



# OUR SERVICES for you 2018-2023

SCOTTISH BORDERS COUNCIL'S STRATEGY FOR OUR CUSTOMERS  
*one customer, one culture, one council*

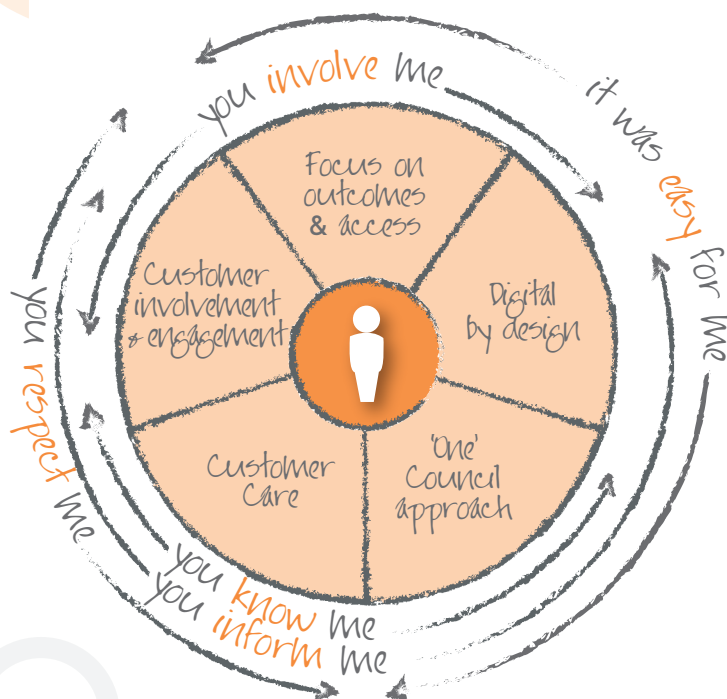


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one Customer, one Culture, one Council





# 1. INTRODUCTION


In our **new corporate plan (2018-2023)** we made a deal. We committed to the high level actions we think are necessary over the next 5 years to improve services and outcomes for individuals, families, communities and businesses across the Scottish Borders.

And we asked you to play your part too, for example:

OUR PLAN OVER THE NEXT 5 YEARS WE WILL	YOUR PART
Design and deliver as many services as we can online, so we can focus our face to face contact on supporting vulnerable individuals and families	Use the services we put online for example applying for Housing Benefit or reporting a complaint to help us to reduce costs - check online before you call
Provide the best possible learning and teaching environments for all children and young people	Make sure your child attends school, is ready to learn and is encouraged at home
Continue to invest in capital projects across the region- new schools, affordable and extra care housing, visitor attractions, care service	Tell us what you need from new developments, and engage with us as projects develop.
Starting with our Localities Bid Fund, we will develop ways to get communities more actively involved with decisions about how we spend public money, and promote easier access to community funding	If you have a community project, come and have a chat with us about how it could be funded. The Localities Bid Fund is all about thinking about solving problems differently, developing funding bids and getting your community to vote!

This new approach is needed as budgets reduce and demand for services increase, and we want to ensure that we maintain the delivery of high quality services that have a positive impact on people's lives right across the Scottish Borders.

We believe that asking you to play **your part** comes with a commitment from us to continually enhance and improve the way we design our services and the ways in which you can contact us.



Was it easy to get in touch with us, at a time when it suited you? Were we polite and efficient? Were you treated with dignity and respect? Did we really understand your needs and offer appropriate support? Did we keep you informed? Were you provided with the opportunity to give us feedback? Did we really listen to you? Did you have the opportunity to get involved in the decisions that affect you?

Over the next 5 years, we want to make sure that the answer is **YES** to all of these questions and this strategy proposes a new, more focussed approach to help us do that.

Digital technology will be an important part of how we design our processes and improve our interaction with customers. Other services within your everyday life (such as online shopping and banking, DVLA, travel bookings, catch-up television) use technology to make things easier and more efficient, with a clear focus on what the customer needs and wants. Although councils provide a very broad and varied range of services (some of which we are legally required to), we must learn from what others are doing with technology to help make services better for you, not just easier or cheaper for us.

But this is not a digital customer strategy- it's a **customer strategy** and will consider not just the technology that we need to invest in and make best use of, but the role that our staff play too. The way in which our staff interact with customers on a face to face basis, deal with enquiries, handle complaints and process requests for services need to consistently focus on the needs of the customer, and that might involve the redesign or simplification of processes and procedures, for everyone's benefit. This should help us to use the limited resources we have more effectively.

