced a system to remove all illegal signs placed on public land e.g. estate agents signs. This has led to West Lothian looking a much cleaner place. We have now developed a system to control the display of permitted developers signs.

N030: Confirm / Frontline

Each service enquiry or request is monitored on a quarterly basis which allows us to monitor levels of enquires per service to customer. Our Management Plan details Service Requests/Complaints through CONFIRM for the financial year.

N004: Customer Survey

Results from the last 4 years show that satisfaction for many areas is gradually improving. Results and report are on the Website along with the actions taken to improve the dips in performance and in the Mgt Pan. Survey on a local area basis and split into the 5 main areas of the service

Corporate Evidence

C065: Covalent

The system records satisfaction reported and, through the Initiatives System (42) ensures that improvements are introduced and monitored to demonstrate value from the process. This system contains the information that will be used for Public Performance Reporting.

C024: Citizens Panel

The main means of corporate consultation through 2700 residents across West Lothian. Surveys have included Quality of Life and Access & Communication. Output from the Panel resulted in the establishment of the NETS service.

C017: West Lothian Assessment Model

All services complete self assessment showing their customer satisfaction activities including overall and relative satisfaction levels

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

Applicant Self Assessment: Satisfactory

Active Evidence

N030: Confirm / Frontline

By using the information in CONFIRM we can highlight the key priorities of our customers - the reasons they contact us. Questions based on these areas are included within our customer survey. We also report this information quarterly to LACs and officers attend to update the committee on the actions

N014: Key Performance Indicators

Our KPI's include measurements on timeliness and the quality of customer service and these are monitored and measured on a regular basis and reported through Covalent. Results are reported to online, in Management Plans, at Director's meeting and at Performance Review Days and Committees.

N004: Customer Survey

Questions relating to timeliness of delivery, quality of customer service, quality of information provided. Included are questions relating to the main areas our customers contact us about e.g. grit bins, street lighting failure. Ongoing Winter Maintenance Consultation informed by customer insight

Corporate Evidence

C060: Locality Planning

The Locality planning process in West Lothian encourages communities and organisations to work together to jointly identify key issues across the locality and help plan services at a local level, resulting in services that are much more responsive to local needs.

C024: Citizens Panel

The panel was set up to help identify people's views on living in West Lothian. The Community Planning partnership felt it was important that they should become much more knowledgeable of local peoples opinions/ satisfaction levels on various aspects of living in West Lothian.

C012: Improvement Strategy and Consultation Guide

Guidance on how to test customers across the key areas of satisfaction. It also provides guidance on the right approach on consultation listing the 5 drivers of satisfaction. The strategy provides examples of satisfaction questions and customer insight guidance. Also supported by C065 Covalent.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N014: Key Performance Indicators

KPI's include measurements on customer satisfaction, timeliness and access to services and these are monitored and measured on a regular basis and reported through Covalent. Results reported online, in Management Plan, Performance Review Day. LAC Meetings & Committee. Targets reviewed as a result.

N004: Customer Survey

Customer survey is undertaken to measure satisfaction and also identify dips in performance. Results from the last 4 years show that satisfaction for many areas is gradually improving. Results and report are on the Website along with the actions taken to improve the dips in performance.

N001: Service Standards

Extensive Service Standards have been set and been approved by Elected Members via Committee. Performance against these standards is monitored through our KPI's and Service Activity Budget. Standards have also been compared to other authorities to ensure they remain as relevant as possible.

Corporate Evidence

C065: Covalent

Requires that targets are set and these are reviewed by managers and performance committee. Public Performance Reporting. using the covalent performance information, highlights the main activities of the service including satisfaction with appropriate targets set.

C024: Citizens Panel

Some evidence in a Quality of Life study that satisfaction with the response to customer reports of problems, though not high, is improving over time.

C017: West Lothian Assessment Model

Challenges services to record customer satisfaction levels and targets on Covalent. The Council is moving toward a consistent process of customer satisfaction analysis. WLAM assesses services customer satisfaction results with a particular focus on target setting.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N030: Confirm / Frontline

The Confirm system is aligned with the new CRM system used by the Call Centre which has allowed for customers to have one point of contact for the service as all enquiries etc are forwarded to the appropriate officer to deal straight with the customer and thus cutting the contact time for the customer

N040: Considerate Contractor Scheme

The scheme was set up to improve the communication of information to customers and therefore cut the need for them to contact us to find out what's going on. Signage onsite now to give advance warning of works and contact numbers. All works listed in Roadworks Scotland website giving all information.

N004: Customer Survey

By reviewing the methods of contact used by customers we changed the distribution of our survey to be e-mail and online. This allowed for a significant cost saving on our part, money which can now be re-invested into service delivery and also allowed for an easier, quicker method for customers

Corporate Evidence

C067: Council Information Service

The CIS deals with all face to face enquiries and have 10 offices spread throughout West Lothian. These offices also deal with Registration of births, deaths and marriages as well as cash payments for council tax, rent and service accounts.

C066: Life Stage Outcome Planning Model

This model analyses the life circumstances affect the most vulnerable across the five main life stages identified. The model will enable an integrated approach to working across the Community Partnership.

C056: Civic Centre Project

Provides the community with easily accessible location that can deal with a number of complex, or straight forward matters efficiently, effectively and in a fully joined up manner.

2: The Culture of the Organisation

2.1: Leadership, Policy and Culture

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

Applicant Self Assessment: Satisfactory

Active Evidence

N007: Management Plan

Produced annually by the Service Manager and Head of Service, and ratified by the Chief Executive & Council PDSP, outlines key initiatives and challenges for the year ahead and the ongoing commitment to Customers. Plan includes results of all customer consultation and the resulting action plan

N004: Customer Survey

As part of our commitment to Customers we undertake a Customer Survey as well as other forms of customer consultation, to gauge the views and satisfaction of our customers on the service we provide to West Lothian. Results help us to identify key improvement areas for the service.

N001: Service Standards

Our Service Standards are set and reviewed regularly by both the Service Manager, Head of Service and have been ratified by Council PDSP. The Standards include the level of service which we will provide to our customers and our customers are very much at the heart of our standards.

Corporate Evidence

C068: Council Wide Charter Mark/ CSE Standard

By achieving the council wide Charter Mark standard, this demonstrates a corporate commitment to put the customer at the heart of service delivery across all council functions. Also supported by the council wide transition to the CSE Standard.

C061: Community Planning and Regeneration

This new Head Of Service area will be the main vehicle for taking forward the council's outcome focussed service approach at a locality level and also support in the development of our local economy

C059: Customer Service Strategy 2006- 2009

Customer Services Strategy is an important document which outlines West Lothian Council's vision for customer services and placing the customer first across all service areas. This strategy is currently being reviewed and updated.

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

Applicant Self Assessment: Satisfactory

New Evidence

N079: Town Centre Regeneration

Roads have been actively involved in leading this programme of improvements for 5 of West Lothian's town centres. As part of the programme we have engaged with local community groups and elected members to determine local priorities before agreeing the final programme of works

Active Evidence

N048: Lay Assesors

Our Lay Assessors were introduced as part of our Considerate Contractors scheme so that customers could take an active and direct role in managing the work we do. Prior to this customers had never had such involvement. Customers are now able to tell us where improvements on sites should be made

N007: Management Plan

Produced annually by the Service Manager and Head of Service, which outlines are key initiatives and challenges form the year head and the ongoing commitment to Customers. Plan includes results of all customer consultation and the resulting action plan.

Corporate Evidence

C060: Locality Planning

The locality planning process in West Lothian encourages communities and organisations to work together to jointly identify key issues across the locality and help plan services at a local level, resulting in services that are much more responsive to local needs.

C055: West Lothian Information Partnership

This website combines data and information supplied by partner agencies, with information sourced externally from Scottish Neighbourhood Statistics or from the Census. The information allows strategic customer information to be used in service planning and improvement.

