



# Assessment Report

## CUSTOMER SERVICE EXCELLENCE

High Life Highland-Libraries  
1-Renewal





## 1. EXECUTIVE SUMMARY

The assessment method used was a full remote assessment due to the current circumstances of the Covid19 Pandemic.

Following the assessment, High Life Highland-Libraries were found to have a deep understanding of, and commitment to, Customer Service Excellence. The commitment was displayed from Senior Management levels through to operations and front-line staff.

I would like to take this opportunity to thank those people involved in the overall assessment process. It has been a pleasure meeting with your team and having the opportunity to observe your service remotely.

The outcome of the assessment was -

**"Renewal of the Customer Service Excellence Standard has been recommended"**

Address:	Library Support Unit, Harbour Road, Inverness, IV1 1UA		
Standard(s):	Customer Service Excellence	Accreditation Body(s)	UKAS
Representative:	John West/ Julie Corcoran		
Site(s) assessed:	Helmsdale Library Caol Library Broadford Library Lochcarron Library Mallaig Library Portree Library Prison Library Achiltibuie Library Fort William Mobile Library Plockton Library Knoydart Library Ardnamurchan Library	Date(s) of audit(s):	14-06-2021, 15-06-2021, 16-06-2021, 17-06-2021, 18-06-2021, 21-06-2021



	Aberdeen Science Centre- partners Kinlochleven Library Cromarty Library Brora Library Glenurquhart Library Dingwall Library Remote (Covid19)		
Lead Assessor:	Robert Sullivan	Additional team member(s):	
Type of Assessment:	Renewal		
Review of Certification Claims	Claims are accurate and in accordance with SGS guidance		



## 2. CONTEXT

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High Life Highland (HLF) is a charity registered in Scotland, formed on the 1st October 2011 by The Highland Council to develop and promote opportunities in culture, learning, sport, leisure, health and wellbeing. It delivers a wide range of cultural, sporting, leisure, learning and health & wellbeing initiatives and projects across nine services throughout the whole of the Highlands, for both residents and visitors.

High Life Highland-Libraries serve a geographically wide and socially diverse area roughly the size of Belgium. There are 30 public, 10 communities, 21 schools, seven mobile Libraries and a prison library. The school libraries are not included within the scope of this assessment.

With a £3.4m budget, 168 staff are employed by High Life Highland-Libraries. The service has seen over 2.2 million visits to libraries during 2020/21, a 42% decrease from the previous year. This has been because of Scottish Government Covid-19 restrictions. Physical footfall was at a minimum due to restrictions however online footfall increased by 42%. This includes 2.2 million online visits.

The Covid-19 pandemic has impacted service delivery since late March 2020 and led to significant innovation and creativity in the delivery of service through additional or alternative channels. Currently, the service is following a scheduled opening of services in various ways to comply with service demands and the requirements of Scottish Government guidance relating to the pandemic.

## 3. METHOD OF ASSESSMENT

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The assessment method used was a full remote assessment due to the current circumstances of the Covid19 Pandemic. Evidence was submitted electronically via email and the assessment interviews and observations took place over the telephone and via computer. Microsoft Teams was used for the opening and closing meeting and to conduct interviews with staff and customers.

The assessment was undertaken in two stages; the first was a review of your self-assessment submission. This review enabled the Assessor to gain an understanding of how the organisation has met the requirements of the Customer Service Excellence standard.

The next stage was to review the actual service delivered remotely. This was conducted through reviewing practice as well as speaking to staff, partners and customers. This included following customer journeys through your processes and how these aligned with customer insight.



During the assessment process the criteria are scored on a four-band scale:

**COMPLIANCE PLUS** - Behaviours or practices which exceed the requirements of the standard and are viewed as exceptional or as exemplar to others, either within the applicant's organisation or the wider customer service arena.

**COMPLIANT** - Your organisation has a variety of good quality evidence which demonstrates that you comply fully with this element. The evidence which reflects compliance is consistent throughout and is embedded in the culture of the organisation.