**With the customer at the heart of all we do, this strategy defines:**

- Our vision for the future
- Who our customers are
- Our current approaches to serving customers and designing services for customers
- The new approach we are proposing to take
- How we propose to measure success



Our aspiration is that this new approach will enable us to **improve outcomes and quality of life for those who use our services, and keep the Scottish Borders thriving**



## 2. OUR VISION FOR THE FUTURE

**BY 2023,**  
THE WAY THAT CUSTOMERS INTERACT AND DO BUSINESS WITH US WILL HAVE CHANGED SIGNIFICANTLY – WHY?

- So we can respond more effectively to our **customers who have increasing and changing expectations** about when, where and how they access services of all kinds (think online shopping and banking, travel booking, and catch-up television)
- So we can **continue to deliver high quality service with less money** – we need to encourage those customers who can self-serve to start using digital channels, which means we can focus on more vulnerable customers who need our support, sometimes on a face to face basis
- To ensure we **maximise the benefits of the latest available technology**, which will help us to improve the quality of some services, improve our responsiveness, and save money that can be reinvested in care, education and infrastructure
- To allow us to deal effectively with the **more complex needs of our growing elderly population** – as more people live longer, their needs in later life are likely to be more complex requiring more flexible and adaptable help and support from SBC and partners, when and where required

The future will:



Our vision for the future is now presented in more detail:

The future will be “**digital by design**” and fully utilise digital technology where it can improve services

- Our online service offer will be much wider, high quality and available 24/7, so you can view and do all your business with SBC in one place, and keep your details up to date (whether you’re an individual or a business)
- Technology will assist us to increasingly personalise the services you use and need, to ensure that they are provided when and how best they can suit your life
- We’ll provide you with updates and feedback when a service is confirmed or delivered
- Valuable real time information will be pushed to our customer about service changes or disruption e.g. changes to bin collections locally due to adverse weather
- You’ll be able to comment on, and rate the services you receive on a regular basis

- For appropriate services, we will minimise avoidable contact by automating processes - this cuts down on human intervention and possible errors, speeds up processes, improves visibility and saves money ( for example, we'll send trackable works orders directly to staff)
- We will work with individuals, communities and staff to build their digital skills so that they can not only access our services but can save money and time in everyday life

### **The future will be less about where services are delivered from, and more about **improving outcomes and access** for customers**

- Our Customer Advice & Support Service staff will work flexibly and agilely across a variety of locations, appropriate for each local area in the Scottish Borders, providing services that are personalised to customer needs
- Working with partners, we will only keep the properties we need to meet future customer demand in each town and village - and the property we keep will be fit for purpose and accessible for all our customers
- Outreach, community hubs and mobile working will bring services closer to customers
- The ways in which you contact us will be fully accessible to those who require additional assistance. British Sign Language (BSL) and various language options will be readily available when, where and how you choose to get in touch

### **The future will be “**joined up**” for us and for you**

- You'll no longer find numerous “ways in” to services, such as multiple phone numbers and inconsistent forms or approaches
- All services will make as much use as they can of our significant investment in customer-facing digital technology
- Technology will help to ensure that we don't ask you to repeat your details when you move between services or different ways of contacting us e.g. from using an online service to speaking to a member of staff
- The move between the different services we provide e.g. from planning to pest control will be easy for you, and facilitated securely and efficiently by us

### **The future will prioritise **customer care, dignity and respect** across SBC**

- All customers (and their families) who interact with us, either formally or informally, and regardless of the issues they are facing e.g. around mental health, dementia, debt etc. will tell us that they receive excellent customer service and are treated with dignity and respect every time they come into contact with an SBC employee (no matter what their role)
- As our customers choose to use our improved digital services, some staff will be trained and up-skilled to focus on providing services to those who need them most, moving from simple “transaction” type contact e.g. taking payments or changing details, to adding value to lives and improving outcomes for more vulnerable customers
- Other staff will work behind the scenes with all our services and customers, to develop improved and simplified customer-focused processes (using technology where appropriate) and we'll work to set the service standards you can expect

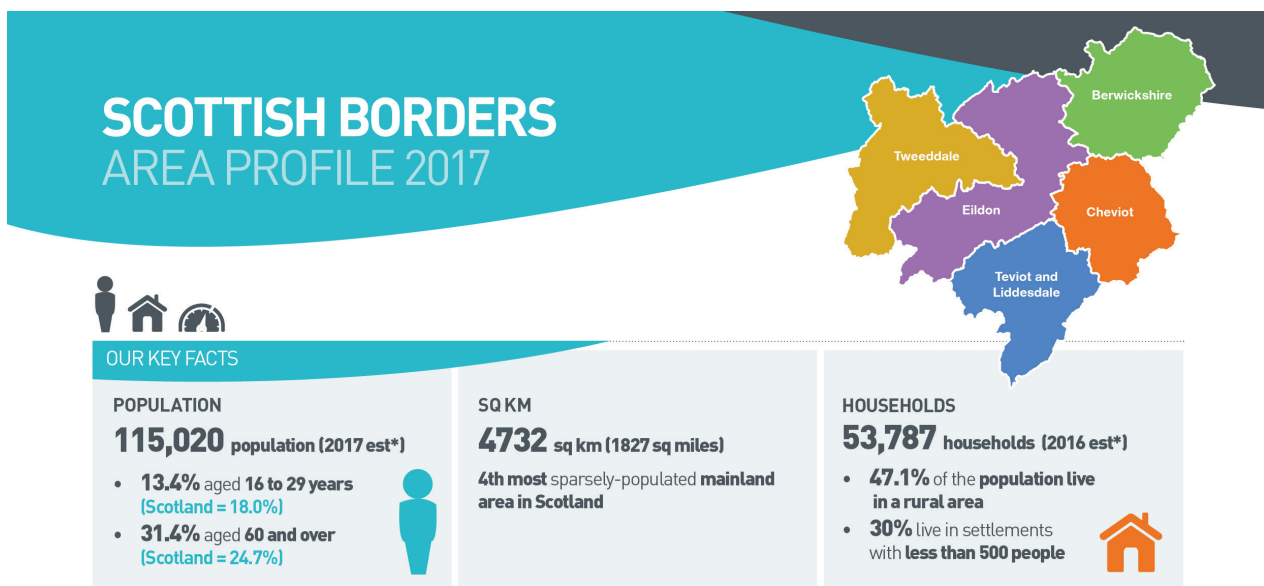
## The future will **involve our customers**

