



**GWASANAETHAU  
CORFFORAETHOL**  
CYNGOR GWYNEDD

Customer Care Plan

March 2025

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# 1. Purpose of the Plan

“Ffordd Gwynedd” is the name given to the “way of working” adopted by Cyngor Gwynedd to place the people of the county at the heart of everything we do. To do the right things in the right way, we must understand the needs of residents as our customers in this context, to meet those needs. This is addressed through various projects in the Ffordd Gwynedd Plan, especially through the Customer Contact Project.

Our ambition is to create an excellent experience for residents that builds long-term trust and satisfaction, ensuring that their needs and expectations are consistently met, and using resident feedback to drive continuous improvement.

The purpose of this Customer Care Plan is to highlight our priorities for the period between 2025 and 2028, and how we will act and measure success.

## 2. Our Vision

Our vision is to create an exceptional experience for residents that sets the standard for customer care excellence. We are committed to delivering services that exceed customer expectations, ensuring we consistently and effectively meet their needs. By engaging with our customers and using their feedback to drive continuous improvement, we aim to create an organisational culture where top-tier customer care is central to everything we do.

We are committed to:

**Understanding and meeting customer needs** through ongoing research and communication.

**Promoting an organisational culture** focused on residents and customers, ensuring every team member is committed to delivering excellent service.

**Providing accurate and accessible information** through various channels, ensuring our services are available to all.

**Continuously improving our services** through performance measurement, effective complaint handling, and mapping the customer and resident journey.

**Ensuring timeliness and quality** in service delivery, balancing speed with quality.

By achieving this vision, we aim to create a future where our customers feel valued, respected, and receive the best possible service within the resources available.

What are we going to do?

### 1. Understanding Our Customers

- **Identifying Customers:** Using research methods to identify customer needs and expectations.
- **Consulting with Customers:** Conducting surveys and focus groups to gather valuable feedback.
- **Measuring Outcomes:** Using performance measures to assess customer satisfaction and drive continuous improvement.

## 2. Organisational Culture

- **Customer Focus:** Ensuring every member of the organisation is committed to delivering excellent service.
- **Staff Training:** Provide regular training for staff on customer care and complaint management skills.

## 3. Information and Access

- **Accurate Information:** Ensuring information is correct and easily accessible through various channels.
- **Accessibility:** Improving access to services using new technologies and ensuring services are available to all.

## 4. Delivery

- **Achieving Business Goals:** Ensuring business objectives are met through the customer of high-quality service.
- **Problem Management:** Implementing an effective system for managing complaints and making adjustments based on customer feedback.

## 5. Service Quality and Timeliness

- **Initial Contact:** Ensuring initial contact is made promptly.
- **Meeting Deadlines:** Adhering to agreed timelines when delivering services, ensuring a balance between speed and quality.

### 3. The Strategic Context

Our intention with this Customer Care Plan is to align with the objectives of the Well-being of Future Generations Act, some of our main strategic plans, and our corporate policies:

**Well-being of Future Generations Act:** The Plan supports the well-being goals by promoting a customer-focused organisational culture, improving service accessibility, and ensuring decisions are made with the future in mind. It also reflects the five ways of working, e.g., Collaboration and Involvement.

**Gwynedd and Môn Well-being Plan 2023–28:** This plan emphasises the need to work together to improve community well-being, including engaging with customers and using their feedback for continuous improvement. It refers to understanding the characteristics of hard-to-reach and disadvantaged people and tailoring services to better reach them.

**Cyngor Gwynedd Plan 2023–28:** This plan highlights the importance of always having the highest standard of internal operational arrangements so that Gwynedd residents receive the best possible services.

**Ffordd Gwynedd Plan 2023–28:** The principles of Ffordd Gwynedd include promoting a culture where people are central to everything we do, improving work processes, and providing staff training on customer care skills.

**Cyngor Gwynedd Strategic Equality Plan 2024–28:** The aim of this plan is to ensure the Council treats everyone fairly, regardless of their equality characteristics, background, or needs.

**Cyngor Gwynedd Digital Plan 2023–28:** This plan aims to improve the experience of Gwynedd residents with front-line and back-office services through the use of digital technology, in line with changing expectations and trends.

**Cyngor Gwynedd Complaints and Service Improvement Policy:** This policy outlines our arrangements for managing complaints and measuring performance.

**Cyngor Gwynedd External Correspondence Response Policy:** This policy outlines the need for officers to respond to letters and emails promptly.

**Cyngor Gwynedd Data Protection Policy:** This policy highlights the legal and ethical expectations when staff handle personal information.

By aligning with these plans and policies, the Customer Care Plan contributes to creating a future where our customers feel valued, respected, and receive the service they need.