C024: Citizens Panel

The panel was set up to help identify people's views on living in West Lothian. This information gathered from the Quality of Life and service specific surveys inform service improvement activities.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N028: Various Communication Methods

We use a variety of methods to inform customers of the level of service that they can expect from us, the services we perform, the work going on & the time it will take us, our service standards & how they can contact us. Internet, information leaflets, public events, LAC meetings, customer letters

N002: Customer Care Policy

Outlines the Operational Service customer care policy and is fed down to all staff. Includes standards for addressing, responding to and dealing with customers Welcome to West Lothian Council - performance through people (a staff induction booklet)& in house inductions take place for each new starts

N001: Service Standards

Extensive Service Standards have been set and been approved by Elected Members via Committee. Standards include certain levels of service which customers can expect from us, these are displayed on the Internet and also went out to the Citizens Panel in 2009.

Corporate Evidence

C059: Customer Service Strategy 2006- 2009

Customer Services Strategy is an important document which outlines West Lothian Councils vision for customer services and lists the levels of service the customer should expect. This strategy is currently being reviewed and updated.

C039: Integrated Equality Scheme

This scheme sets equality of opportunity at the heart of policy and practice aiming to make West Lothian a safe, inclusive and prosperous place to live, a place in which each person is equally valued. It now integrates the various schemes and plans related to disability, gender and race equality.

C008: The West Lothian Way

The West Lothian Way is a corporate document that provides guidelines on customer focused service delivery and to be responsive to customer needs.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N030: Confirm / Frontline

Used to record all customer comments, enquiries, requests for service & complaints. Many customers contact us to thank us for the service received and praise staff. All positive customer comments are fed back through the employee newsletter and saved in our "happy" file.

N004: Customer Survey

Our customer survey we have a section dedicated to customer service & we have a KPI measurements for this included in our performance figures. In our most recent survey 87% felt that they were treated fairly by the service and 93% were satisfied with staff attitude towards them.

N002: Customer Care Policy

Outlines the Operational Service customer care policy and is fed down to all staff. Includes standards for addressing, responding to and dealing with customers Welcome to West Lothian Council - performance through people (a staff induction booklet)& in house inductions take place for each new starts

Corporate Evidence

C039: Integrated Equality Scheme

Document outline our intentions from 2009- 2012 to actively promote equality through the implementation of policies, procedures and work practices and will ensure that processes are in place to address inequality where it is found to exist. It replaces existing schemes and action plans.

C008: The West Lothian Way

The West Lothian Way provides comprehensive detail on how staff should treat all customers. Also supported by the N12 Improvement strategy which gives guidance on measurement of customer experience and examples of satisfaction questions including being treated fairly. See also C025 QoL survey

C016: Corporate Governance

West Lothian Council has produced its own code of corporate governance to ensure that the principles of good governance apply to everything it does. It includes actions to ensure equality in service provision (page 45- 47)

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

Applicant Self Assessment: Satisfactory

Active Evidence

N063: Meeting Rooms

These are available in both our offices and depots and are used for face to face and private meetings with customers when required

N030: Confirm / Frontline

Used to record all customer comments, enquiries, requests & complaints. Customer details are stored and only passed to the appropriate officer with the agreement of the customer. No details are passed to any outside agencies. Where customers request privacy this is also adhered to.

N027: Corporate Policies

Staff within the service all adhere to the Council's corporate policies and IT policies relating to privacy and the transfer of customer data. Staff PC's and customer files are all password protected to ensure privacy. Removal of unsecured data mobile storage from staff to help increase security

Corporate Evidence

C070: Customer Relationship Management System

This system which contains details of all customer information and has appropriate IT protection/ security in place.

C069: Data Protection Act 1998 Policy

This policy ensures that the Council meets its obligations in terms of Data Protection legislation.

C008: The West Lothian Way

The West Lothian Way provides detail on protecting customers privacy and confidential information including guidance on how to deal with FOI requests.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N065: Public Events

Staff from Roads Services regularly attend local Gala Days and the Bathgate Highland Games to promote the Service to our customers including competitions and prizes. Every year we take Plant equipment with us to show people what the service has to offer.

N064: Job Specs

As part of our recruitment process we emphasise our focus on customer care and putting the customer at the heart of our organisations. Job Specs, interview questions and induction training all focus on customer care and staff are encouraged from the start to adopt our customer focused culture.

N034: Celebrating Success Application

Staff from the service are actively encouraged to promote the work they do by submitting application to for the Councils annual employee awards. We have had a number of successful applications in the past which are seen as excellent recognition by employees for the work they do.

Corporate Evidence

C071: Corporate Induction Process

Customer care is included in the Corporate induction process

C068: Council Wide Charter Mark/ CSE Standard

This demonstrates a corporate commitment to encourage and promote a customer focused culture across all council services. Also supported by the Corporate transition to the CSE standard which involves staff across all areas on the council.

C008: The West Lothian Way

The West Lothian Way provides detail on approaches to promote customer focused service delivery.

2.2: Staff Professionalism and Attitude

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

Applicant Self Assessment: Satisfactory

Active Evidence

N067: Training Plan

Road Services have in place a specialised training programme for each role within the service for the coming years. This will involve a large investment in the training and development of our staff to deliver the service we do. Training also includes customer focused training for front line staff.

N066: Staff Induction

All new Roads Services staff are given an induction by the Operational Services very own Learning and Development team. The induction includes a section on customer care and how this is important to the service the staff provide.

N064: Job Specs

These are available for each job role with the service and they outline the requirements for the job as well as the person specifications. They also include the training and development opportunities which will be available to staff whilst in the role.

Corporate Evidence

C071: Corporate Induction Process

Customer care included in induction process which is available to all new recruits.

C059: Customer Service Strategy 2006- 2009

Clear statements of customer service policies, inclusive for all customers and potential customers. Clear statements on assessing whether customers consider they are treated in fair and sensitive manner. This strategy is currently being reviewed and updated.

C008: The West Lothian Way

The West Lothian Way provides detail on approaches to promote customer focused service delivery.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N066: Staff Induction

All new Roads Services staff are given an induction by the Operational Services very own Learning and Development team. The induction includes a section on customer care and how this is important to the service the staff provide.

N004: Customer Survey

Our customer survey we have a section dedicated to customer service & we have a KPI measurement for this. In our most recent survey 82% rated the quality of customer service as good or excellent. We also ask a question on how fairly customers feel they are treated - 86% of customers were satisfied.

N002: Customer Care Policy

Outlines the Operational Service customer care policy and is fed down to all staff. Includes standards for addressing, responding to and dealing with customers Welcome to West Lothian Council - performance through people (a staff induction booklet)& in house inductions take place for each new starts

Corporate Evidence

C059: Customer Service Strategy 2006- 2009

The strategy aims to deliver the vision of better access to improved public services in West Lothian and to ensure that customers will receive excellent service from all their contacts with the council – whichever access method they choose. This strategy is currently being reviewed and updated.

C012: Improvement Strategy and Consultation Guide

This guide provides access to customer questionnaires which cover their perception of promptness and politeness in staff. Intranet enabled. The Strategy ensures that all services have a comprehensive customer satisfaction survey in place which is challenged through the WLAM and review panel process

C008: The West Lothian Way

A section within the West Lothian Way details how to communicate face to face etc. (page 11)

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

Applicant Self Assessment: Satisfactory

Active Evidence

N064: Job Specs

In our recruitment process we emphasise our focus on customer care and putting the customer at the heart of our organisations. Job Specs, interview questions and induction training all focus on customer care and staff are encouraged to adopt our customer focused culture. PRPDPs used to monitor this.

N017: Customer Consultation

Consultation exercises are undertaken with our different customer groups including attending meetings of Community Councils, Local Area Committees & Town Centre Mgt Groups. Customer Survey, Confirm enquiries and Flood prevention Team comments cards. Results are fed back to in a variety of ways

N014: Key Performance Indicators

A number of our KPI's focus around customer care and the treatment of our customers and these are monitored through our customer satisfaction survey. Performance in these areas is reported publically, to Head of Service & Director, to the Performance Committee and at Performance Review Days.

