

## Appendix 2 - Customer care action plan 2022-2023

Key: 😊- Action achieved, 😐- Action started by not achieved, 😞- Action not yet started.

Focus area	2021/22 actions update	Status	2022/23 actions
Introduced a refreshed set of customer service standards	<p><b>Develop a set of measurable customer services standards that reflect our commitment to customer care.</b> New standards have been rolled out to all staff and they have been added to the website and staff intranet. New starters are informed about the importance of customer standards in corporate inductions.</p>	😊	<p><b>Promote the council's customer services standards</b></p> <ul style="list-style-type: none"> <li>• Deliver a Staff Briefing to refresh all staff on the importance of delivering our customer service standards.</li> <li>• Operational managers to ensure standards are promoted through team meetings, appraisals and 1-2-1 meetings.</li> </ul>
	<p><b>Consult with customers to understand if they are satisfied with our standards.</b> Customer satisfaction surveys were carried out at our advice and information centres in Brockworth, Churchdown, Winchcombe and Bishops Cleeve.</p> <p>The surveys showed all the customers who had visited the offices were satisfied with the service they received and were pleased they could access what they needed locally. However, it is important to note that all contact was for quite simple requests, such as food caddies or copying documents for benefit and housing customers.</p>	😊	<p><b>Consult with customers to understand if they are satisfied with our standards.</b></p> <ul style="list-style-type: none"> <li>• Investigate the option of introducing automated customer services satisfaction surveys following phone calls to services.</li> <li>• As part of the website review, consider options to capture satisfaction online.</li> </ul>
Make it easier, simpler and more convenient for customers to interact with us when requiring a service.	<p><b>Carry out a review of our Advice and Information Centres to identify if they are fit for purpose.</b> A partial review has taken place.</p> <p>Regular contact was maintained with the parish clerks and staff at the centres - and feedback consistently showed very low demand.</p>	😐	<p><b>Work with parish councils and other partners to provide access to our services across the borough</b></p> <ul style="list-style-type: none"> <li>• Depending on the success of the Brockworth arrangement, look to roll this approach out across the other advice and information centres with the aim of ensuring customers get a service that is available at more convenient times.</li> </ul>

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	<p>Footfall has not picked up since their opening in August 2021, with customers finding alternative ways of communicating with us, such as online and over the phone.</p> <p>Since 24 February, following a proposal from the parish clerk, Brockworth Parish Council has taken over the service provision on behalf of Tewkesbury Borough Council. This partnership means that our staff are freed up to deal with customers over the phone, but residents in the local area to Brockworth have an improved service with it being available more. Our customer services team remains on hand to deal with complex queries over the phone, and a detailed training manual has been provided to the clerk and team.</p> <p>Our next steps are to consider if this set up will work in other areas.</p>		
	<p><b>Review the customer services team structure to ensure it delivers excellent customer care.</b></p> <p>As a result of the pandemic, a member of the customer services team was redeployed to support the business grants team – and remains in that role. Until the customer services team is back to capacity, it is difficult to carry out a meaningful review. However, this action will be moved forward to this year.</p>	<p>😞</p>	<p><b>Review the customer services team structure to ensure it delivers excellent customer care.</b></p> <ul style="list-style-type: none"> <li>• Identify the impact of moving key customer services queries online – e.g. garden waste and bulky waste.</li> <li>• Review the impact of increasing service support to areas such as planning and licensing.</li> <li>• Identify a team structure that fits with the current demand.</li> </ul>

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	<p><b>Support the aim for increased first point of contact resolution in the planning admin team to reduce customer frustration and improve satisfaction levels.</b> Training, FAQs and information was provided to the customer service team to enable them to answer basic enquiries for customers.</p> <p>Customer services now advise customers to check the website as all information has been updated and made more customer friendly - this approach has reduced calls and emails to the planning department by 50 per cent, enabling them to deal with more complex enquiries.</p>	😊	
In line with the recommendation from the Peer Challenge, investigate the option of running a meaningful residents' satisfaction survey.	<p><b>Involve customers with the development of services.</b> Our Citizens' Panel has provided a range of important feedback in the development of our services, including: Bulky waste, housing strategy development and our new website.</p>	😊	<p><b>Implement improvements as a result of the residents' satisfaction survey</b></p> <ul style="list-style-type: none"> <li>Develop a corporate-wide action plan following feedback from the recent residents' satisfaction survey.</li> </ul>
Make sure our staff are equipped with the skills to deliver a high-quality customer care service.	<p><b>Ensure customer services training is available to all staff.</b></p> <p>A customer care consultant provided training for front line staff. The sessions were set up in several groups to try and engage with as many staff as possible and encourage participation.</p> <p>The training highlighted the importance of how we deal with our customers, identifying good service and bad</p>	😊	<p><b>Support the Development Management review's commitment to customer care</b></p> <ul style="list-style-type: none"> <li>Carry out a customer care session for all DM staff to highlight the importance of good customer service.</li> </ul>