**PARTIAL COMPLIANCE** - Your organisation has some evidence but there are significant gaps. The gaps could include:

- Parts of the applicant's organisation which are currently not compliant and/or
- Areas where the quality of the evidence is poor or incomplete and/or
- Areas which have begun to be addressed and are subject to significant further development and/or
- Areas where compliance has only been evident for a very short period of time

**NON COMPLIANT** - Your organisation has little or no evidence of compliance or what evidence you do have refers solely to a small (minor) part of your organisation.

The current scheme allows applicants a maximum number of partial compliances, equating to a pass mark of 80% for all criteria.

#### **4. OPENING MEETING**

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The remote assessment commenced with an opening meeting using Microsoft Teams.

The assessment activity was discussed. The itinerary had been agreed with High Life Highland - Libraries in advance. The organisation was informed that all information obtained during the assessment would be treated as strictly confidential.

The scope of assessment was confirmed as: High Life Highland - Libraries



## 5. REMOTE ASSESSMENT

The Assessor was supported throughout the assessment by John West and Julie Corcoran and other personnel within the organisation were involved when assessing activities within their responsibility.

The assessment resulted in the raising of no partial compliances. A number of observations are listed in Section 7 of this report.

Number of good practices awarded during the assessment	35
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Have the partial compliance(s) raised at the last assessment been closed?	N/A
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	Criterion	Maximum number of partial compliances	Actual number of non-compliances	Actual number of partial compliances	Actual number of Areas for Improvement	Fully Compliant
1	Customer Insight	2	0	0	0	11
2	The Culture of the Organisation	2	0	0	1	11
3	Information and Access	2	0	0	1	11
4	Delivery	3	0	0	0	13
5	Timeliness and Quality of Service	2	0	0	0	10





## **6. AREAS OF PARTIAL COMPLIANCE**

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### **CRITERION 1**

No Partial Raised

### **CRITERION 2**

No Partial Raised

### **CRITERION 3**

No Partial Raised

### **CRITERION 4**

No Partial Raised

### **CRITERION 5**

No Partial Raised

## **7. OBSERVATIONS**

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A list of observations and issues identified at each facility or remote session is held by the Management team at the Libraries service. This report summaries the findings.

It was clear that the Senior Leadership, including the Chief Executive and Directorate, are very customer focused and have a clear vision for High Life Highland- Libraries as a modern, progressive and customer-focused organisation. They have used the Customer Service Excellence Standard, feedback and reports to further improve the service.

Such is this commitment and the benefits experienced from CSE you are currently preparing other High Life Highland services for CSE certification.

Throughout this assessment, staff referred to Customer Service Excellence and its benefit to the work of the service.

During the remote assessment the following general observations were made. These include: positive areas scored as Compliance Plus; areas of good practice; areas for improvement identified throughout the entire assessment process, as listed below.



### **Areas for Improvement cleared from last assessment**

- At the last assessment, the Assessor noted that although you have provided extensive information and staff assistance to customers, you may wish to consider if the electronic catalogue could be more user friendly for some searches. Several customers mentioned that it would be useful to search the catalogue by Library and the stock currently available to borrow in that Library. This would better replicate a more serendipitous browsing experience and indicate the books currently available at that venue. You have raised this with your provider and is now available. This has been particularly helpful for customers which a 'return and collect' service has been available and, at times, the only option permissible due to Covid-19 constraints including social distancing (3.2.1)

### **Areas for Improvement**

Please note that Areas for Improvement may not always be shown in the table and graph within this report. This occurs where the main parts of the element are worthy of a Compliance plus rating.

