

Corporate Customer Care Policy & Procedures

**Produced by the
Corporate Customer Services Group
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1. CORPORATE VISION AND PRIORITIES

1.1 The Council's 10-year vision is:

To make the Harrogate District a better place to live, work and visit by:

- preserving its heritage
- enhancing its unique environment
- delivering first-class public services
- encouraging everyone to share in its success

1.2 The Council has identified 7 corporate priorities to be the framework for everything it does over the next 3 years, one of these relates to "First class public services":

"Ensuring that the services delivered throughout the District meet the needs of customers, are accessible and of a high quality".

1.3 To help deliver the Corporate priorities, the Council has identified 12 strategic actions that will be delivered over the next 3 years. One of these is "Customer Services":

"Providing local people with a point of contact and access to Council information and service".

1.4 The Council has also agreed a Corporate Improvement Plan that has a key strand of "Improving Customer Services". This plan acknowledges that customer care and improved access to information and services are a priority for improvement.

1.5 The Council is therefore aims to provide services, which are:

- the right quality
- good value
- effective
- efficiently managed
- capable of adapting to changing needs
- designed to meet the needs of all of the people and diverse communities we serve
- customer-centred, involving listening to customers, complaints and comments, in a warm and friendly manner
- in line with statutory requirements
- in line with the Council's resources

2. CUSTOMER CARE POLICY

2.1 Policy

To support the Council in this aim, the corporate customer care policy is built around four corporate principles:

- Customer Care will be provided in a professional manner across the Council by well trained and knowledgeable staff;
- Every employee will give priority to the consideration of the needs of the individual customer, their right to information, to equality of access, to privacy and dignity;
- All of the Council's services will consistently seek to attain a defined and published standard of quality and our customers will be informed of their course of redress when these standards are not met;
- The term "customer" will include colleagues in our own Department, Elected Members and partner agencies and we recognise that caring for our customers begins with caring for others who form part of a service chain within the Council and its partners.

2.2 Every person employed by the Council can influence the quality of service, which a customer receives and consequently their perception of the Council. It is, therefore, vital to emphasise that the practices, which are set out in this policy, are relevant to everyone. They do not just apply to employees who have face-to-face contact with the public or to senior staff or to Departments providing direct services. Everyone can and must play their part with enthusiasm and commitment.

2.3 The Council will play its part by:

- giving customer care a high corporate priority;
- developing corporate values and practices on customer care which are shared across the organisation and communicated effectively;
- setting out the good practice necessary to achieve those values in a way that supports a devolved management culture whilst, at the same time, recognising that we are perceived as one organisation by our customers;
- encouraging all employees to optimise their use of existing resources in delivering services and customer care;
- providing additional corporate resources, where necessary, to supplement the resources provided by individual services in the development and delivery of customer care;
- providing customer care training for all of its employees;
- updating information to all its employees to add to their knowledge and awareness of customers and their care;
- regularly monitoring its customer care strategy to ensure that the needs of all its customers – residents, visitors and in-house – are met successfully.

- Providing a clear, accessible process for any customer to comment or complain about any aspect of the Council's services

2.4 Values

The corporate customer care values that, as an organisation, we all share are:

- Customers are the organisation's most important people. They are the purpose of our work. All customers, whether residents, visitors or colleagues, will be treated equally.
- All of our customers will have fair and equal access to all of the Council's services.
- Every customer is entitled to:
 - a standard of service which is known and agreed;
 - be listened to when they comment or complain
 - a sensitive response to their needs;
 - a rapid response to their complaints;
 - a courteous response to their enquiries;
 - continuous attention by us to their satisfaction.
- The customer will be given clear information on the Council's role and services, its standards and customer care policies.
- Our customers will be consulted to learn their views on the services they receive and on the way they are treated as customers.
- There is a clear and accessible complaints procedure in place for every service of the Council.
- Every Council employee will receive training in customer care.