- As we design more services digitally, we will involve customers at an early stage so they are designed around their needs
- Our Area Partnerships (launched in early 2018) will develop to provide an increasingly valuable opportunity for individuals and communities to get involved in the decisions that affect their local areas and to participate in informal discussions and debates about the challenges and opportunities affecting their area, and how collectively the partnership can work together in addressing some of these
- Digital technology and our re-established People's Panel (200-300 people in each locality) will help us to regularly gather views on life in the Scottish Borders, on the services we provide and the areas we need to focus on, with communities and with partners, to ensure we keep the area thriving
- When things go wrong, we will really listen to our customers and keep them informed of improvements that can be made



## 3. WHO ARE OUR CUSTOMERS?

As a Council, we serve a broad range of customers across a very large area. In fact, Scottish Borders is the fourth most sparsely-populated mainland Local Authority area in Scotland after Highland, Argyll and Bute and Dumfries and Galloway and this can present real challenges when, for example, collecting waste or providing other universal services such as schools or care.



### Who do we serve?

- All residents who use our services (children and young people, adults, families and older people)
- Property owners (who live within and out with the Scottish Borders), and those who pay Council Tax (owners and tenants)
- People entitled to benefits and in need of specialist support and advice
- Health and social care clients and their families
- Parents and carers of children and young people in receipt of services
- Business owners who pay Non- Domestic Rates (NDR) and who may rent property from us, take up loans, grants, Business Gateway and regulatory advice and support
- Developers, either individual or large organisations / companies
- Potential inward investors
- Tourists and visitors
- Communities, be they communities of place or interest, community groups and organisations

The individuals and communities we serve don't use all our services all the time, and the need to contact us may vary as life or circumstances change

**Everyone who lives and works in the Scottish Borders is a customer of our universal services**

such as waste collection and roads, and may only have a need to contact us when they have a problem or an issue to report e.g. a missed bin collection or a faulty street light.

**Other customers interact with our services regularly and on a daily basis**

such as those with children at school or those in receipt of health and social care services, and the level of interaction will vary at each stage of life.

Some people become **customers of a particular service for a limited time period** by contacting us for a specific purpose e.g. to request a bulky item to be uplifted by our Waste team, to register a Planning application or to apply for community funding. Once a service has been delivered, it might be years until they next need to contact us.

Because Councils have statutory (legal) duties in relation to public protection, other people may become **customers in a crisis situation**, for example when an adult or child protection concern is raised.

Customers and their families may also have very specific needs and requirements around how they can or want to interact with us. This might be due to a physical disability, impairment, a language barrier, a mental health issue, dementia, skills issues or barriers associated with poverty and disadvantage.

Customers and their needs may fall into more than one category, and this may change as life circumstances change, but currently, we don't always "join the dots" as effectively as we could between our services, which results in customers:

- having to provide basic information more than once
- feeling like they are being shunted around our various services and departments to meet their needs in different areas of their life
- having to fill in forms and jump through hoops to get the services they are actually entitled to (because we haven't "joined up" different sets of relevant information about the same customer)

Unlike other sectors, Local Authorities are often the only provider of services and people have no choice but to come to us. Many Councils think that this means they can get away with "below average" or "average" levels of customer service, and don't ever focus on making things simpler and better for customers.

However, that's not what we think or want- we want to look ahead and learn from other public sector organisations and businesses who are perhaps doing things better or using technology in new and innovative ways- we have a duty to achieve best value (under the Local Government in Scotland Act) and that means finding the best ways of delivering services. As a Council, we want to be able to respond to and serve all our customers efficiently and effectively, with care, compassion and dignity and in a way that suits their needs - digital by design but personal when necessary.