- You may wish to consider if training on the effective use of social media for individual libraries would further increase the use of these important communication tools in remote and dispersed communities (2.2.1)
- The Assessor noted that although you have made significant strides in using social media effectively over the last year, you may wish to consider further developments. You discussed developing a plan identifying the possibility of using different social media channels to promote and deliver services to various groups. One example may be the potential to use such as Tik Tok for a younger demographic and more effective use of Instagram. You have developed your Instagram presence and are considering a pilot of the Tik Tok platform from Inverness Library. You should also consider the possibility of training more local library staff in the use of social media, emphasising the need to post regularly and its use as a two-way communications channel. In a more general context, your social media strategy is considered by your Marketing Department (3.2.1)
- You may wish to consider if a form of GPS tracking system on mobile libraries would be beneficial for customers. In remote areas, customers would be able to have precise information on the location and potentially when the mobile library service would reach their location. There may be a number of issues around this concept, but it may be worthy of some consideration (3.2.1)





## **Areas of Good Practice**

- It is abundantly clear that your service has continue to use CSE to develop a very customer-centric service. You work alongside a range of partners to produce outcomes that meet their needs and preferences. The service continues to evolve and innovate in ways that improve the impact of your service on individual customers and groups and wider society. At this assessment, there were high levels of creativity and innovation demonstrated, including improved and enhanced partnership working. Such partnerships include developments with Aberdeen Science Centre and with Parklands Care Homes at Fortrose
- You have a very clear focus on improving the number of visits to your facilities and events being delivered there. This clear direction and use of graphical performance reporting in these critical issues focus staff on your core business. Staff spoken to during the assessment were aware of such targets and were considering various means to improve physical and digital footfall. This year, there has been a significant channel shift resulting from many venues having restricted access due to Covid-19, as well as restrictions relating to customers' ability to travel. Staff and customers are very keen to see the re-opening of libraries to allow for appointment slot for physical browsing of stock. This facility is available in a number of libraries with a more comoprehensive roll-out scheduled
- You have worked with staff and customers to align opening hours with the needs and preferences of customers. This takes account local variations and such as commuter distances and times
- The Covid-19 pandemic significantly disrupted operations during the year across services and libraries were no exception. Some staff were furloughed during the period and the service has a scheduled Bounce Back programme. The service saw some cases where it was more feasible to operate such as a 'collect and return service from alternative locations. Staff noted that the felt the Libraries Senior Leadership Team as well as those in Highlife Highland had shown great support, excellent communications and empathy throughout the pandemic
- You have continued to support others in sharing your knowledge and expertise and by assisting them in improving the customer service they offer. This includes library services from across the country and other CSE Holders. You are also now proactively working to have other parts of High Life Highland certificated to the CSE Standard. You have continued your

innovative partnership with colleagues in an Austrian Library service to exchange ideas. Your Director of Culture & Learning was a keynote speaker at the SGS National CSE Virtual Conference. In this way you lend time and expertise to support continuous improvement in other services. You have delivered inputs to such as the Community Sport Scotland conference, and organisations including Angus Alive, Edinburgh City Libraries, Glasgow Life, Perth and Kinross, Live Borders and North Ayrshire

- Your Director of Culture & Learning has developed a very innovative benchmarking partnership with NHS Wales as a result of participation in the National Conference
- The Director of Culture & Learning gave UHI partnership presentation at Scottish Graduate School for Arts and Humanities training event-Perth and in this way supported the student community
- The Assessor observed that staff were very polite, friendly and professional. This was supported by survey results and in the comments of a range of stakeholders that Assessor spoke with during the remote assessment visit. The Assessor was able to speak with a range of both customers and partner organisations during this remote assessment visit
- The Assessor spoke with staff about the needs and preferences of your customers. Staff had a very good understanding about their Library as well as individual customers. Many staff and customers spoke of the success of staff selecting books for customers during the Covid-19 restrictions. This very good insight was a key success factor in your service during Covid-19 restrictions
- Once more at this assessment, the Assessor noted that staff were very proactive in seeking out books for their customers to ensure speed of access to the latest materials to suit customer preferences
- The Assessor was able to see a number of library spaces during this remote visit. Your posters and information were well displayed throughout. The displays were professionally formatted giving a clean look to displayed materials. This was observed through virtual tours and video presentations as well as in evidence provided
- You have made your Facebook social media presence more localised. Staff at local libraries can create, curate and manage social media postings that are unique and relevant to their facility. You now have 31 sites with their own dedicated Facebook page. The Assessor notes some



possible ongoing improvements to your Facebook presence. This is viewed as being very successful in increasing footfall and in promoting library events. The Assessor was able to speak with some staff involved.