3. AIMS OF POLICY AND PROCEDURE

The Council is a large organisation delivering a diverse range of services throughout the Harrogate District. It is committed to providing high standards of service – and has adopted this policy to: -

- ensure that services are delivered in a caring and professional way;
- act as a framework of reference for staff, Members, customers and partners of the Council;
- ensure that staff and Members are fully informed about their roles and responsibilities
- promote good practice in customer service including service standards
- ensure that performance is monitored and that action is taken to address any problems
- provide clear guidance on how to deal with customer comments and complaints

4. ROLES, RESPONSIBILITIES AND RESOURCES

4.1 The Customer Care Policy is built around the following roles and responsibilities:

- a. Elected members will:
 - adopt the corporate values and priorities
 - be committed to the implementation of the policy and procedures and its funding
 - regularly monitor its implementation through Cabinet and Resources Scrutiny Performance Panel
- b. Corporate Management Team will:
 - adopt the corporate values and priorities
 - regularly monitor its implementation by service officers
 - recommend change where necessary to maintain the effectiveness of the policy and in the light of feedback and experience
- c. Corporate Customer Service Group:
 - Promote good practice throughout the Council.
 - Review and recommend developments and improvements in the systems and procedures.
 - Monitor key performance indicators and recommend actions
- d. Heads of Service
 - review customer care provision in their service
 - develop plans to improve their customer care provision locally that are practical, match their existing resources and adhere to corporate guidance/practice
- e. Departmental link officers will:
 - be a focus for customer care in the Department
 - attend the corporate customer service group meetings to represent the views of the Department
 - coordinate the customer care plans of the Department
 - monitor customer care performance in their department
 - ensure customer care management information is prepared and submitted
- f. Corporate Learning and Development Manager:
 - coordinate, design and facilitate the corporate customer care training programme each year
- g. Every employee will be encouraged to play their part by:

- listening to their customers
- designing services to meet the customer's needs
- delivering services in a professional and responsive manner
- regularly checking their performance to ensure needs are being met
- help to assess training needs
- help to deliver training
- communicate knowledge to others

4.2 Resources

a. Funding

The Customer Care Policy has the following financial requirements:

- Funding of service customer care plans is incorporated as part of service design and delivery costs. Customer care must not be seen by service managers as a cost but as a service investment included in service plans as a matter of course.
- The corporate customer care fund is under the control of the Corporate Customer Service Group in order to facilitate:
 - corporate training programmes;
 - corporate initiatives;
 - corporate publicity;
 - corporate research;
 - corporate reviews/audits

b. Buildings

The Customer Care Policy must:

- impact on the Authority's building design and refurbishment proposals;
- be a priority issue in the Authority's Building Management programmes.
- Consider DDA values and recommendations.

5. CUSTOMER CONTACT AND COMPLAINTS PROCEDURES

5.1 Dealing with Customer Contacts

The Council has a Customer Contact procedure to help customers to comment on its services and give guidance to staff on how to deal with customer contacts. This includes customers:

- asking questions about a service or facility.
- making comments on a service or facility.
- passing compliments on a service or facility.
- making complaints about a service or facility.

The Council has adopted a procedure for dealing with each of these situations.

5.2 Access to the Procedure

The Council's Customer Contact form is available to anyone seeking, receiving or affected by the services for which the Council is responsible, or to anyone acting on their behalf.

The Council's customer contact form and other helpful advice will be available at all Council offices and other establishments, by mail and on the Council's website www.harrogate.gov.uk.

The Council will promote access to the procedure through appropriate publicity. In accordance with the Council's Customer Care Policy, facilities will be provided for customers with special needs, such as those with disabilities.

Where complaints procedures are prescribed by law, legislative requirements will take precedence over these guidelines. Similarly, where complaints involve matters of a criminal nature, the investigation of these may have to take precedence over the complaint investigation.

5.3 CUSTOMER CONTACT PROCEDURE

a. Questions

Every effort should be made to deal with questions from customers straightaway at the first point of contact.

If you are unable to deal with the question yourself, pass it to your Line Manager or other officer, who will be able to deal with it. Make every effort to deal with the customer's question there and then, it will avoid a telephone or written contact in the future.

If you cannot resolve the query straight away, ensure you telephone, email or write to the person with the appropriate answer to the question they raise. Email is a developing method of contacting the Council and these should receive a response by return if possible. However, a response should be given within 24 hours. The initial response is very likely to be automated and personalised. The follow up reply will follow the same timescale as written replies.

If you need to respond in writing ensure you meet the Customer Care Standard for replying to correspondence.

b. Comments

Again, try to deal with comments at the first point of contact. Many comments will be statements or points of information and may not require a response. If they do require a response ensure it is dealt with quickly within the Customer Care Guidelines and normal service procedures. Remember to thank the customer for their comment, if it is appropriate. If, upon considering the comment, an action is agreed, ensure it is implemented and actioned quickly and, if possible, give appropriate credit.

c. Compliments

Satisfied customers who take the trouble to compliment the Council on its service should receive an acknowledgement and indication of what action has been taken as a result. For example that thanks and appreciation has been passed on to the staff who provided the service concerned.

d. Complaints

WHAT DO WE MEAN BY A COMPLAINT?