Corporate Evidence

C065: Covalent

The Corporate performance management system is used to monitor service performance including customer focus indicators. Supported by evidence N146 PRPDP which allows the evaluation of an individuals performance including customer focus.

C059: Customer Service Strategy 2006- 2009

A strategy that provides a customer focused approach for all employees a commitment to consult with all customers and stakeholders. This strategy is currently being reviewed and updated.

C013: Celebrating Success

A corporate initiative to encourage staff participation in service improvement through an employee award scheme. Awards made to teams and sponsored by corporate partners.

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

Applicant Self Assessment: Satisfactory

New Evidence

N078: Contingency Strategy

Staff have been fully involved and consulted with regarding the services proposals for Council's contingency strategy to deal with proposed cuts in budget. Staff have had the opportunity to feedback their thoughts and also make alternative suggestions which could help the service save money.

Active Evidence

N024: WLAM

Team is made up of a variety of staff from the service. It is a forum to discuss issues to improve the service. Customer and Staff Surveys and Management Plans are reviewed by the WLAM team and improvements identified. A number of improvement initiatives have been developed by the team.

N015: Staff Meetings

As well as the WLAM team a variety of meetings are held with the manual workers and other customer facing staff to help find ways of improving the service. These meetings include works committee meetings, team meetings, supervisors meetings. Each allow staff the opportunity to feed back their views

Corporate Evidence

C017: West Lothian Assessment Model

The self-assessment approach, supported by Quality Development Officers, encourages an empowered approach to service planning across all services. - Self-assessment model encourages an empowered culture and identifies improvement areas based on staff and managers suggestions. Examples included.

C013: Celebrating Success

A corporate initiative to encourage staff participation in service improvement through an employee award scheme

C008: The West Lothian Way

Encourages Team Briefings and Empowering employees. The emphasis is on cascading but there is encouragement of constructive feedback suggestions and responses. Intranet enabled.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N069: Letter from Head of Service

John Hill, Head of Operational Services sent a personal letter to each employee thanking them for their contribution in gaining the Charter Mark status. In addition to this each member of staff was rewarded with an extra days annual leave.

N068: 25 Year Service Award

Operational Services give a gift of £25 gift vouchers and a luncheon with Managers to celebrate those members of staff who have achieved 25 years of working with the council.

N003: Word on the Street

'Word on the Street' is distributed quarterly to all members of Ops Services staff. Within the newsletter is a section dedicated to recognising the good work of staff. Comments received from the public and colleagues are added here for all staff to see

Corporate Evidence

C059: Customer Service Strategy 2006- 2009

A strategy that provides a customer focused approach for all employees and a commitment to consult with all customers and stakeholders demonstrating that there is a corporate commitment to put the customer first. This strategy is currently being reviewed and updated.

C013: Celebrating Success

A corporate initiative to encourage staff participation in service improvement through an employee award scheme. Awards made to teams and sponsored by corporate partners.

C90: Corporate Recognition of Achievements

1 extra days leave allocated to all council staff in recognition of achieving the council wide Charter Mark Standard and also for the recent EFQM Recognised for Excellence 5 star (Gold) award. WOW awards also used to recognise front line staffs contribution in delivering excellent services.

3: Information and Access

3.1: Range of Information

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

Applicant Self Assessment: Strong

Active Evidence

N044: Roads advertising card

It was identified by public facing staff that members of the public did not know anything about the service. As a result we developed and designed a publicity card which was distributed to all libraries, petrol stations, CIS offices. Card has been re-designed by staff to ensure it remains relevant.

N028: Various Communication Methods

We use a variety of methods to inform customers on the service they can expect including info on who is in charge & who to contact, what the service does, our service standards. Methods include the Internet, Roads Information Leaflet, Management Plan, Winter Maintenance Leaflet, Flooding leaflets.

N013: Internet Information

Roads Services fully utilise the Council's award winning website to inform customers about our services. On the Internet customers can easily access information regarding the service, what we do, service standards, performance information, ongoing works, how to contact us and who is in charge.

Corporate Evidence

C046: BULLETIN

Newspaper of WLC which is received by all residents of West Lothian.

C030: West Lothian Online

This website contains service standards and contact information It has recently been rated in the top 5 of councils in Scotland. WLC were commended on our continued Crystal Mark for plain English.

C011: A to Z of Services

This electronically available list of Council services helps people identify the services they require and how to contact them.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N070: Permits

The main charge we have for customers is for the Roads Permits we issue which must be obtained prior to certain works. Cost are detailed on our website and available on request by contacting us directly either in person, e-mail or phone. Skip Permit prices are issued to all skip hire companies.

N021: A-Z

A to Z information for customers and for our colleagues in the CIS and Call Centres who deal directly with customers on our behalf, The A-Z contains all up to date and relevant information on cost of permits and other costs in the service, who to contact and how to pay.

N013: Internet Information

Information is published on the Council Internet site to provide details relating to costs of services & permits, who to contact & how customers can make payments. We also publish information on how our costs compare with other local authorities.

Corporate Evidence

C072: Council Tax Leaflet

This online service gives information on service charges where applicable.

C030: West Lothian Online

Messages about budgets, financial planning and outcomes are available on the website. It has recently been rated in the top 5 of councils in Scotland. WLC were commended on our continued Crystal Mark for Plain English.

C011: A to Z of Services

This on-line service gives information about service charges, where appropriate

3.2: Quality of Information

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

Applicant Self Assessment: Satisfactory

Active Evidence

N028: Various Communication Methods

We use a variety of methods to inform customers on the level of service they can expect. Information is available in a variety of forms including large print, braille, audio and different translations. We also regularly attend public events, meetings LAC's, Community Councils when requested.

N013: Internet Information

Roads Services fully utilise the Council's award winning website to inform customers about our services. On the Internet customers can easily access information regarding the service, what we do, service standards, performance information, ongoing works, how to contact us and who is in charge.

N004: Customer Survey

In our customer survey we ask customers for their views on the quality of information they receive from the service and how they receive it. Last year 92% of customers rated our provision of information as either good or excellent and 83% rated the staffs' knowledge and professionalism the same.

Corporate Evidence

C046: BULLETIN

Quarterly news about services distributed to every household in West Lothian.

C030: West Lothian Online

Online presentation of information. Good website with lots of information on all services. It has recently been rated in the top 5 of councils in Scotland. WLC were commended on our continued Crystal Mark for Plain English.

C008: The West Lothian Way

Contains a section that explains how to communicate in Plain English (page 31)- a high quality initiative that takes a 'jargon buster' approach

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

Applicant Self Assessment: Strong

Active Evidence

N040: Considerate Contractor Scheme

As part of the scheme our inspectors and lay assessors ask residents about the quality of information provided before, during and after the work with comments invited and addressed and contractors are rated against this element. We also distribute questionnaires after work is done to ask residents

N013: Internet Information

Roads Services fully utilise the Council's award winning website to inform customers about our services. On the Internet customers can easily access information regarding the service, what we do, service standards, performance information, ongoing works, how to contact us and who is in charge.

N004: Customer Survey

Within our customer survey we ask a direct question relating to the information we provide to our customers and how understandable it is. In 2009/10 92% of customers were satisfied with the quality of the information we provide to customers.

Corporate Evidence

C062: Corporate Communications

This team conducts structured research on how easy customers find the information provided in all corporate publications.

C028: Factfile

Reports on questions asked about the understanding of the information provided and analysis. Changes to Factfile introduced to reflect comments.

C012: Improvement Strategy and Consultation Guide

Allows services to use techniques to test customer awareness etc. and encourages continuous improvement in information supplied. Intranet enabled. The strategy includes key customer performance measures that are challenged through the WLAM and review panel process

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

Applicant Self Assessment: Satisfactory

Active Evidence

N062: Weather Warnings

During periods of adverse weather we warn customers about possible disruptions on the roads. Through e-mail, our website, the use of the ALERT website we now provide customers with up to the minute information, including the action we are going to take, in a quick, efficient and effective manner.