- Throughout the Covid-19 pandemic, a number of venues have provided localised Book Bug sessions to offer a very tailored service to customers from known staff
- Your very popular Makaton Book Bug session has continued and has a large following on Facebook. This use of technology to provide a service to customers and others with more specialised support needs is good practice
- You have a library App for mobile devices which is viewed as successful. You continue to improve the App to allow for greater functionality. This was discussed at viewed at a local level
- You have further developed your benchmarking activities with colleagues and CSE holders to learn from and share good practice. You have made connections CrossReach Threshold Glasgow through CSE Benchmarking and are looking to develop benchmarking activities. This partnership offers possibilities of further developing services for those with support needs
- You continue to develop, implement and learn from comprehensive customer surveys and other feedback mechanisms
- You have very high levels of customer satisfaction. You have completed a comprehensive survey of adult customers and achieved an overall customer satisfaction rate of 98%
- You have again significantly increased the number of online events hosted by your service and, in doing this, have seen significant increases in the number of customers using your service online. The Assessor viewed this performance data at this assessment visit. The channel mix in this operational year continues to be different, with significant numbers of digital engagements resulting from Covid-19 restrictions and temporary channel shifts as a result
- You have worked with various partners in innovative ways to improve service delivery and accessibility for customers and potential customers. There were numerous examples of this including your work with the High Life Highland Ranger Service and the ongoing use of Nature Explorer packs. This is very innovative and links with wider High Life Highland, Council and Scottish Government objectives around health and wellbeing.



You continue to work with partners in the NHS in a variety of ways including work to improve health and wellbeing across the Highlands. At this assessment, the Assessor noted examples of partnership working with partners including the Aberdeen Science Centre and Parklands Care Home Group

- You assist in the wider community in many ways and integrate this into learning and the Library. You are working with the Highland Biological Recording Group and assisting them in developing An Atlas of Wasps in the Highlands. This also fits with the broader agenda of supporting the development of STEM (science, technology, engineering, and maths) in the community. At this assessment, the Assessor was able to see more evidence of your STEM work and partnership with the Aberdeen Science Centre. At this assessment, a session took place regarding your ongoing work with the Science Centre and the development of this work across your network
- You have an ongoing partnership with the University of the Highlands and Islands (UHI) who use your Library Collections for research, training and learning. In particular, this relates to your special collection, the Charles Fraser Mackintosh collection. Students and lecturers have access to resources and student award winners get access to a tailor-made placement at High Life Highland. This partnership also facilitates access to the valuable collections to local citizens and involves Library Staff, University staff and volunteers
- You have developed a 'one stop shop' membership application process and card that covers access to leisure facilities via a common High Life Highland card. The development of the High Life Highland App also allows better integration across the High Life Highland organisation and use of a digital membership card
- You understand the changing demographics of your environment as well as the needs and preferences of your customers and prospective customers. You engage with customers, prospective customers and representative groups to facilitate better access to materials and the service. Examples of this being the High Life Highland membership card, online Book Bug and service developments such as staff selecting books for customers and your Return and Collect service offering
- You are aware of evolving community groups and customers and work to support any changes. During the Covid-19 pandemic, some staff volunteered to help the wider community by utilising their skills