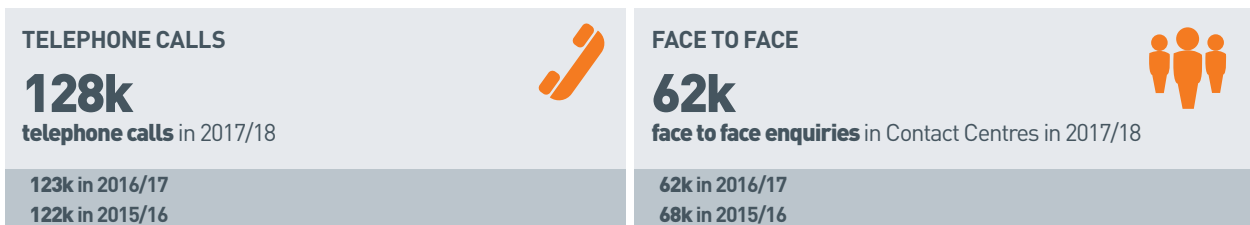
# 4. OUR CURRENT APPROACH TO CUSTOMER CONTACT

Our current approach to how customers get in touch with us falls into 4 broad categories, and we realise that there is scope to change and improve each:

<b>a.</b> Over the phone and face to face in Contact Centres	<b>b.</b> Online services	<b>c.</b> From various buildings across the area	<b>d.</b> Our complaints handling procedure
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## a. Over the phone and face to face in Contract Centres

SBC currently has a Customer Advice & Support Service- it's the public face of the Council and the "way in" to many of our services; it's the staff within our Contact Centres across the Scottish Borders; it's who you speak to when you call 0300 100 1800. Last year, Customer Advice & Support Service staff dealt with the following:



Not all services across SBC use Customer Advice & Support Service and our "0300" number as the "way in". For example, you'll still find other telephone numbers to call on our website which could be seen as confusing and frustrating for customers.

### OPPORTUNITY

Our "Digital Customer Access" project will introduce more user friendly, digital ways to access our services, leaving our advisors to deal with customers who need either face to face or telephone help and support. And it will be easier for all services to make the most of digital opportunities.

## b. Online services

Our current online services fall into 3 broad categories:

Providing customer with information on SBC services e.g. school holiday or bin collection dates	Allowing customers to report an issue or fault e.g. environmental problems such as vandalism, or a Council tax change in circumstance	Allowing customers to request a service e.g. pest control service, planning permission or building warrants
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- Some services such as Housing Benefits, and Planning and Building Standards have moved almost entirely online.
- Other services have designed a basic online form, but have not yet joined up or automated process and systems (with a lot of manual intervention between service request and service delivery), and don't always feed back to the customer, even when the service has been delivered.
- Many services aren't available online and are delivered in a much more traditional way. However we have seen other organisations re-write the "rules" and offer services online that we would never have thought possible or practical, for example taxing your car online.

### OPPORTUNITY

Our new "Digital Customer Access" project will give all services the tools to improve their online services, review processes and automate some back-office processes, as well as provide feedback to customers at key stages.

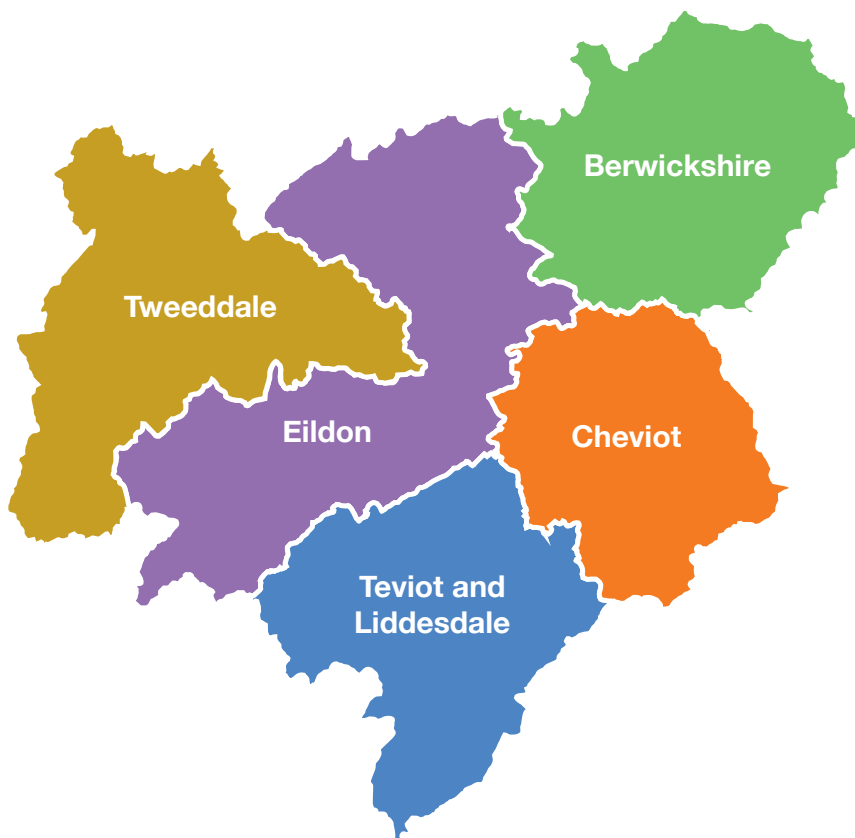
## c. From various buildings across the area

As well as Contact Centres, we serve customers from a variety of other public facing premises such as social work offices, schools, and Community Recycling Centres. In some town centres, we might own and operate out of a wide range of premises, as do our partners such as NHS Borders, Borders College and Housing providers. Given the age of some of our property, not all are fully accessible or suitable for their current use, are in poor condition and many are energy inefficient. SBC is currently reviewing its properties with the aim of consolidating and joining up with partners where possible and/or practical.