N028: Various Communication Methods

We use a variety of ways to inform customers on the service they can expect. Roads Info Card, Service Standards, Winter Maintenance, Flooding, Road Signs, Country Roads etc. We also regularly attend public events, meetings LAC's, Community Councils when requested. 92% of customers satisfied

N013: Internet Information

Roads Services fully utilise the Council's award winning website to inform customers about our services. On the Internet customers can easily access information regarding the service, what we do, service standards, performance information, ongoing works, how to contact us and who is in charge.

Corporate Evidence

C062: Corporate Communications

This team conducts structured research on how easy customers find the information provided in all corporate publications.

C030: West Lothian Online

Recently updated and improved to provide the customer with easily accessible online information on council services. It has recently been rated in the top 5 of councils in Scotland. WLC were commended on our continued Crystal Mark for Plain English.

C012: Improvement Strategy and Consultation Guide

Allows services to use techniques to test customer awareness etc. and encourages continuous improvement in information supplied. Intranet enabled. The strategy includes key customer performance measures that are challenged through the WLAM and review panel process

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

Applicant Self Assessment: Satisfactory

Active Evidence

N030: Confirm / Frontline

Calls are logged in the system. The system can monitor the time taken to action the call and at all points how the customer was kept informed. System reports on those calls which have not been dealt with in the time frame and generates an e-mail to senior manager and automated letter to customer.

N004: Customer Survey

Within our customer survey we ask a direct question relating to the information we provide to our customers and how understandable it is. In 2009/10 92% of customers were satisfied with the quality of the information we provide to customers.

N001: Service Standards

For each of our services we deliver we have a service standard for responding to customer enquiries and service standards for the time it will take us to carry out the work e.g Traffic Light repairs. Our performance against this standard is monitored through the Confirm system and our KPIs

Corporate Evidence

C028: Factfile

Provides top level information on the council's performance. The majority of respondents to previous year's Factfile questionnaires thought the publication worthwhile and information provided easy to understand.

C011: A to Z of Services

The A to Z list provides links to complete service listings for each letter and contains service standards for services.

C008: The West Lothian Way

The West Lothian Way gives guidance to ensure customer are informed when a response will be sent if the service is unable to provide the information in a timely manner.

3.3: Access

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

Applicant Self Assessment: Strong

Active Evidence

N073: Out of Hours / Emergency Contact

We have a range of methods in which customers can contact us including out of hours and emergency contact numbers for Road Traffic Accidents, Flooding and Winter Maintenance. We also have direct links to the local police for them to contact us. Contractors also provide contact details to customers.

N028: Various Communication Methods

We publish regular info leaflets on many of our services, which are widely available to the public, Braille, language options. The service is also contact able in a variety of ways - phone, e-mail, letter, through the CIS offices, Customer Call Center, Libraries etc.

N013: Internet Information

Roads Services fully utilise the Council's award winning website to inform customers about our services. On the Internet customers can easily access information regarding the service, what we do, service standards, performance information, ongoing works, how to contact us and who is in charge.

Corporate Evidence

C031: Translation Service

ITS in Edinburgh is used throughout the Council for interpretation and translation issues. A proforma that services can access is available - The West Lothian Way page 30 Ev8 - arrangements with ITS in Edinburgh for all translation needs.

C011: A to Z of Services

The on-line A to Z includes details of how, where and when services can be accessed

C008: The West Lothian Way

Contains section on customers with disabilities (page 26)and communicating in different ways (page 59) - Includes a suggested 31 point questionnaire to test process to ensure information accessible by all, whatever their needs.

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

Applicant Self Assessment: Strong

Active Evidence

N045: Winter Maintenance

Following the worst winter in years we developed a consultation strategy, as part of our service review, to ask our customers, including residents, businesses, community groups, emergency services and elected members what they thought of the service and how we could improve it for future years.

N030: Confirm / Frontline

Each service enquiry or request is recorded which allows us to monitor level of enquires per service as well as the reason for enquiry. We are also able to monitor the form in which the enquiry is received e.g. email/phone. Reports can be generated to show the methods of contact used by customers

N004: Customer Survey

We carry out our customer survey electronically to the citizens panel after this was highlighted as a preferred method for us to distribute our survey, and online for residents to access at their leisure. Improvement Actions include out of hours emergency phone number, weather alerts and updates.

Corporate Evidence

C070: Customer Relationship Management System

Provides a single view of customer interactions across the council services and detail on the customer history. Access to various services can be monitored and appropriate reports created.

C059: Customer Service Strategy 2006- 2009

A corporate strategy that provides an commitment to consult with all customers and stakeholders. This strategy is currently being reviewed and updated.

C012: Improvement Strategy and Consultation Guide

Guide to consultation gives clear corporate guidance on methods of consultation. On Intranet. The strategy includes guidance on various customer engagement methods including journey mapping and how this information should be analysed to improve service delivery.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N071: Facilities

Our depot at Guildyhaugh can be visited by customers who wish to collect sand bags or gritting salt. We know have dedicated visitor parking and relevant signposting to make the experience as easy as possible

N070: Permits

Road Permits must be collected form reception at Whitehill House. The reception is manned throughout the working day and is kept clean and tidy with plenty of seats for visitors.

N063: Meeting Rooms

These are available in both our offices and depots and are used for face to face and private meetings with customers when required. They are kept clean and comfortable through our partnership with Facilities Management and our cleaned daily.

Corporate Evidence

C075: Facilities Management

The Facility management team provide the cleaning service for all council buildings ensuring that they are a hygienic place to work.

C074: Asset Managment Plans

Plans include a focus to ensure properties are in an appropriate condition and maintained effectively.

C056: Civic Centre Project

The Civic Centre provide all customers with a clean and comfortable environment when they visit the premises. Part of the business case was based on cost savings identified after analysing current facilities upgrading requirements.

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

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

Applicant Self Assessment: Satisfactory

Active Evidence

N075: Transport Scotland Act

The introduction of the Act as lead to an increase in partnership working between local authorities and utility companies, ultimately to the benefit of customers. Rigorous policies have been introduced meaning utility companies must now supply co-ordinated services in a quick and low impact way.

N060: Partnership Working

We have a variety of Internal Partners who we work closely with to help deliver a better service to our customers in West Lothian, these include: Waste, NETs and Land, Fleet & Community Transport, Housing, Finance, Transportation, Education and Country Parks.

N040: Considerate Contractor Scheme

We established this scheme to work in partnership with all public utilities & Contractors. - No Contractor can work for West Lothian Council without adhering to the schemes demands for quality & customer consideration. A partnership with Tarmac has been set up to establish a recycling centre.

Corporate Evidence

C056: Civic Centre Project

This project has been developed in partnership to provide new headquarters for West Lothian Council, which accommodates the Divisional Police Headquarters, Sheriff and Justice of the Peace Court complex, the Scottish Children's Reporter, L&B Fire and Rescue Service & the CHCP.

C016: Corporate Governance

Maintenance of schedule of partnerships (Page 16). Gives instructions on maintaining lists of partners, schedules of partnerships with specific officer responsibilities to ensure initiative maintained.

C001: Community Plan 2000 - 2010

Community plan includes a note on West Lothian Partnership which includes 16 corporate partners involved in setting objectives and delivering improved services through a coordinated approach. - Long term visions and challenges for a better future to enhance quality of life throughout West Lothian

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

Applicant Self Assessment: Satisfactory

Active Evidence

N060: Partnership Working

Many of our services are provided through partnership arrangements with contractors and utility service providers. Information on our partnership working is detailed on our website including, ongoing work, contact information and results of assessments.