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	<p>service, and the impact of good customer care on our reputation.</p> <p><b>Ensure all CS advisors achieve NVQ level 3 in customer services.</b> As a result of the demands on the team over the past 12 months, this action was not delivered.</p>	😞	<p><b>Ensure all CS advisors achieve NVQ level 3 in customer services.</b></p> <ul style="list-style-type: none"> <li>As part of PPD process, invite all members of the customer services team to complete an NVQ in customer services.</li> <li>Ensure all customer service advisors have the same level of skill and knowledge. Training to be provided where needed.</li> </ul> <p><b>Regularly contribute a customer care article to News4U to raise the importance of putting the customer first.</b></p>
<p>Promote channel shift and support those customers who need the more traditional methods of communication.</p>	<p><b>Ensure the customer services team receives appropriate training on new digital systems.</b></p> <p>The Business Transformation Team provided in-depth training to the customer services team on the new digital platform, Liberty Create. Training was provided in advance with a test system set up to enable the team to use it before it went live. Work sheets were also provided to the team to get them used to logging customer requests.</p> <p>Regular meetings were also held with the Business Transformation Team, so the team could request other features that could improve how the customer services team operates.</p>	😊	<p><b>Promote the council's online services to all customers</b></p> <ul style="list-style-type: none"> <li>Customer services team to ensure all customers are aware of the council's online services, including paperless billing, bulky waste, and garden waste.</li> <li>Customer services to ensure email addresses are taken when dealing with all customer enquiries.</li> <li>Customer services to be a key critical friend for the Business Transformation Team – providing feedback on where customers would benefit from online service improvements.</li> </ul>

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	<p><b>Support customers to sign up to paperless billing.</b></p> <p>The council’s Revenues team provided FAQs to enable the customer services team to answer queries at the first point of contact.</p> <p>Customer services also promotes the service when dealing with customers over the phone, email, and face to face.</p> <p>The team also includes a paperless billing ‘banner’ at the bottom of every email, which links to our website page so customers can sign on easily.</p>	😊	
	<p><b>Promote the online bulky waste service when customers phone us.</b></p> <p>The customer services team promotes the online bulky waste booking system to all customers. The shift in</p>	😊	

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	customers moving from phone to online booking is 50 per cent and we expect that to increase following a campaign to raise awareness of the online booking option.		
Ensure our reception service meets the needs of partners in the Public Services Centre.	<p><b>Ensure our front of house service meets the needs of all partners in the Public Services Centre.</b></p> <p>A monthly 'Landlord and Tenant' meeting is hosted by our property services department with representatives from all out our partners. The meetings identify service delivery and how it can be improved, office maintenance requirements, updating partners on Council projects that impact on their service and accommodation for their visitors and meetings.</p>	😊	<p><b>Ensure customers continue to experience excellent customer care as we emerge from the Covid-19 pandemic</b></p> <ul style="list-style-type: none"> <li>• Work with partners to provide relevant and up-to-date content for the digital screen in the Public Services Centre.</li> <li>• Improve the Public Services Centre's signage.</li> <li>• Introduce a customer experience improvements section to the Landlords and Tenants meetings</li> </ul>
	<p><b>Engage with partners to understand if improvements can be made for customers visiting the Public Services Centre.</b></p> <p>Meetings have taken place between customer services and the partners in our building to ensure the customer services team has an in-depth understanding of roles and responsibilities. This has proven to improve the relationship between all partners and has provided a smoother experience for customers visiting the building.</p>	😊	