The Council's formal definition is:

“A complaint is an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the Council or its employees affecting an individual customer or group of customers”

A complaint does not include:-

- Requests for service
- Requests for information or explanation of Council policy or practice
- Complaints about “third parties, who are not working on behalf of the council”
- Matters for which there is a right of appeal or legal remedy (either within the Council or to an independent tribunal) – see below

Some complaints cannot be dealt with under this procedure as they are covered by statutory or legal limitations such as:

- A Town & County Planning appeal against refusal of planning permission
- A complaint that has already been heard by a court or tribunal
- Statutory notices served about housing issues or homelessness applications, all of which contain full details of the appeals process to be followed for that type of notice
- A complaint about the issue of a penalty charge notice that is within the remit of the National Parking Adjudication Service
- Employment related issues, including appointments, dismissals, pay, pensions and discipline

Departments should not involve customers in concerns about whether or not an issue is a legitimate complaint. If there is doubt, it should be processed as a complaint.

You will see from this that there are some things customers might speak to you about that are definitely not complaints – but some will be. We want to make sure that our customers feel that they can complain whenever they are dissatisfied with our services – and that we will do all we can to deal with their complaint satisfactorily, openly and fairly.

If the complaint is to another agency, then you should try and guide the customer to the correct contact i.e. North Yorkshire County Council, social services etc.

If you are unsure whether an issue raised with you is a complaint, check the Complaints Procedure or ask your Line Manager.

Matters raised anonymously will be considered and appropriate action taken, although, these complaints are more difficult to deal with fairly. Therefore, any action taken will be outside this procedure.

5.4 COMPLAINTS PROCEDURE

The Council's Complaints Procedure has four stages. Regular monitoring reports are prepared for information and to ensure that any necessary action is taken.

Stage 1 – At the point of service delivery

The service providers deal with the initial approach from the customer and attempt to resolve the customer's concerns to the best of their ability and to the satisfaction of the customer.

Front line staff will pass any issues raised persistently to their line management.

The Council provides a huge range of services. These are delivered by people like you and me – people who, from time to time, will make mistakes. Equally, there will be times when a complaint is unfair. The important thing is that we respond properly, fairly and consistently when a complaint is made. A Complaints Procedure will help us to do this.

When a complaint has been dealt with quickly and fairly, the customer feels they have been listened to and understood. Just as importantly, knowing how and why things have gone wrong is valuable information in helping us to improve our services, and make best use of our resources.

Remember – when a customer complains they are giving us another chance to get it right.

Stage 2 – within relevant Department(s)

Departments should aim to settle complaints quickly and amicably. However, customers who are still not satisfied after Stage 1 should be encouraged to write, email, telephone or to visit the officer who is handling the matter to ask for it to be investigated further.

The complaint will then be investigated fully and objectively by the Director in the Department concerned or an appropriate person nominated by him. The customer should be told who is dealing with their complaint, kept informed about progress and action being taken if the review of the complaint is likely to take more than a few days.

It may be necessary for the complaint to be investigated by an officer from another Department in certain circumstances. Final accountability for the conduct of the investigation lies with the Director. In these cases, a written

reply must be sent to the customer within 10 working days of the request for their complaint to be investigated. The reply must inform the customer of the availability of the third stage of the procedure and the Ombudsman service and of how to refer the complaint again.

In complex cases, the complaint may take longer than 10 working days to investigate, but the customer must still be notified in writing of progress to date, the reason for the delay and the revised timescale, within those 10 working days.

Stage 3 – by the Chief Executive

If the customer remains dissatisfied with stage 1 and 2, they can ask that the complaint be considered by the Chief Executive. The Chief Executive himself, or an appropriate person nominated by the Chief Executive, will consider the complaint and gather any information they require in order that they can review the handling of the complaint. The customer should be kept informed of action taken, who is responsible and when a response can be expected.

The Chief Executive will consider the complaint within 25 working days of the customer asking for the review and the customer informed in writing of the outcome of the complaint. Where there are unavoidable delays (i.e. staff holidays, sickness etc.) the customer must be informed of these and of the revised timetable.