N040: Considerate Contractor Scheme

As part of the scheme partner contractors must sign up to our Voluntary Code of Practice which states the minimum level of service they must provide to our customers whilst they are working on site. We monitor & assess the work being carried out by our partners. Roadworks Scotland website.

N028: Various Communication Methods

Emails between members of working groups, publications of articles highlighting initiatives. Enquiries are passed between services using CONFIRM. Regular partnership consultation takes place with utilities and contractors. - publications detailing contact numbers & e-mail addresses included.

Corporate Evidence

C016: Corporate Governance

Together with Standing Orders and Main Committee structure, named officers take responsibility to ensure delivery and effectiveness of the identified actions.

C015: West Lothian Community Planning Partnership

Community planning and working in partnership is a recognition that the needs of individuals and communities must be addressed collectively, not separately. Sixteen active partners. Supported by various partnership arrangements including CHCP, Community Planning and West Lothian Connected.

C012: Improvement Strategy and Consultation Guide

Shows that corporate guidance supports local activities.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N065: Public Events

Staff from Roads Services regularly attend local Gala Days and the Bathgate Highland Games to promote the Service to our customers including competitions and prizes. Every year we take Plant equipment with us to show people what the service has to offer.

N025: Modern Apprentices

Roads have a number of apprentice electricians working within the street lighting department. Roads have been involved in the scheme for a number of years, with many apprentices taking full time employment within the council. We are also actively involved in the Council's Work Experience programme

N017: Customer Consultation

A variety of consultation exercises are undertaken with our different customer groups including attending meetings of Community Councils, Local Area Committees, Tenants and Residents groups, Town Centre Mgt Groups and other community groups

Corporate Evidence

C076: End of Term Report 2003- 2007

This is a report produced at the end of each administrative term (4 years) against the aims of that administration's Corporate Plan. - This is a report produced at the end of each administrative term (4 years) against the aims of that administration's Corporate Plan.

C048: Inside News

Inside News publishes community involvement activities across all council services

C025: Quality of Life Survey

This survey conducted every two/ three years since 1999 measures the perception of change to the quality of life in our community.

4: Delivery

4.1: Delivery standards

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

Applicant Self Assessment: Satisfactory

Active Evidence

N032: Performance Monitoring

Our KPI's and SPI's are monitored and measured on a monthly basis and reported through Covalent. Results are reported to online, in Management Plans, at Director's meeting, Performance Committees and Local Area Committees. Targets are set and reviewed regularly by the service manger and HOS.

N007: Management Plan

Management Plans are published annually & distributed to all Staff, Councillors, Community Councils, Tenants & Residents Groups, Libraries, CIS Offices and key partners. Management Plans are presented to and greed by Chief Executive and Directors and by Elected Members through PDSP.

N001: Service Standards

Service Standards have been set and been approved by Elected Members via PDSP Performance against these standards is monitored through our KPI's. Service Standards were sent to our customers and are available online. Standards have been reviewed and compared to others by the WLAM team

Corporate Evidence

C078: Single Outcome Agreement

The Community Planning Partners in West Lothian have come together to agree an improvement plan for the area based on jointly agreed outcomes. There are challenging targets set across the key priority areas that have been identified.

C008: The West Lothian Way

Sets minimum levels of acceptable performance and gives comprehensive guidance on responsibilities and priorities. Supported by the C12 Improvement Strategy and Consultation Guidance which give clear information on setting and monitoring performance.

C001: Community Plan 2000 - 2010

This gives high level strategic objectives and targets that relate to national and statutory targets and relates these to corporate level priorities expected to be used to develop service level standards.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N028: Various Communication Methods

We use a variety of methods to publicise our performance results. These include our Roads Information card - distributed to Citizens Panel members, CIS offices, Libraries and all Council offices. We have a strong presence on the Internet and issue results of KPI's, survey results and standards.

N014: Key Performance Indicators

We have a wide range of KPI's and SPI's which are monitored and reported through Covalent (Performance Mgt System) on a monthly basis. Results are reported through the Council website, our Management Plan and elected members through LACs and Performance Committees

N001: Service Standards

We have a range of Service Standards which are directly linked to our KPI's & monitored through Covalent). Standards and results are reported in our annual Management / Service Plan, on our website and to elected members through LAC's and performance committees.

Corporate Evidence

C065: Covalent

Performance against standards is monitored, usually monthly, using the recorded information on the Covalent system. The recording processes of Covalent show our high performance against standards. Public Performance Reporting will use the covalent data to publicise corporate and service performance

C028: Factfile

Factfile 2007 shows that levels of performance against specific standards are publicised.

C017: West Lothian Assessment Model

This self-assessment model is a means by which senior management can monitor performance against agreed standards of core business performance. The process also looks at performance against customer service standards, validated through the use of the internal self-assessment model and RADAR scoring.

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

Applicant Self Assessment: Strong

Active Evidence

N024: WLAM

Through our WLAM team we compared our standards to that of other local authorities to ensure ours were as good and as relevant as they could be. WLAM regularly meets to discuss performance, standards and review and update our KPI's. Results of consultation exercises is also reviewed

N017: Customer Consultation

We carry out various forms of consultation with our customers and use this to help set our standards by recognising what is important to our customers. Results form customer surveys are analysed and added to the web. Arising initiatives are set and monitored through the WLAM team. Lay Assessors.

N001: Service Standards

Extensive Service Standards have been set and been approved by Elected Members via Committee. Performance against these standards is monitored through our KPI's. Service Standards were sent to our customers during our last survey and are available online.

Corporate Evidence

C059: Customer Service Strategy 2006- 2009

The Strategy shows how the Council will review and raise customers service standards. Pages 5 and 16 are particularly relevant. This strategy is currently being reviewed and updated.

C017: West Lothian Assessment Model

This self-assessment model is a means by which staff can set, review and monitor performance against agreed standards of local standards. The process also looks at identifying improvements and the raising of local standards through the use of the internal self-assessment model

C012: Improvement Strategy and Consultation Guide

Guidance on how to consult on Service Standards which includes a blank questionnaire to help services review their standards in consultation with users. - C012 gives clear corporate guidance on methods of consultation including how to consult customers on standards.

4.2: Achieved Delivery and Outcomes

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

Applicant Self Assessment: Satisfactory

Active Evidence

N045: Winter Maintenance

Prior to the start of Winter Maintenance Scheme (October - March) we publish an annual service leaflet - available in all libraries, CIS offices, online & distributed to every household via the Council Bulletin. This outlines the service that we will provide during the periods of adverse weather.

N040: Considerate Contractor Scheme

The scheme sets the standards by which each contractor or utility company must adhere to when working on the roads. Prior to any work being done contractors distribute information packs/letters to householders and display signs explaining the work going on, time scales & contact information.

N001: Service Standards

Service Standards have been set and been approved by Elected Members via PDSP. Performance against these standards is monitored through our KPI's. Service Standards were sent to our customers and are available online. Standards have been reviewed and compared to other authorities by the WLAM Team

Corporate Evidence

C078: Single Outcome Agreement

The single Outcome Agreement sets out the key priorities for West Lothian over the next three years (2008 to 2011). The Council, along with its Community Planning partners have identified twelve joint challenges faced by the area, which have been developed into priority outcomes.

C002: Corporate Plan 2007 - 2011

Details the 6 main priorities that will be focused on from 2007- 2011. High level outcomes are also listed in the plan.

C001: Community Plan 2000 - 2010

This includes high level strategic objectives and targets that relate to national and statutory priorities.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N030: Confirm / Frontline

Customers regularly contact us to pass on their thanks and praise to our staff for the work they have carried out. All comments are recorded and fed back to staff. This year the Service/Management Plan will detail Service Requests/Complaints and praise through CONFIRM for the financial year

N019: Customer Comment Records

A 'Happy File' of customer compliments and praise is kept and we publish this quarterly via Word on the Street for the staff to see.

N004: Customer Survey

Customer survey is undertaken to measure satisfaction and also identify dips in performance. Results from the last 4 years show that satisfaction for many areas is gradually improving in many areas. Many customers use the comments box to praise us for the service we are providing.