Over the last few years, some of our services have organised themselves on a "locality" basis, subdividing the Scottish Borders in to 5 areas in order to respond more efficiently and effectively to local need and circumstance.

**For example:**

- Business Gateway advisors in each locality get to know the businesses, premises and opportunities in each locality;
- Our Community Learning and Development staff plan and deliver services to suit the specific needs and demands of a town e.g. around activities for young people;
- Neighbourhood Services teams work from local depots and undertake a variety of tasks within a local area to keep streets and parks clean and tidy.



**OPPORTUNITY**

Build our “locality” approach further and provide ongoing opportunities for communities and partners to help us shape the services that are provided in towns and villages, and establish the properties and premises we need in each area to most effectively deliver high quality, accessible services.

## d. Our Complaints Handling Procedure

When customers believe that something has gone wrong with the delivery of a service, SBC has a Complaints Handling Procedure with a number of key stages and set timescales.

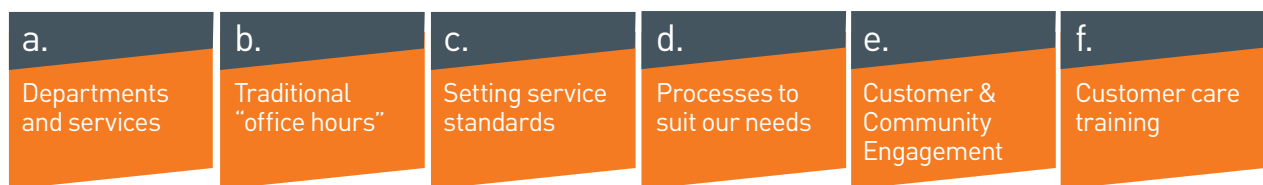
Our aim is to resolve each complaint as quickly as possible, with staff empowered to take responsibility for resolving complaints efficiently and effectively and if possible, as close as possible to where the service was delivered.

Although it's not the only way we get feedback from customers, a complaint can indicate many more customers with the same sort of problem (it is estimated that up to 26 other people might feel the same but only one takes the time to complain), so any lessons learned from one complaint

### OPPORTUNITY

We need to revisit our Complaints Handling Procedure, and use the complaints information we have more proactively to inform service improvement, involving our customer if appropriate.

# 5. OUR CURRENT APPROACH TO DESIGNING AND DELIVERING SERVICES



## a. Departments and Services

To run a large organisation such as SBC, employing over 5000 people and providing everything from health and social care to street lighting, an organisational structure and division of responsibility is required- we have service departments who organise their staff and resources to deliver a particular range of services. Sometimes these departmental "divides" don't always make sense to our customers' lives or requirements. For example, a small tourism business which wants to make a planning application, apply for a loan or grant, explore the possibility of employing an apprentice, as well as seek advice on its private water supply currently has to engage with 4 different services. Whilst it is relatively easy for the customer to contact each department individually, it could be time consuming and customer information might not always be shared between services to help the customer.

Internally between departments, we need to view colleagues as internal customers, and meet their needs efficiently, effectively, politely and with respect. By taking a "one council" approach, we will be better placed to serve the needs of external customers.

### OPPORTUNITY

Empowered staff who work efficiently and effectively across services and maximise digital ways of working can help us to be more joined up, for you and for us and provide:

- the **customer** with a single view of the Council and a single "way in"
- Council Services with a single view of the **customer**, securely and sensitively, joining up information where it makes sense to do so, and improves the service we offer
- A "one council" culture that is focused on the needs of the customer

## b. Traditional, “Office Hours” approach

Because we don't have as many services available online as we would like to, an “office hours”, traditional and sometimes bureaucratic approach to service delivery can often act as a barrier for customers who have busy lives and competing time pressures. If a customer perceives that there is a barrier to accessing services, they may become frustrated, disengaged and may give up trying to contact us, leaving them with a negative perception of SBC, a situation that is difficult to recover from.

### OPPORTUNITY

Technology can assist us to extend when and how the customer can do business with us, to suit customers' lives.

## c. Setting Service Standards

Some of our services define “service standards” - i.e. how quickly they aim to get back to you or how quickly you can expect to receive a service, and do provide feedback at key stages. For example our Customer Advice & Support Service Staff can track how long a complaint has been logged within our Customer Relationship Management System and alert both services and customer when target timescales for response are approaching. This is also important when meeting the needs of internal customers.

But some of our services don't currently have the systems or the technology to do this. Not knowing what is happening can lead to frustration from a customer perspective and time wasted by staff having to deal with multiple enquiries from the same customer.

### OPPORTUNITY

Working with customers and new technology, we need to more consistently set standards across our services and provide feedback at key points (including for internal customers).