- You work with specific groups such as teenagers in order to make your service more applicable and attractive to them. You will be working with this group around participatory spending in the near future
- You continue to monitor the use of information sources across channels by measuring visits and website and social media activity. This will be particularly valuable this year as a result of the channel shift resulting from the pandemic and potentially a return to 'business as normal'
- You fully recognise the importance of praising and recognising staff for their customer focus. You have nominated several staff for awards in the High Life Awards process this year
- You continue to promote and develop many volunteers within the service and new volunteering policies in place.
- The Assessor was able to speak with staff and see a demonstration of the Scottish Library and Information Council eLearning platform. You are part of a pilot or beta testing team to feedback on the project. This project aims at upskilling staff in relation to computing and technology in ways that will assist customers
- The Assessor observed, and you evidenced, very significant local staff input into tailoring initiatives and joint working in very creative ways that would appeal to the members of that Library. The creative talents, enthusiasm and 'going the extra mile' for customers was a theme throughout the assessment and across the wide range of services visited. This includes staff providing a range of virtual services to their customers, offering tailored Book Bug sessions and developing services to meet specific needs
- All the customers spoken to by the Assessor during the assessment commended the staff and were pleased with the service delivery. They took time to explain the excellent service provided during the Covid-19 pandemic as services changed and evolved as restrictions were modified and a greater understanding of the virus was developed
- A number of physical based activities were curtailed during part of this year but such as virtual Book Bugs, Murder Mystery Events and author talks were introduced
- The Assessor noted the NHS partnership supporting deliveries to medical centres during Covid-19 and the Mind Hubs Project that are examples of your work with the wider community



- Overall, the service provided is of a high quality and is respected and valued by customers, partners and the wider community

### **Areas of Compliance Plus**

- 1.1.1 You continue to have very high levels of insight about the characteristics of both customers and prospective customers through your surveys and exit polls. You are then using this to identify strategies to engage with these prospective customers more effectively. Your involvement in the development of library strategies for both public and school libraries nationally and your active participation in such as the Scottish Library Information Council (SLIC) and the 'How Good Is Our Public Library Service' (HGIOPLS) framework are examples of your strategic awareness and involvement at all levels. The involvement of your leadership team and other staff with SLIC, and the additional benchmarking activities, including outside of libraries helps keep the service at the forefront of latest thinking
- 1.1.2 You have developed customer insight about our customer groups to better understand their needs and preferences and you demonstrate this across your network and with a wide range of customers. The Assessor spoke with a wide range of staff who had excellent insight into the needs and preferences of a wide range of customers. There were many examples of this at individual customer level as well as in relation to customer groups such as Nursery, School, Teens and Older Adults. This customer insight was commended by many customers the assessor was able to speak with during the assessment
- 1.1.3 You have made efforts to identify hard to reach and disadvantaged groups and individuals and have developed your services in response to their specific needs. As well as work with Education colleagues in such as 'Every Child a Library Member' and 'Read, Write Count', your ongoing innovative work with the Inverness Prison in manning their Library has given access to a hard-to-reach group. Likewise, your work with Care Homes for Older People has seen making care home residents, traditionally a hard to reach group, library members and involving them in inter-generational work. The co-location of libraries and leisure facilities has also improved access to a broader range of citizens to the library service. This is further enhanced by a range of joint activities run by staff of leisure and library services that are seamlessly integrating physical and cognitive development to further improve outcomes for citizens and visitors. As noted earlier in this report your work with other community



groups to improve access, learning and remove or reduce social isolation is commendable. You have introduced an innovative Book Bug session in Makaton, you supported staff training in Makaton to facilitate this and this will now be cascaded across the team

- 1.2.2 You have made the consultation of customers integral to continually improving your service. You use a range of consultative methods to suit your customers, you have successfully consulted with a wide range of customers. An example of this being opening hours consultation. As noted later in this report, you also consulted with customers around an extended magazine provision at some venues. You have a consultation strategy in place and are considering a number of consultations for late in 2021
- 1.2.3 You regularly review and adapt your consultation strategies, tools and their effectiveness. You have a published engagement strategy that is regularly reviewed. Your use of exit polls to capture feedback of both current and prospective customers at co-located sites is one example of this in action. You also use a digital survey to capture the views of a variety of stakeholder groups on an ongoing basis
- 1.3.1 You have reliable and accurate methods to measure satisfaction on a regular basis. You have very comprehensive ways of measuring satisfaction across your customer groups on a regular basis. You have consulted informally on such as the nature and time of online books and audio books to be made available. You used Facebook at part of this consultation. Your methods are viewed as accurate and reliable to the extent that several other organisations are utilising your customer surveys
- 1.3.5 You have made positive changes to services as a result of analysing customer experience, including improved customer journeys. There were numerous examples of this evidenced throughout this assessment visit. You have re-contracted the provision of e-books and e-audiobooks in the recent past with a wider range of 'publications' suited directly to your customer needs being available
- 2.1.1 There is strong commitment to putting the customer at the heart of service delivery and leaders in your organisation actively support this and advocate for customers. The Leadership Team are striving to remove barriers to the use of the services to maximise the impact of the service while delivering excellent service quality effectively and efficiently
- 2.1.2 You have used customer insight to inform policy and strategy and to prioritise service improvement activity. In addition to this you use insight to revamp opening hours and reconfigure such as physical space, you