This is the final stage of the Council's Complaints Procedure. The Customer can refer the matter to the Local Government Ombudsman if they are still dissatisfied with the Council's response to their complaint.

Stage 4 – Local Government Ombudsman

This is the final stage of the Council process when the customer can refer the matter to the Local Government Ombudsman. The customer has the right to do this at any stage of the process. But if they have not tried to resolve the matter through the Council's Customer Care procedure, the Ombudsman is likely to point them in that direction first. If this happens and we don't follow our own procedures it could be found to be maladministration.

In all cases...

When a customer has made a written complaint to the Council, he or she must be informed of the outcome in writing.

The Role of the Elected Member or Member of Parliament

At any stage the customer may seek the advice and / or support of their local Councillor or MP in dealing with a complaint against the Council. Councillors should make their constituent aware of this procedure, and complaints passed on by them will be processed in accordance with it.

5.5 HANDLING COMPLAINTS

a. Twelve golden rules to remember

- Treat all complaints seriously, don't take the complaint or criticism personally
- Make your first response positive. Don't rush onto the defensive
- Try to resolve the complaint as your first objective
- Avoid using jargon that the customer might not understand
- If there has been a mistake – acknowledge it and apologise
- Be prepared to take responsibility for other people's mistakes - We are all "the Council"
- Take the initiative with suggestions to put things right and offer choices
- Try to make amends – but don't make promises we can't keep
- If the customer is wrong, don't embarrass them if you need to point it out.
- Be tactful
- Learn from mistakes
- Watch your body language, say you're sorry with your actions as well as your words.

b. Customer Care Standards – replying in writing

Written replies to be completed and posted within 10 working days. Email should be acknowledged within 1 working day, with a full reply in 10 working days.

If a reply cannot be sent within that limit, an up date letter/e-mail should be sent, within 5 working days,, explaining the delay and indicating when a full reply will be received.

Please note it may also be possible to update the customer via telephone or email, if this is the case then it is imperative that a note be kept "on file" of the action(s) taken during the process with dates, times and initials.

c. Where do you fit into this process

The first thing to remember is that you are already skilled in dealing with customers – you probably do it every day. Customer Care is not additional to your job; it is an integral part of it! Equally, we will never be able to satisfy all of the people all of the time. What the Complaint's Procedure does is to provide a framework for handling complaints, to help us to learn and to improve how we do things when they go wrong. As part of the Council's Customer Care Policy, employees handling complaints will be trained to deal with them in a helpful, friendly manner.

You may find you have to answer questions from officers of your own Department or the Chief Executive who are investigating a complaint. This may seem threatening, but do be open. Try to remember that the officer is only gathering information. You can have a colleague or a trade union representative with you if you find this helpful.

d. What if the complaint is about you?

Where a customer complains about a member of staff, the Complaints Procedure enables this to be investigated fairly, openly and thoroughly. Try not to take it personally – remember that the first objective is to try and sort out the problem. After that, see if there are any lessons to be learned from the incident. Be open and honest with yourself and others about what happened. Give as much information as possible – it will be treated in confidence. Details of complaints aren't recorded on personal files. Occasionally a complaint may lead to disciplinary action and appropriate information relating to the complaint may then have to be recorded.

e. Staffing Arrangements

Chief Officers must set up procedures within their Departments for dealing with complaints, which comply fully with the Council's guidelines. They must also ensure that the procedures are properly operated.

Each Department will need to make appropriate arrangements to co-ordinate and manage its complaint procedure, to provide advice and assistance to customers wishing to complain, to analyse complaints records and to compile statistics and reports.

As part of the Council's Customer Care Policy, Elected Members and all staff who deal directly with customers should handle complaints in a helpful and constructive manner. Training should enable members and staff to assist customers to fill in complaints forms, and line managers to investigate complaints relating to their section fairly and objectively. Staff should be supported in this objective by their senior management.

f. Complaints Involving More than One Department

Some complaints will relate to services involving more than one Department. It must be remembered that this fact is of no concern to the customer, who simply wants the issue resolving satisfactorily by "the Council". This must always be our objective in such circumstances.

In most cases involving more than one Department, the "lead department" will be the one first receiving the complaint. In this situation, the lead Department should take responsibility for co-ordinating the response to the customer, and ensure that the procedure and timescale are fulfilled. In other cases, Departments should co-ordinate their relative responsibilities and agree how they will respond. In all cases, the prescribed procedures and timescales must be adhered to. It is the collective and individual responsibility of the Departments concerned to ensure that this happens. The customer should be informed who is dealing with the matter and how to contact them.