## d. Processes to suit our needs

Many of our processes within services are created to make it as easy as possible for us. This can create unintentional barriers for customers and create tension and frustration. Some of our forms, processes and procedures aren't as simple, logical and easy to follow as they could be. And it's probably been a while since we stood back and looked at many of our processes objectively, from a customer's perspective, or considered how technology could help not only make things more efficient (and could also improve the customer experience).

### OPPORTUNITY

We will start with the customer and involve them in the design and review of processes review, deploying the best available technology.



## e. Customer & Community Engagement

Engaging with customers and communities is an integral part of what many services do when they are redesigning services or exploring how resources should be allocated. As well as public meetings, events and formal consultations, our new Area Partnerships (one for each of the 5 localities- see Section 4c) now provide an opportunity for individuals and communities to participate in informal discussions and debates about the challenges and opportunities affecting their area, and how collectively the partnership can work together in addressing some of these. And under the Community Empowerment (Scotland) Act 2015, we are required to extend and improve the ways in which we engage and involve communities in our work- after all, they use our services!

### OPPORTUNITY

All services need to make use of our Area Partnerships to gather community views, opinions and ideas.

## f. Customer care training

As the “front-face” of the Council, all staff within Customer Advice and Support Service have been formally trained in customer care. This means that the service areas across SBC that use Customer Advice & Support Service benefit from staff and processes that are designed with the customer in mind.

However, we have a range of other front-line staff who interact with the public on a regular basis but who don't necessarily regard themselves as providing “customer service” and have not had any formal customer care training- some do it very well, others might need some training and support. Our “back office” staff also need to appreciate the decision they take behind the scenes to save money or create efficiency can impact negatively on the customer.

Our third sector partners have real expertise in relation to dealing with people facing mental health issues, and have offered to help train our customer-facing, front-line staff, something that we haven't done in the past but is now of growing importance.

We also need to take advantage of other training, support resources and expertise available e.g. to make our customer contact arrangement more dementia-friendly.

### OPPORTUNITY

By rolling out our Customer Care training to every member of staff, everyone can understand and appreciate the part they have to play in improving quality of life and keeping the Borders thriving. By working with the third sector, and by taking advantage of available support our staff will be better equipped to serve the needs of customer with for example mental health issues or dementia.

# 6. OUR FOCUS FOR THE FUTURE: DELIVERING OUR VISION



*In section 1...*  
*...we established the need for a **new approach***



*In section 2...*  
*...we presented our vision of what we'd like the **future** to look like*



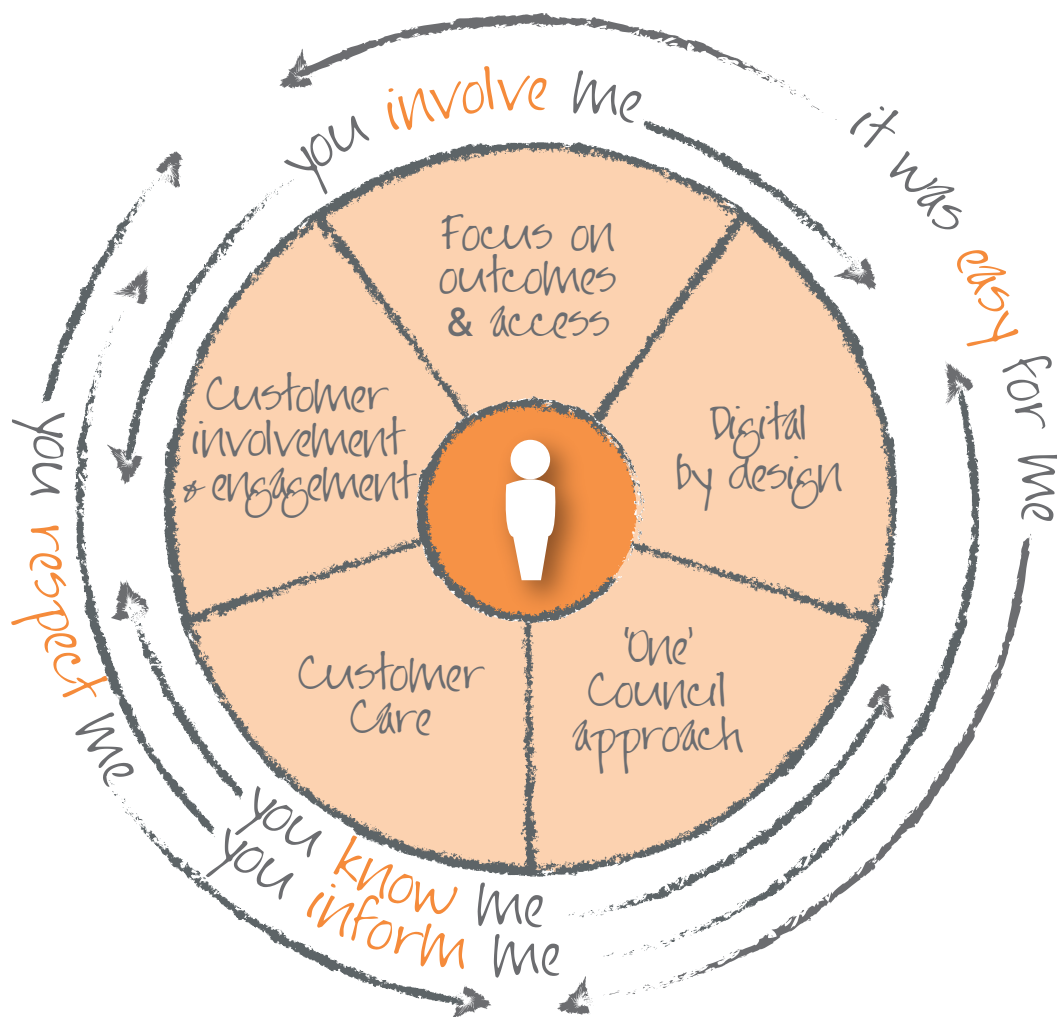
*In section 3...*  
*...we presented a summary of who our **customers** are and the fact that their needs and expectations are changing*