have used insight to improve and evolve your service. You have now looked to enable volunteers to achieve vocational qualifications and other awards because of working with your service

- 2.1.6 There is a strong culture of staff putting forward their ideas and being able to implement them. There is a recognition that the nature of the environment served is such that demands may be localised and local staff are ideally placed to meet them. During this assessment there were numerous excellent examples of staff using their own creativity alongside their insight about customers to create innovative displays and activities. Staff have been developing other ideas such as Makaton Book Bugs, Facebook Live Book Bugs, Murder Mystery Events and virtual author talks and the increased provision of services using digital channels
- 2.2.2 Your staff are polite and friendly to customers and understand customer needs. Throughout the assessment and across all the facilities visited remotely, the Assessor observed this. The Assessor was informed by customers that staff have excellent levels of rapport and a genuine understanding of customer needs and preferences. There was a high degree of proactivity in assisting customers with such as book selection and reservations to meet their preferences. At this assessment, there was an increased awareness of the benefits and need to be customer-focused, which was very reassuring. During the Covid-19 pandemic, many customers asked staff to select books for them to collect. The feedback from this was excellent
- 2.2.4 Staff insight into the needs of the local communities and individuals they serve was abundantly clear and well-evidenced at this visit. Their insight led to staff developing services such as Facebook 'Book Bugs' for specific groups such as children. Even the location of such as Track and Trace information and provision of sanitiser gel took account of local circumstances to minimise risks and maximise infection control
- 2.2.5 You clearly value and promote your staff's contribution to delivering customer-focused services, and leaders, managers and staff demonstrate these behaviours. You are keen to discuss and promote the excellent work of staff that has improved the service to your customers. There was clear evidence of this in the number of nominations for Staff Awards and how Senior Managers openly praise staff for their creativity and hard work. The Staff Awards will take place in late Summer 2021
- 3.1.1 You have a range of easy to understand information about your service and this is available in several ways. Your website gives information about your service and allows you to conduct transactions. In



addition, your App continues to develop to support mobile access to your service and information about your service. Customers can also get information about and access your services at any of your libraries

- 3.2.3 You have significantly enhanced the range of information provided through different channels to reach customers where physical access was not possible to the service. The extensive use of additional media including Facebook, Twitter, Instagram and local publications such as community newsletters was evident at this visit. Once more, local insight was used to identify effective means of communications for that particular community
- 3.2.4 You have developed measures including library standards, customer surveys covering information, mystery shopping, customer journey walkthroughs, charter checklists and audits to ensure the quality and accuracy of information provision
- 3.3.3 You ensure that your facilities are as clean and comfortable as possible and continue to make significant investments in your facilities to improve this further where possible. You continue to invest in redeveloping libraries and spaces within Libraries where possible within budgetary constraints. This year we saw the ongoing reconfiguration of your service, one-way systems, sanitiser stations, 'collect and return', 'browsing by appointment', social distancing measures, additional cleanliness measures and audits and so forth
- 3.4.1 You have continued to make arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for your customers. There is a good awareness of the need to provide effective 'joined up' services where possible and of opportunities that joint funding and partnership working can bring to library customers and the wider community. At this assessment, you evidenced an increasing number of partnership working opportunities. Your work with such as the NHS and such as 'You Time' being examples of this. In working with colleagues across High Life Highland it is recognised that joined-up working can offer better service provision and coverage. You have recently further developed your work with Aberdeen Science Centre. You are working with NHS Highland to support clients with Type II diabetes. Libraries shall provide iPad for clients who do not have their own devices through their network of libraries
- 3.4.3 You interact within wider communities and demonstrate the ways in which you support those communities. Your very successful work with