Corporate Evidence

C079: Regulatory and Inspection Bodies

The performance in the inspections conducted by these bodies has been consistently high in recent years and well above average. Includes HMLe, SWIA, Communities Scotland recent reports.

C028: Factfile

Factfile 2007 shows that levels of performance against specific standards are publicised.

C025: Quality of Life Survey

The survey measures the perceptions of change to the quality of life across West Lothian. This is carried out approximately every 3 years - 1999, 2001, 2004 and the most recent in 2007.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N072: Audit Scotland

Results from our SPI's are reported annually to audit Scotland and we can compare our results against all other Scottish Councils. Over the years we have continually performed well. Results of the most recent Audit Scotland survey of Road Condition showed WLC to be the top performer in Scotland.

N040: Considerate Contractor Scheme

Our performance against the standards of the scheme is monitored the same way as all contractors & utility companies and is bench marked on a monthly basis and reported online. By comparing ourselves to the best we have been able to improve our own service as well as the other service providers.

N014: Key Performance Indicators

Comparing results of our SPI's through Audit Scotland - Street Lighting & Road Condition lead us to implementing the large capital investment in 2004/05. By investing £80 million over 4 years we have improved Street Lighting and Road Condition & the SPI results now show we are 1 of the top councils.

Corporate Evidence

C079: Regulatory and Inspection Bodies

The performance in the inspection conducted by these bodies has been consistently high in recent years and well above the national average. Includes HMle, SWIA, Communities Scotland recent reports.

C047: Average Ranking of SPIs

Shows the average ranking of 79 SPIs across 32 Scottish LAs. WLC demonstrates high performance across all ranking areas.

C017: West Lothian Assessment Model

Self assessment framework that challenges the effectiveness of current service benchmarking processes and identifies improvements involving all staff levels within the service area.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N075: Transport Scotland Act

The TSA has laid out the areas for best practice that councils should be adhering to with regards to roads & road works. We have successfully implemented a number of new initiatives and staff from the service have been actively involved in producing the act & presenting it to other authorities.

N074: Illegal Signs

We put in place procedures to remove all illegal signs placed on public land e.g estate agent signs. This was developed after looking at the best practice examples of other authorities who had introduced a similar system. We have now developed a system for the removal of developers signs.

N040: Considerate Contractor Scheme

As the 1st Authority in Scotland to introduce the scheme we have passed on this information & been invited to present to other authorities on the benefits of the scheme & how it can be implemented which have been well received. We introduced the scheme after learning from Birmingham CC who were 1st

Corporate Evidence

C080: Public Service Improvement Framework

West Lothian Council internally created self assessment framework which has been identified as best practice across the public sector. This is now being rolled out across various public service organisations.

C079: Regulatory and Inspection Bodies

Our performance in the inspections conducted by these bodies has been consistently high in recent years and well above average. Features of good practice are highlighted in these reports and published on the inspection bodies website.

C073: Systems Thinking Programme

System Thinking is being rolled out across the service areas to identify improvements on customer focused service delivery using the proven Lean methodology.

4.3: Deal effectively with problems

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

Applicant Self Assessment: Satisfactory

New Evidence

N077: Public Performance Reporting

This year the Council introduced mandatory Public Performance Reporting for all Services. Performance indicators are now available on the Council website to show performance and these include trend chart commentary which includes an explanation for dips in performance and action being taken.

Active Evidence

N014: Key Performance Indicators

We have a wide range of Kepis which are monitored and reported through Covalent on a monthly basis. Results are reported to Elected Members at PDP, performance committee and LAC meetings. Where indicators drop below expected performance an explanation is provided along with the action being taken.

N007: Management Plan

Annual Management Plan includes results and reports on Customer consultation as well as the actions and improvement initiatives we have put in place to improve dips in performance and how we hope to prevent further dips. Management Plan is available online for all customers.

Corporate Evidence

C081: Accounts Commission

Where performance has dipped against SPIs there is normally commentary. Similarly the publicly available reports of regulatory and inspection bodies. Also supported by the Covalent system which informs the Public Performance Reporting process which will be implemented in the 2nd Quarter 2010.

C052: Community Plan review of progress

This report outlines progress against the 15 high level targets that were set out in the community plan and gives information on some of the projects and activities that have been developed.. Similarly End of Term Report (26).

C028: Factfile

Regular reports to every resident of West Lothian on performance of Council services. Similarly, Bulletin (23).

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

Applicant Self Assessment: Satisfactory

Active Evidence

N033: Complaints Procedure

There is a full complaints procedure in place including designated complaints officers for certain services and escalation procedure. 'How to complain' is widely advertised in Council offices and online including an online complaints form. Points of View forms are widely available to the public.

N030: Confirm / Frontline

CONFIRM is used to record and monitor complaints and their progress. Reports produced detailing all customer complaints, how they are resolved and the time taken to resolve them. CONFIRM will also escalate a complaint, to a senior officer, if it has not been actioned within the agreed time scale.

N001: Service Standards

Our Standards include measurements on timelessness, including how long we will take to respond to customers, these are monitored and measured on a monthly basis and reported through Covalent. Results are reported to online, in Service/Management Plans, at Director's meeting and at Committee

Corporate Evidence

C070: Customer Relationship Management System

CRM enables complaints, comments and concerns, including suggestions, to be tracked to completion, with prompts and escalation procedures to ensure nothing is overlooked and advertised timescales are met.

C059: Customer Service Strategy 2006- 2009

Ensuring that all services operate at the Charter Mark standard is one of the key objectives of the Customer Services Strategy. This includes effective handling of customer comments, complaints and concerns. Explained on Internet. This strategy is currently being reviewed and updated.

C020: Points of View

The Council's comments, complaints and concerns leaflet that is widely available in Access Facilities and advertised on the Council website.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N033: Complaints Procedure

There is a full complaints procedure in place including designated complaints officers for certain services & escalation procedure. Staff are aware of the procedure and staff are empowered to put things right where they can. Roads supervisors /chargehands are empowered to make decisions on complaint

N030: Confirm / Frontline

Link system between customer service centre and service which records each service request, complaint, compliment or suggestion and ensures resolution within set time scale. Confirm allocates the complaint to the dedicated officer for that area who is then charged with dealing with the complaint

N002: Customer Care Policy

Detailed guide on how customer enquiries should be handled, this has been distributed to all staff in the service. The Learning & Development team are currently putting together a revised customer care training plan.

Corporate Evidence

C070: Customer Relationship Management System

The CRM system rollout programme has included training on complaints handling to all designated complaints officers.

C059: Customer Service Strategy 2006- 2009

The importance of effective complaints handling and listening to customers, is stressed in the Strategy. One of the key objectives is to ensure all services meet the Charter Mark standard, including dealing with customer feedback. This strategy is currently being reviewed and updated.

C008: The West Lothian Way

Intranet-enabled, clear guidance on complaint handling.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N004: Customer Survey

As part of our customer survey we highlight the areas which customers tell us they are not happy about and publicise our improvement action plan through the website and via e-mail back to the citizens panel so they are aware of the action we are taking to improve things.

N045: Winter Maintenance

During the severe winter we received complaints about our service delivery. As a result of this we updated the public everyday to let them know the action we were taking to rectify the problems. We are now consulting customers as part of a full review of the service asking them shape future service.

N030: Confirm / Frontline

Link system between customer service centre and service which records each service request, complaint, compliment or suggestion and ensures resolution within set timescale. Allows us to identify patterns in complaints/enquiries. Reports issues monthly at OSMT allowing manager to explain any actions

Corporate Evidence

C070: Customer Relationship Management System

This customer relationship management system enables us to record, monitor, prompt responses, escalate and report on complaints and other unsolicited feedback across the Council. The process records how quickly complaints.

