







by the Institute of Customer Services (ICS). This change will allow us to benchmark directly against similar government bodies such as H M Passport, DWP and HMRC, as well as private sector organisations such as John Lewis and First Direct – who receive high and consistent CSAT scores.

18. This paper will also include a recommendation on our new benchmark score. As the novelty of our digital improvements wanes, it is probable that our CSAT will go down but the purpose of the proposed change to the ICS model is to allow us to get to a place where we are able to more closely monitor and so maintain a consistent CSAT score at a level that reflects our ambition but also the realities of our role as a public service.

**Isla MacLeod**  
**Head of customer experience**  
21 April 2021