Where conflicts cannot be resolved, the matter must be referred to the Chief Executive, who will determine the conduct of the complaints investigation and ensure that the requirement of this procedure is met.

g. Monitoring Customer Feedback, Complaints and Compliments

All verbal, electronic or written complaints, and their outcomes, must be recorded in an appropriate manner, so that records can be subsequently analysed. The information should be recorded following the corporate procedure, so that comparable statistics can be collated centrally and reported as required. Records should enable the following information to be produced: -

- number and nature of complaints relating to each service
- dates of receipt and dates of responses
- number of complaints dealt with at stages one, two, three and four
- performance in meeting the timescale set out for each stage of the procedure
- time spent on dealing with complaints at stages two and three
- outcome of complaints at each stage, i.e. upheld, not upheld, unresolved
- level of customer satisfaction with the way the Council has handled their complaint
- details of the complainant to enable monitoring under equalities legislation

The Council will use statistics obtained from each Department to publish regular public reports on complaints and how they have been handled.

Records of complaints provide a measure of customer satisfaction and a basis from which to improve services. All complaints and their outcomes should be fed back to the staff involved, who should be encouraged to use the information positively.

Departments should use complaints information: ·

- as an opportunity to find out about customers' problems and dissatisfaction·
- as a means of measuring the quality of the services we currently provide and customer satisfaction
- to improve the services provided
- to identify gaps in the provision of services
- to improve relationships with their customers

h. Special Cases

Complaints relating to Chief Officers will be referred directly to the Chief Executive and investigated in accordance with the timescales set out in this procedure. Any complaint about the Chief Executive will be directed to the Monitoring Officer in the first instance.

Departments will refer complaints involving allegations of financial impropriety to the attention of the Internal Audit Section of the Department of Finance.

Some complaints may invoke the Council's disciplinary procedures. So far as is possible, such action should not frustrate the resolution of the customer's

complaint. Where delay is unavoidable, the customer must be informed of the position.

If a customer has a complaint against an Elected Member, this should always be referred to the Chief Executive immediately, who will deal with it under the agreed codes of conduct laid down for dealing with complaints against Elected Members by the Standards Board.

i. Contracted Out Services

A number of services for which the Council is responsible for providing are delivered by other agents, under a contract or other arrangement. So far as the customer is concerned, there should be no difference in the arrangements for complaining about services thus provided.

To achieve this, all agents providing service directly to the public on the Council's behalf are required to have written procedures for dealing with complaints and customer contacts which comply with the Council's requirements as set out in this document. Their staff should be trained to welcome and deal with complaints up to stage one, in the same manner as Council staff, using the prescribed processes and timescales. In accordance with this procedure, the contractor should maintain records and keep the Council Client Section informed of all complaints received. Records of complaints will be inspected as part of the contract monitoring process.

Contractors and other agents should aim to settle complaints quickly and amicably. However, in cases where the customer is not satisfied with the contractor's response, the contractor will notify the Client Section, who will take over responsibility for handling the complaint. The contractor will advise the customer that this has been done. The process and timescales set out in the procedure for dealing with complaints at stages two, three and four will then apply.

A customer can also make a complaint about a service provided by a contractor at any Council office or other establishment, the established stages 1 to 4 will apply as any other customer contact.

j. Remedies

When a complaint has been found to be justified, the Council's objective should then be, as far as possible, to put the customer in the position he or she would have been in had things not gone wrong. Depending on circumstances, this will usually be achieved by:

- apologising to the customer and explaining what went wrong
- providing the service the customer wanted
- changing things so that the cause of the complaint is not repeated

In some circumstances, a personal visit or other gesture, to mend damaged relationships with a customer may be appropriate. There is no specific stage at which this approach should be taken and this type of approach should be

agreed with a Supervisor or Senior Officer. (Guidance of personal safety should be considered at this stage, if appropriate).

There may be circumstances where the complainant feels justified in seeking financial compensation from the Council for the loss incurred. Other than in situations where there is a clear Council Policy, all such cases should be referred to the Chief Officer concerned. The customer must be kept informed of progress. Staff should not admit financial liability of the Council at any stage as this could compromise the Council's insurers.