*In sections 4 and 5...*  
*...we looked at how we are **currently set up to serve and involve customers** and we know there is room for improvement*  
*...we identified the opportunities we have to build on, not least dedicated staff, strong and vibrant communities and emerging technology*

By focussing on the 5 themes identified in our vision for the future (shown in the diagram and table below), we will work to create a council that:

- **is easy to do business with** (whether you are an individual, a family member arranging care, a community looking to address a local issue or a small business)
- **makes services as accessible for our customers as possible**, with the aim of improving outcomes and quality of life for those who use them.



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## OUR KEY AREAS OF FOCUS

<b>Digital by design*</b>	<ul style="list-style-type: none"> <li>• Use our <b>Digital Customer Access project</b> to move all appropriate services online, providing 24/7 flexible access for customer, tailored to the needs of the customer</li> <li>• Use our Digital Transformation programme to rethink completely some of the services we provide e.g. smart street lights can tell us when they need replaced, smart grit bins tell us when they need filled</li> <li>• Promote, encourage and support the use of digital services across all services, building the digital skills of staff and customers</li> <li>• Support our services to improve what's offered online and to fully automate appropriate processes</li> </ul>
<b>A focus on improving outcomes and access</b>	<ul style="list-style-type: none"> <li>• Develop flexible and agile customer-facing staff who can support customers to access the services they need, and build their skills and capacity</li> <li>• Involve customers in review and design work and use the best available technology to provide customer-focussed services as efficiently and effectively as possible</li> <li>• Extend the use of the community hub model and with partners explore how best to bring services closer to communities</li> <li>• Co-ordinate access to translation and interpretation services as well as support for users of British Sign Language (provided by "Contact Scotland-BSL")</li> </ul>
<b>Joined up services ("one council" approach)</b>	<ul style="list-style-type: none"> <li>• Maximise the use and benefits of our Digital Customer Access project and Customer Advice &amp; Support Service across all services in SBC</li> <li>• Provide the customer with a single view of the Council and a single "way in"</li> <li>• Establish a single view of the customer within SBC , securely and sensitively joining up information where it makes sense to do so, to improve the services we offer</li> </ul>
<b>A culture of customer care, dignity &amp; respect</b>	<ul style="list-style-type: none"> <li>• Give staff the skills and confidence to engage and communicate with external and internal customers, and ensure that everyone is focussed on continuous improvement</li> <li>• Roll out our Customer Care training to every member of staff, so that everyone understands the part they have to play in improving quality of life and keeping the Borders thriving. Use this training to build a "one Council" culture.</li> <li>• Work with Third Sector partners to deliver training around how best our frontline staff can support people with mental health issues. Investigate other support that is available e.g. around making our services dementia-friendly</li> <li>• Working with customers and new technology, consistently set service standards across our services and provide feedback at key points</li> <li>• Continually gather feedback on our services and use it to continuously improve</li> </ul>
<b>Customer involvement and engagement</b>	<ul style="list-style-type: none"> <li>• Develop our "locality" approach so communities and partners help us shape the services that are provided in towns and villages</li> <li>• Support all services to make use of our Area Partnerships to gather community views, opinions and ideas</li> <li>• Review our Complaints Handling Procedure and listen to customer when things go wrong and use the complaints information we have more proactively to inform service improvement</li> </ul>

**\*Digital by design** is NOT about doing away with all other access to services (e.g. phone and face to face); it's about designing great services online that people choose to use, leaving resources available for those who need support

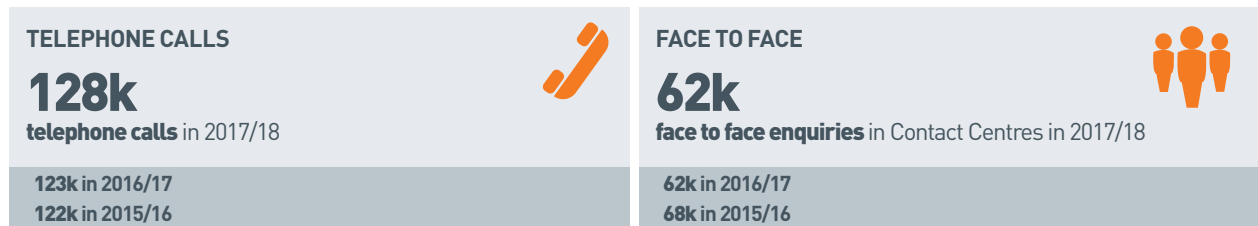
# 7. WHAT WILL SUCCESS LOOK LIKE?