volunteers through your High Voltage programme has offered volunteering opportunities, training and development to many young people. Your work in physical and cognitive activities impacts directly on the wider Health and Wellbeing agenda as does work with NHS partners on such as 'prescription books'. You are working with Adult Literacy partners to develop outdoor Book Bugs sessions for Syrian refugee families within Highland communities. You are working the National Autistic Society-The Pines service to better support families of those living with Autism. You support the wider library community through participation in exchanges including one with Austrian Colleagues. Your Director of Culture and Learning is a convenor on 'How Good Is Our Library Service' inspections. As noted earlier, you are a valued benchmarking partner across the UK CSE community

- 4.1.1 You use and have developed a number of standards and key performance indicators to measure effectiveness. This include use of the Scottish Libraries National Strategy, How Good Is Our Public Libraries Service framework, the delivery contract with Highlands Council, Prison Service - Service Level Agreement, Operational Plan and your Customer Charter
- 4.1.2 You closely monitor your performance against target and standards across a range of performance indicators. Importantly this information can be 'drilled into' to provide lower-level data analysis to identify trends. Your Leadership Team is directly involved in the design, use and effective interrogation of data and this is also used extensively by the Principal Libraries Manager in the decision-making process. This performance tool and data is available to all staff
- 4.2.2 You demonstrated that you deliver the service you promise to individual customers and that outcomes are positive for the majority of your customers. You again have very high satisfaction levels and many positive qualitative statements supporting your high satisfaction levels. During the assessment, customers confirmed the very high levels of satisfaction with the service delivered across a range of large, smaller and mobile libraries. In the Council's annual Citizens Panel Survey Libraries were the top ranked service
- 4.2.3 You continue to benchmark performance and processes against other similar organisations. You also identify successful organisations outside of libraries and use process benchmarking to streamline processes and improve performance

- 4.2.4 You actively seek out and learn from the work of other organisations as well as sharing and publishing your good practices. You support the University of the Highlands and Islands through your work with them on your special collections. Your work with Book Bug online has been identified as Good Practice. You have published and presented papers at Conferences. Your international work with colleagues in Austria is also an example of this. Your staff have participated in the Scottish and UK CSE Networking Events and you share good practice with many organisations.

## 8. ACTION PLANNING & NEXT STEPS

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The achievement of Customer Service Excellence is an ongoing activity, and it is important that High Life Highland - Libraries continues to meet the elements of the criteria throughout the three years the hallmark is awarded for. Efforts must be made by Customer Service Excellence holders to continually improve their service.

We recommend that you develop an action plan based on the findings of this report. The action plan does not need to be a separate document and is likely to be more effective if the actions are embedded in your normal improvement and service developments plans.

We will undertake an annual review that will look at your continued compliance with the Customer Service Excellence. As part of the review we will also look at progress on any findings of the previous assessments.

In addition to reviewing progress outlined above, we will also review the services delivery, done so by following customer journeys.

For more information on the annual review please refer to our document "Building on your Customer Service Excellence success – Preparing for the annual review".

Holders must inform SGS of any major changes in the service provision covered by the scope of the certificate. This includes reorganisation or mergers.

In addition, SGS must be informed should the certified service experience a significant increase in customer complaints or critical press coverage.

If you are in doubt at any stage, we strongly recommend contacting the Customer Service Team for advice on the significance of any service or organisational change, or issues surrounding customer complaints.



SGS will visit within the next 12 months for the annual review.

SGS recommends that High Life Highland - Libraries retains a copy of this report to aid continuous improvement, and as a reference document for future assessment reviews.