C068: Council Wide Charter Mark/ CSE Standard

Service areas can demonstrate that they identify and make service improvements based on customer comments and complaints. Assessors feedback in 2007 also allowed service areas to improve processes in this area. This has been validated by the successful Charter Mark award demonstrating compliance.

C017: West Lothian Assessment Model

The West Lothian Assessment Model challenges service areas to demonstrate the reporting of comments and complaints along with improvements made to service. Improvement actions are also generated.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N033: Complaints Procedure

The Council is currently reviewing its complaints procedure through their Corporate Complaints Working Group - on which the Service is represented and actively involved in. We also ask our customers what they feel about the complaints procedure.

N030: Confirm / Frontline

Link system between customer service centre & service which records each service request, complaint, compliment or suggestion & ensures resolution. As part of our WLAM improvement plan we improved the system to facilitate reporting & work instruction within locality & multimember ward.

N004: Customer Survey

As part of our customer survey we ask our customer if they have complained and if they were satisfied with the outcome of the process. In our last survey 82% of customers were satisfied with the complaints procedure and 84% of those whose complaints were upheld were satisfied with the outcome.

Corporate Evidence

C020: Points of View

Points of View gives customers who are unhappy with how their complaint was handled the opportunity to raise the matter with the Chief Exec and/or the Scottish Public Services Ombudsman. - A major review of process has recently been completed on the complaints process.

C017: West Lothian Assessment Model

The self-assessment process is supported by Quality Development Officers and reviews complaints and how they are handled as part of the process with staff. From this, improvements are identified to ensure continuous review of complaints process.

C012: Improvement Strategy and Consultation Guide

This guide provides access to stakeholder questionnaires parts of which encourage asking of questions about the complaints procedure.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N033: Complaints Procedure

A complaints procedure is set and filtered down to the relevant members of staff who will deal with complaints. Staff are encouraged to ask for feedback from customers when a complaint or any enquiry is closed - as this will allow the service to be improved.

N030: Confirm / Frontline

All complaints are logged in CONFIRM and progress is updated by the actioning officers as the complaint is dealt with. When a complaint is completed the customer is made aware of the final outcome and at that stage are able to feedback their thoughts on the outcome of the complaints process.

N004: Customer Survey

As part of our customer survey we ask our customer if they have complained and if they were satisfied with the outcome of the process. In our last survey 82% of customers were satisfied with the complaints procedure and 84% of those who's complaints were upheld were satisfied with the outcome.

Corporate Evidence

C084: Scottish Public Services Ombudsman

The SPSO provides a one stop shop for individuals making a complaint about public service organisations in Scotland including Local Authorities. Individuals can raise a complaint against WLC if they are not satisfied with the complaint process or with the outcome of the complaint if it is upheld.

C083: West Lothian Council Complaints Procedure

Procedure allows customers to escalate to the Chief Executive if they are not satisfied with the outcome of the complaint including those that have been upheld. The Chief Executive will review the decision.

C070: Customer Relationship Management System

CRM tracks upheld complaints includes scripting to ensure customers are asked if the outcome of their complaint is satisfactory. A sample of complainants are currently contacted by the CSC to ensure outcome is satisfactory. Overall, services take responsibility to ensure outcomes are satisfactory.

5: Timeliness and Quality of Service

5.1: Standards for Timeliness and Quality

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

Applicant Self Assessment: Satisfactory

Active Evidence

N014: Key Performance Indicators

Our KPI's include measurements on timelessness and access to services and these are monitored and measured on a monthly basis and reported through Covalent. Results are reported to online, in Management Plans, at Director's meeting and at Performance Review Days.

N002: Customer Care Policy

Outlines the Operational Service customer care policy and is fed down to all staff. Includes standards for addressing, responding to and dealing with customers Welcome to West Lothian Council - performance through people (a staff induction booklet)& in house inductions take place for each new starts

N001: Service Standards

Service Standards have been set & approved by committee. The standards include the level of service which customers can expect from us in our key service areas. The standards also include the service level we provide for timeliness of service & how quickly we will respond to customers & situations

Corporate Evidence

C085: Service Level Standards

All West Lothian Council services are compliant with the Charter Mark Standard and set appropriate customer service standards for quantity and quality issues including timeliness of responses for customer contact.

C059: Customer Service Strategy 2006- 2009

A strategy that has been spread through the organisation to ensure that precise, measurable and challenging standards that are measures of both quality and quantity are set for customer service throughout the Council. This strategy is currently being reviewed and updated.

C008: The West Lothian Way

Among the many guidance notes are specific measurable standards for handling telephone calls, correspondence and complaints. Also much guidance on how to ensure quality in service delivery.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N014: Key Performance Indicators

Our KPI's include measurements on timeliness and quality of customer services and these are monitored and measured on a monthly basis and reported through Covalent. Results are reported to online, in Service/Management Plans, at Director's meeting and at Performance Review Days.

N002: Customer Care Policy

Outlines the Operational Service customer care policy and is fed down to all staff. Includes standards for addressing, responding to and dealing with customers Welcome to West Lothian Council - performance through people (a staff induction booklet)& in house inductions take place for each new starts

N001: Service Standards

Our Service Standards are set and reviewed regularly by both the Service Manager, Head of Service and have been ratified by Council Committee. The Standards include the level of service which we will provide to our customers and our customers are very much at the heart of our standards

Corporate Evidence

C085: Service Level Standards

All West Lothian Council services are compliant with the Charter Mark Standard and set appropriate customer service standards for quantity and quality issues including timeliness of responses for customer contact. Supported by C12 Improvement Strategy and Consultation Guide.

C059: Customer Service Strategy 2006- 2009

The strategy that has been spread through the organisation to ensure that precise, measurable and challenging standards that are measures of both quality and quantity are set for customer service throughout the Council. This strategy is currently being reviewed and updated.

C008: The West Lothian Way

Among the many guidance notes are specific measurable standards for handling telephone calls, correspondence and complaints. Also much guidance on how to ensure quality in service delivery.

5.2: Timely Outcomes

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

Applicant Self Assessment: Satisfactory

Active Evidence

N044: Roads advertising card

Published to inform customers about Road Services and the different services that we offer. Card was recently updated to include our service standards. These are made available in Council buildings, CIS offices, Libraries and were sent out to the Citizens Panel with our last customer survey.

N013: Internet Information

The Council recently introduced a new website and as part of this we reviewed all information we had to make sure it was relevant and understandable. The site includes information on our Key Performance Results, Customer Survey and Service Standards.

N001: Service Standards

The standards include the level of service which customers can expect in our key service areas. The standards also include the service level we provide for timeliness of service and how quickly we will respond to customers. Service standards for each area of the service are published on the internet

Corporate Evidence

C086: On-line Services

A significant range of information is available about Council standards and those set by individual services

C085: Service Level Standards

Local level documents ensure that customers know of the objectives relating to timeliness and quality of service that drive performance standards for service delivery.

C011: A to Z of Services

Has information on the service standards of each service available on the Internet and in local service points.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N073: Out of Hours / Emergency Contact

As part of the service we have an out of hours / emergency service to deal with Road Traffic Accidents and severe weather incidents. These numbers are published on our relevant publications and customers get straight through to the relevant members of staff

N046: CIS / CSC

First point of contact for many of our customers, both call centre & CIS identify the need of the customer & pass their enquiry to the most appropriate officer for action. All details are entered into Confirm and monitored from there.

N030: Confirm / Frontline

Tracks the customer enquiry from start to finish including who is responsible & the action taken, outcome is then relayed back to the customer. CONFIRM sends the enquiry to the appropriate officer to deal with. It escalates the enquiry to a senior officer if it has not been actioned within 3 days

Corporate Evidence

C087: Customer Service and Communication Toolkit

It aims to support services in delivering excellent customer service and links throughout with WLAM and Charter Mark. It sets out council expectations for customer service and communication skills for all council staff.

C070: Customer Relationship Management System

CRM system provides detailed scripted questions to ensure that the customers needs are identified and understood at first point of contact by highly trained advisors.