Within a customer strategy, we need to look at success from our customers' perspective:

We'll know we've got it right when our customers tell us that.....	
It was <b>easy for me</b> to access services	<p>"It was easy to access the simple service I needed - quick, and efficient and no need for me to speak to anyone. Feedback assured me that my request was being dealt with"</p> <p>"It was easy to access the complex service I needed - I was able to access the face to face support I needed within my local community and the member of staff provided a great, personal service"</p> <p>"I logged on when it suited me, not during "office hours"</p> <p>"I used to rely on going in to my local Contact centre, but there are now more, easier ways to contact you which save me the journey"</p> <p>"SBC anticipated all the things I would need when I moved house and delivered them to me without me having to ask"</p> <p>"SBC fixed the broken street light and filled the grit bin without me having to ask. They know what is going on and just deliver"</p>
I feel like you <b>know me</b> as a customer	<p>"When I contact you, I'm greeted as an individual and someone who matters - you've even offered me services you think I might be interested in"</p> <p>"The Customer Service Advisor asked if they could connect me to a range of other relevant services and offered to meet with me face to face if required"</p>
You <b>respect me</b> and treat me with dignity	<p>"I'm treated politely, and the issues I'm currently facing were acknowledged with dignity, respect and real care"</p> <p>"I have a hearing impairment but that was accommodated quickly and easily, and without issue"</p>
You <b>inform me</b>	<p>"Staff were helpful, efficient and well informed about the full range of services that I interact with- one call was all that was required"</p> <p>"I knew what to expect and the timescales. Your service standards are clearly laid out so there's no need for me to keep asking you"</p>
You <b>listen to me</b>	<p>"I had a problem with a service and you took my issues on board, resolving things quickly and effectively"</p> <p>"I made a complaint about a service but was satisfied that you took it seriously"</p>
You <b>involve me</b>	<p>"I regularly have the opportunity to participate in local discussion, consultations and decisions that affect my local area."</p> <p>"I felt empowered when I could use my vote to help decide where money could be spent in my local community."</p>

## MEASURING AND DEMONSTRATING SUCCESS

Currently, we know how many people call and visit SBC's Customer Advice & Support Service. We would anticipate that, as the Digital Customer Access project is implemented, there will be a reduction in calls and face to face contact.



As we reshape, redesign and improve our online offer (as part of Digital Customer Access), we should see a change in customer behaviour online. We know that many people call because they can't find what they need or want online, and people often take to social media when they can't find a "way in" to our services.



We are currently looking at web traffic, page per view, bounce rates and forms that are used most frequently on our current website. We will then look at benchmarking for the service areas that will be covered by Digital Customer Access, as it rolls out later in 2018/early 2019. It is likely that this will include areas that fall under the banner "environmental services"- reporting a pot hole, a broken street light, requesting that an item of bulky waste to be uplifted etc.

Over the last 2 years, SBC has seen a large increase in complaints received on-line. However, many of these complaints need to then be classified by us as "invalid" because they are not actually an expression of dissatisfaction (i.e. a complaint), but a request for a service- the online process has not been simple or clear enough from the customer's perspective. Digital Customer Access will give us the ability to design simple, clear online process that help customers reach the outcome they want more effectively. We will therefore monitor both the volume of online complaints received AND the proportion of invalid complaints.

As the "MyScotBorders" feature within Digital Customer Access is developed (giving customers the ability to view the services they interact with, from a single, secure log-in), we will be encouraging people to sign up and use the feature to do business with us- from changing their own details e.g. address, to reporting a fault. So "MyScotBorders" sign ups and "MyScotBorders" log-ins will be monitored.

And at the heart of what we are doing is our customer, who should be satisfied with the services we offer AND the way we offer them. We will therefore look at:

- **Customer satisfaction with specific services** provided, using Digital Customer Access, after transactions have taken place or services have been delivered i.e. “rate the service you received”
- **General customer satisfaction** (using Citizen Space and People’s Panels) as a general gauge of how we are doing

Other measure will become available as Digital Customer Access is rolled out.

# 8. GOVERNANCE AND ACCOUNTABILITY

Scottish Borders Council's (SBC) **Digital Customer Steering Group** (DCSG) has developed this Strategy as part of the wider SBC's Digital Transformation programme. This programme is overseen by SBC's Corporate Management Team.

Using this Strategy, the **DCSG** will now develop a detailed action plan and performance measures, and will report to the Corporate Management Team on a quarterly basis, as well as SBC's Executive Committee.

“one Customer, one Culture, one Council”



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Find out more about how you can play **#yourpart** by visiting....

 **#yourpart**

[scotborders.gov.uk/yourpart](https://scotborders.gov.uk/yourpart)

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