### Phone Performance Data

| Year              | Number of direct calls to Council staff extensions (DDI) | Percentage of calls answered (the Council) | Total Calls to Galw Gwynedd's number | Percentage of calls answered (GG) |
|-------------------|--|--|--------------------------------------|-----------------------------------|
| 2022-2023         | 318,025  | 62.0%                                      | 158,736                              | 87.4%                             |
| 2023-2024         | 283,880  | 64.5%                                      | 138,597                              | 92.5%                             |
| 2024- (31.1.2025) | 196,316  | 63.0%                                      | 104589                               | 83.2%                             |

### Corporate Complaints 2024/25

| Lack of answer | Ombudsman | Error | Language and Equality | Unhappy with Decision | Officer Conduct |
|----------------|-----------|-------|-----------------------|-----------------------|-----------------|
| 34             | 13        | 11    | 2                     | 1                     | 1               |

## 4. Our Approach

- Our Customer Care Charter outlines how we will work.
- Our Customer Care Standards define what our customers can expect from us.
- We will use the Customer Service Excellence Standard\* to drive continuous improvement.

*\* This is a recognised standard for assessing the quality of customer care in organisations. It can be used to drive continuous improvement, as a skills development tool, and as independent validation of achievement. It highlights the factors that lead to quality customer care and includes criteria we can use to assess our progress – see Appendix 2.*



## 4.1 Our Customer Care Charter

This Charter reflects our commitment to delivering the highest quality service to our customers. These are our promises and expectations:

### Our promises to you:

- **Acknowledge your contact promptly.**
- **Listen and respond.**
- **Treat you with respect.**
- **Provide clear information.**

### Our expectations of you:

- **Provide relevant information.**
- **Treat us with respect.**
- **Behave appropriately.**
- **Accept the final response and respect the decision.**

Thank you for your cooperation as we strive to provide you with the best possible service. If you have any questions or concerns, please feel free to contact us.

## 4.2 Our Corporate Standards

- **We will** answer your phone call as soon as possible and within 1 minute.
- **We will** acknowledge receipt of your correspondence within 5 working days unless it is possible to provide a full response within that timeframe. When acknowledging the correspondence, we will advise on the expected timescale for a full response.
- **We will** respond to correspondence from an Elected Member of this Council, as well as Members of Parliament / Members of the Senedd, within 5 working days.
- **We will** resolve formal complaints within 20 working days.

### Our Departmental Standards

- Individual departments will report on their relevant standards through the Challenge and Performance Support process.

## 5. Our Work Programme

We have identified six priorities for our Customer Care Project during 2025/2026:

- Engage with the people of Gwynedd to seek their views on our performance during the year as part of the Council's annual self-assessment.
- Introduce a new customer care training programme.
- Introduce a new training programme in responding to enquiries from Elected Members, the public, and service delivery partners.
- Publish performance measures, aiming to develop a corporate performance dashboard showing how the Council is performing against our customer care standards.
- Identify and develop digital solutions to improve service delivery for users.

As shown in Table 1, the above commitments reflect several elements of the Customer Service Excellence Standard. The criteria also align well with the priorities identified across all Ffordd Gwynedd projects, except for the "Healthy and Satisfied Workforce" workstream, as shown in Table 2.

It should be noted that the Standard does not specifically reference staff well-being. As a Council, we recognise that staff well-being is central to the success of this plan. Therefore, we commit to providing training and support to staff, so they are equipped with the appropriate skills to meet the expectations of this plan.

**Table 1: The relationship between the 2025/26 Customer Contact Project priorities, Ffordd Gwynedd, and the criteria of the Customer Care Excellence Standard**

| Priorities 2025-/2026   | Customer Service Excellence Standard       |  |                                       |                           |  |
|---|--|--|---------------------------------------|---------------------------|--|
|   | Criterion 1<br>Understanding our Customers | Criterion 2<br>Culture of the Organisation | Criterion 3<br>Access and Information | Criterion 4<br>Delivering | Criterion 5<br>Timeliness and Quality of Service |
| Engaging with the people of Gwynedd to seek their views on our performance during the year as part of the Council's annual self-assessment.                 | ✓  |  |                                       |                           |  |
| Introduce a new customer care training programme, with a particular focus on the wellbeing of staff who have to deal with difficult situations.             |  |  |                                       |                           |  |
| Introduce a new training programme on responding to enquiries from Elected Members, the public, and partner service providers.                              |  | ✓  |                                       | ✓                         | ✓  |
| Publish performance measures aiming to develop a corporate performance dashboard showing how the Council is performing against our customer care standards. | ✓  |  |                                       | ✓                         | ✓  |