C064: Access Facilities

A full range of contact facilities for customers of the Council, in CIS offices, a Customer Service Centre, Libraries, Community Centres and website and give standards for customer engagement. Supported by the Systems Thinking(C73)- which has placed skilled staff at front end of the process in CSC.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N060: Partnership Working

We hold regular meetings with our internal partners within Operational Services, such as Waste Mgt and NETs and Land Services, as well as within the whole council, Housing, Country Parks etc. These meetings are held to discuss delivery of joined up services and share relevant customer information

N030: Confirm / Frontline

If the customer has more than 1 enquiry more than 1 Confirm enquiry is created with each 1 being assigned to a relevant officer to deal with that enquiry. This means a customer only need to contact us once, provide their details once & the customer info details are shared to the relevant officer

N004: Customer Survey

When we carry out our surveys we regularly receive comments which relate to Nets & Land, Waste or Transportation, when this happens the comment & relevant customer details are passed to the appropriate officer in the service. This saves the customer from commenting/complaining again

Corporate Evidence

C070: Customer Relationship Management System

The CRM allows customer information to be shared to appropriate service areas.

C056: Civic Centre Project

This project allows internal and external services to share information more effectively due to being co-located.

C055: West Lothian Information Partnership

Information Sharing Partnership provides a mechanism for sharing consistent data and mapping between the services & agencies working across West Lothian in order to inform the development and monitoring of the Community & Locality Planning process.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N040: Considerate Contractor Scheme

Part of the scheme requires contractors to inform residents when work will start and finish. Where there are delays in work or work will not be completed when first stated then customers will be informed. The Roadworks Scotland website also requires contractors to update finished works times

N045: Winter Maintenance

During the severe winter we received complaints about our service delivery. As a result of this we updated the public everyday to let them know the action we were taking to rectify the problems. We are now consulting customers as part of a full review of the service asking them shape future service.

N030: Confirm / Frontline

Confirm is used to capture and monitor all customer enquiries. We aim to address all enquiries where possible at the 1st point of contact by assigning them to the most appropriate officer. Where it is not possible staff keep customers updated at each step of the process and given likely timescales.

Corporate Evidence

C064: Access Facilities

We provide the full range of contact facilities for customers of the Council, in local CIS offices, a Customer Service Centre, Libraries, Community Centres and website and give clear standards for customer expectations from each of these including keeping the customer informed on service requests.

C059: Customer Service Strategy 2006- 2009

The Strategy provides managers and staff on the preferred culture of customer service across the Council. This strategy is currently being reviewed and updated.

C008: The West Lothian Way

The West Lothian Way includes guidelines on customers communication, with information relating to face to face, email and telephone contact listed. (Page 8 - 40)

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

Applicant Self Assessment: Satisfactory

Active Evidence

N030: Confirm / Frontline

Confirm is used to capture and monitor all customer enquiries. We aim to address all enquiries where possible at the 1st point of contact by assigning them to the most appropriate officer. Where it is not possible staff keep customers updated at each step of the process and given likely timescales.

N002: Customer Care Policy

Outlines the Operational Service customer care policy and is fed down to all staff. Includes standards for addressing, responding to and dealing with customers Welcome to West Lothian Council - performance through people (a staff induction booklet)& in house inductions take place for each new starts

N001: Service Standards

The standards include the level of service which customers can expect from us in our key service areas. The standards also include the service level we provide for timelessness of service and how quickly we will respond to customers. Performance against the standards are measured through our KPI's.

Corporate Evidence

C070: Customer Relationship Management System

All enquiries entered on this system are subject to prompts if overdue. This ensures prompt handling of enquires.

C012: Improvement Strategy and Consultation Guide

The Improvement Strategy and Consultation Guide provides access to customer questionnaires which cover their perception of promptness and politeness in staff. Intranet enabled.

C008: The West Lothian Way

Among the many guidance notes are specific measurable standards for handling telephone calls, correspondence and complaints. Also much guidance on how to ensure quality in service delivery. - A section within the West Lothian Way details how to communicate face to face etc. (page 11)

5.3: Achieved Timely Delivery

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

Applicant Self Assessment: Satisfactory

Active Evidence

N007: Management Plan

Produced annually by the Service Manager and Head of Service, which outlines are key initiatives and challenges form the year head and the ongoing commitment to Customers. Plan includes results of all customer consultation & key performance indicators and the resulting action plan to be implemented

N030: Confirm / Frontline

CONFIRM is used to record and monitor complaints and their progress. Reports produced detailing all customer complaints, how they are resolved and the time taken to resolve them. CONFIRM will also escalate, to a senior officer, if it has not been actioned within the agreed time scale.

N014: Key Performance Indicators

Our KPI's and Service Standards (which are linked) include a number of indicators relating to timeliness of how our service will be delivered and what the customer can expect. We are regularly meeting these targets and report these to our customers through the website and various publications.

Corporate Evidence

C089: National Standards

Together with Accounts Commission (5), National (6) and Statutory Standards (7) this is the way some aspects of performance is monitored against high level standards

C085: Service Level Standards

Performance against customer service standards is monitored by all 49 WLAM service areas. Services report on core business standards in several ways, including to the Performance Committee and the WLAM review panel.

C065: Covalent

Performance management tool that monitors service performance against service KPI's, SPI's and quality of customer service. Public Performance Reporting also allows comments to be added if performance has dipped with the corresponding improvement action.

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

Applicant Self Assessment: Satisfactory

Active Evidence

N028: Various Communication Methods

We use a variety of methods to publicise our performance results. These include a number of leaflets and booklets which are available to all customers in CIS offices etc and online. We have a strong presence on the Internet and issue results of KPI's, survey results and standards.

N014: Key Performance Indicators

Our KPI's and Service Standards (which are linked) include a number of indicators relating to timeliness of how our service will be delivered and what the customer can expect. We are regularly meeting these targets and report these to our customers through the website and various publications.

N004: Customer Survey

As part of our customer survey we ask customers questions relating to the timeliness of our quality of customer service. The survey is an essential tool in measuring a customer perception of the quality of customer service we provide. Results of the survey are added to the internet.

Corporate Evidence

C079: Regulatory and Inspection Bodies

The various bodies report the high performance of Council services against standards. Also, Accounts Commission (5).

C065: Covalent

The recording processes of Covalent show our high performance against standards. Covalent data will be used in the Public Performance Reporting process which will be implemented in Q2 2010 which will include measures on timeliness and quality of customer service for all service areas.

C028: Factfile

Factfile shows that some levels of performance against specific standards are publicised.

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

Applicant Self Assessment: Strong

Active Evidence

N072: Audit Scotland

Results from our SPI's are reported annually to audit Scotland and we can compare our results against all other Scottish Councils. Over the years we have continually performed well. Results show that SPI' in relation to timeliness to fox street/traffic lights are in the upper quartile

N030: Confirm / Frontline

CONFIRM is used to record and monitor complaints and their progress for all services within Ops Services. Reports produced detailing all customer complaints, how they are resolved and the time taken to resolve them. We can view monthly/quarterly reports comparing performance against other services.

N014: Key Performance Indicators

KPIs and SPIs are linked to the Service Standards and are reported via the Covalent system. They are also reviewed at Performance Review Days and bench marked with our internal partners. Performance relating to quality of service compare well with that of our internal partners

Corporate Evidence

C079: Regulatory and Inspection Bodies

West Lothian Councils performance in the inspections conducted by these bodies has been consistently high in recent years and well above average. Includes HMIe, SWIA, Communities Scotland recent reports

C047: Average Ranking of SPIs

West Lothian are at or near the top in this analysis on a regular basis.

N91: EFQM Recognised for Excellence 5 star award (Gold)

EFQM Recognised for Excellence 5 star (Gold) award is highly focused on customer and KPI results. This recognition demonstrates that we are one of the top performing organisation that entered the Quality Scotland R4E awards. Also supported by the Council of the Year award 2006.