6. MONITORING AND REVIEW

6.1 The Council's Customer Care Policy and Performance will be monitored and reviewed on an on-going basis in two ways:

a. As part of the customer care action plan of each service, managers will incorporate a target achievement statement on cost, timescale and the planned minimum outcome of each customer care proposal. The Cabinet Member and Head of Service will monitor and review the implementation of department/section customer care plans on an on-going basis as part of normal business.

b. The Corporate Customer Service Group will monitor and review the Council wide Customer Care Policy and report to the Corporate Management Team, Overview and Scrutiny Commissions, Cabinet on a periodic basis, on their findings together with recommendations for change. Corporate timescales and target outcomes will be set out in the Group's annual customer care plan and agreed with the Corporate Management Team and Council before the start of the financial year to which the plan applies.

7. CUSTOMER RESEARCH

7.1 The Customer Care Policy provides for regular consultation and engagement with customers to capture their views on the services they receive and the way they are treated. Services should not be based on assumptions of what we think the customer wants. How do we know if we are getting it right? An on-going dialogue with all our customers is required. It is also vital to assess customer care standards between Council Departments – our "internal" customers.

7.2 Customer research can take on many forms. At its simplest level, it implies service deliverers "keeping an ear to the ground" and acting on suggestions and comments received. Customer comment cards and customer panels, for example, which are relatively inexpensive to implement. More extensive research can involve commissioning quantitative surveys and conducting work of a more qualitative nature (eg focus groups, in-depth interviews).

7.3 The Community Engagement Working Group have carried out a wide range of work on research and consultation. Guidance for staff is available on the Council's Intranet.

8. CUSTOMER CARE TRAINING AND AWARENESS

8.1 Customer Care is more about people and their attitudes than about processes, or procedures and so the aim of customer care training must be to ensure that any policy or strategy relating to customer care and quality of service which the Council adopts is understood, supported and implemented by all staff. Training is designed to help the Council implement customer care throughout the organisation at all levels, not just by “front-line” or direct service providers. Any training undertaken must be applicable to both direct and support service staff.

The training package will:

- enable the implementation of customer care to take place
- address the way managers and supervisors support their staff in implementing customer care;
- enable staff to improve their relationship with customers and other staff;
- act as a catalyst for change;
- be cost effective in its approach;
- promote a policy/culture that is based on commonly understood and agreed objectives that are seen as progressive and effective by the customer.

8.2 Successful Customer Care

For the customer care policy to be successful it will need the commitment in terms of management support, resources and time. To ensure this support at all levels there is a need to adopt an approach that involves:

- presentations to Members – outlining the aims and objectives and detailing the training and the approach to establish a Member commitment;
- presentation to Chief Officers – similar to above and, possibly, at a joint event;
- awareness training session with senior management to establish a management commitment;
- identification of facilities in each Department to coordinate each department’s approach to customer care, either by nomination or job specification;
- train the facilitators to ensure they are able to coordinate a training programme effectively;
- involvement of training group/department facilitators to deliver the package to staff etc by offering support, guidance, advice;
- developing coordination and support mechanisms following initial training;
- ensuring that induction training for all new staff involves communication of the Customer Care policy and procedures.

8.3 The training package content:

- What is Customer Care?
- Who is the Customer?
- How does the Customer see us?
- What images do we want to create?
- Listening – both listening skills and telephone behaviour.
- Dealing with aggressive customer.
- Handling customer enquiries.
- Ways to change practices/service delivery to improve Customer Care.
- Communication – internally and externally
- Physical customer care characteristics

The training package would need to relate to the policy adopted by the Council and to follow the agreed approach. Therefore training should ensure that the customer care policy can be clearly understood and implemented.

8.4 Aims of the Training Package

- enable all staff to be more efficient and competent in dealing with customers;
- improve skills;
- make the staff's job easier and more enjoyable and interesting;
- make the staff more valued by customers and the employer;
- ensure that the Council get a better understanding of customer wants and expectations;
- ensure that the Council delivers a quality service and provides value for money;
- ensure that physical customer care characteristics are central to service delivery and planning.

ALTERNATIVE FORMATS of this document:

If you require copies of this document in large print, audio-tape, Braille or other languages please contact:

Chief Customer Services Officer,
Harrogate Borough Council,
Council Offices,
Crescent Gardens,
Harrogate HG1 2SG

Telephone Number: 0845 300 6091
Switchboard: 01423 500600
Fax: 01423 556100
E-Mail: customerservices@harrogate.gov.uk
Textphone: 01423 556543

A summary of this document and a copy of the customer contact form is available on the Council's website www.harrogate.gov.uk