**Table 2: The relationship between the priorities of Ffordd Gwynedd projects and the criteria of the Customer Service Excellence Standard.**

| Ffordd Gwynedd Projects                   | Customer Service Excellence Standard |                             |                        |             |                                   |
|---|--------------------------------------|-----------------------------|------------------------|-------------|-----------------------------------|
|   | Criterion 1                          | Criterion 2                 | Criterion 3            | Criterion 4 | Criterion 5                       |
|   | Understanding our Customers          | Culture of the Organisation | Access and Information | Delivering  | Timeliness and Quality of Service |
| Learn, Experiment and Act to Improve      | ✓                                    | ✓                           |                        |             |                                   |
| Leadership                                |                                      |                             |                        |             |                                   |
| Understanding and Improving Performance   | ✓                                    |                             |                        |             |                                   |
| Support and Develop                       | ✓                                    | ✓                           |                        |             |                                   |
| Digital Transformation                    |                                      |                             | ✓                      |             |                                   |
| Workforce Planning and Talent Development |                                      | ✓                           |                        |             |                                   |
| Continuous Evaluation                     |                                      | ✓                           |                        |             |                                   |
| A satisfied and Healthy Workforce         |                                      |                             |                        |             |                                   |
| Customer Contact                          | ✓                                    | ✓                           | ✓                      | ✓           | ✓                                 |

## 6. How do we know if we are Succeeding?

### 6.1. Our Measures

To ensure our Customer Care Plan is successful and meets the needs of our customers, we will adopt successful measurement methods aligned with the Customer Service Excellence Standard. This standard provides a comprehensive framework for improving customer services by focusing on five key areas. We will review our measures over time to ensure we have an accurate and comprehensive picture of our performance.

**Table 3: Our Proposed Performance Measures**

| Area and measure   | Source                    | Frequency |
|--|---------------------------|-----------|
| <b>Understanding Our Customers:</b><br>In general, how satisfied or dissatisfied are you with how Cyngor Gwynedd runs things?  | National Residents Survey | Yearly    |
| On the most recent occasion, even if the outcome or final decision wasn't what you wanted, how satisfied were you with how the Council handled your inquiry? (if you have tried to contact Cyngor Gwynedd in the last 12 months) | National Residents Survey | Yearly    |
| <b>Organisational Culture:</b><br>Residents feel they can influence decisions in their local area.   | National Survey for Wales | Yearly    |
| Indicate to what extent you believe the council generally takes residents' opinions into account when making decisions.  | National Residents Survey | Yearly    |
| Council staff are friendly and approachable.   | National Residents Survey | Yearly    |
| The number and percentage of leaders who have completed Customer Care training.  | Internal information      | Quarterly |

|   |                           |           |
|---|---------------------------|-----------|
| The number and percentage of staff who have completed Customer Care training.   | Internal information      | Quarterly |
| <b>Information and Access:</b>  |                           |           |
| In general, how well do you think Cyngor Gwynedd communicates information to residents about the services and benefits it provides? | National Residents Survey | Yearly    |
| Satisfaction with the ability to access local services and facilities.  | National Survey for Wales | Yearly    |
| Indicate to what extent you believe council services are available in your chosen language.   | National Residents Survey | Yearly    |
| Indicate to what extent you believe council services are available in a format that is accessible to you                            | National Residents Survey | Yearly    |
| Contacting the Council is simple  | National Residents Survey | Yearly    |
| Accessing up-to-date information about Council services is easy   | National Residents Survey | Yearly    |
| <b>Achievement:</b>   |                           |           |
| Indicate to what extent you believe the council generally provides high-quality services.   | National Residents Survey | Yearly    |
| Indicate to what extent you believe the council generally provides services that represent good value for money                     | National Residents Survey | Yearly    |
| The Council lets people know how it is performing   | National Residents Survey | Yearly    |
| How much do you trust Cyngor Gwynedd  | National Residents Survey | Yearly    |

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|   |                           |                |
|---|---------------------------|----------------|
| Indicate to what extent you believe the council generally acts on the concerns of local residents | National Residents Survey | Yearly         |
| The number and percentage of complaints resolved within 20 days                                   | Internal information      | Every 6 months |
| Satisfaction with our complaint management arrangements?  | Internal information      | Yearly         |
| <b>Timeliness and Quality of Service:</b>   |                           |                |
| The number and percentage of phone calls answered within 1 minute.                                | Internal information      | Live Dashboard |

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By adopting these measurement methods, we will be able to continuously assess our success and make improvements where necessary, ensuring that our customers receive the best possible service.

## 6.2 Our Governance Arrangements

We will provide regular performance updates to the Ffordd Gwynedd Officers Group and submit an annual report to the Council Cabinet and the Corporate Management Team.



## 7. Criteria for the Standard of Excellence in Customer Care

We will conduct an annual self-assessment based on the following criteria to measure our progress over time and to create future work programs.

### Criterion 1 Understanding our Customers

#### 1.1 Knowing our Customers

|       | Element  | Guidance   |
|-------|--|--|
| 1.1.1 | We have a detailed understanding of the characteristics of our current and potential customer groups based on recent and reliable information.                       | <ul style="list-style-type: none"><li>• Profile of the organisation's main customer groups and their characteristics.</li><li>• Details on how these groups were identified and categorised.</li><li>• Details on the frequency and reliability of the research used to identify customer groups</li></ul>   |
| 1.1.2 | We have developed customer insight into our customer groups to better understand their needs and preferences   | <ul style="list-style-type: none"><li>• Methods used to develop understanding include focus groups, one-to-one interviews, surveys, observation, customer journey mapping, and other ways of gathering information about customers.</li><li>• Details of how you improved your services as a result of the understanding you gained about your customers' needs.</li></ul> |
| 1.1.3 | We make specific efforts to identify hard-to-reach and disadvantaged groups and individuals, and we have developed our services in response to their specific needs. | <ul style="list-style-type: none"><li>• Methods used to consult and engage with hard-to-reach and disadvantaged groups and individuals, especially people with multiple needs and customers whose views are not often heard.</li><li>• Examples of how you identified unmet needs and the changes</li></ul>  |

|  |  |  |
|--|--|--|
|  |  | you made to avoid excluding or underrepresenting certain people. |
|--|--|--|

## 1.2 Engagement and Consultation

|       | Element   | Guidance  |
|-------|---|---|
| 1.2.1 | We have a strategy for engaging and involving customers using a range of methods that are appropriate to the needs of the identified customer groups      | <ul style="list-style-type: none"> <li>• Policies, strategies and leadership for engaging, consulting and involving customer groups.</li> <li>• Evidence of how you use a wide range of tools, including feedback from customers and staff (letters, emails, comments, complaints, forums, focus groups, etc.) as well as research</li> </ul>   |
| 1.2.2 | We have made customer consultation an integral part of continuously improving our service, and we inform customers of the outcomes and the actions taken. | <ul style="list-style-type: none"> <li>• Findings and analysis of engagement activity, consultation exercises, and other methods for capturing feedback.</li> <li>• Details of the actual improvements, with evidence of how these are directly linked to the ways in which customers were consulted and involved</li> <li>• Examples of how you involved customers in the design and delivery of services (for example, by allowing them to participate).</li> <li>• Information about how you inform customers about the changes you make as a result of their involvement.</li> <li>• Current service improvement and development plans that demonstrate how your policies, projects, and activities are shaped by how you consult and involve customers.</li> </ul> |

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| 1.2.3 | We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and deliver reliable and representative outcomes. | <ul style="list-style-type: none"> <li>• Outcomes of reviews on the effectiveness of engagement and participation, showing levels of participation, assessing how representative the results are, and the quality of the information gathered</li> <li>• How mechanisms, processes, and methods are adapted in response to emerging issues, service priorities, demographic changes, and so on.</li> <li>• Examples of innovation, learning from best practice or benchmarking, staff suggestions, and so on.</li> </ul> |
|-------|---|--|

### 1.3 Customer Satisfaction

|       | Element  | Guidance   |
|-------|--|--|
| 1.3.1 | We regularly use reliable and accurate methods to measure customer satisfaction.                                       | <ul style="list-style-type: none"> <li>• The methods used in most cases would include survey work and other types of feedback and qualitative information</li> <li>• Information about survey methodology, for example sample sizes, possible biases, margin of error, and any advice taken on design.</li> <li>• Reasons for the decisions you made on how to measure customer satisfaction.</li> <li>• Details about how often you collect information.</li> </ul> |
| 1.3.2 | We analyse and publicise satisfaction levels for the full range of customers across all main areas of our service, and | <ul style="list-style-type: none"> <li>• Assess and analyse satisfaction within each (identified) group.</li> <li>• If you provide a range of different services, you should assess how satisfied customers are with each of them.</li> </ul>  |

|       |   |   |
|-------|---|---|
|       | we have improved services as a result.  | <ul style="list-style-type: none"> <li>• Evidence of any differences in satisfaction levels between groups, or any unexpected outcomes.</li> <li>• Publish information about the steps you intend to take or have taken as a result of measuring customer satisfaction with your service.</li> <li>• Examples of other methods you use.</li> </ul>  |
| 1.3.3 | In our measurement of satisfaction, we include specific questions related to key areas including delivery, timeliness, information, access, and the quality of customer care, as well as specific questions informed by customer insight. | <ul style="list-style-type: none"> <li>• Satisfaction surveys and other ways to gather feedback that include these specific questions.</li> <li>• Evidence of researching into customers' priorities and local key driver priorities.</li> </ul>  |
| 1.3.4 | We set challenging and ambitious targets for customer satisfaction, and our levels are improving.   | <ul style="list-style-type: none"> <li>• The satisfaction levels of each customer group for all the main areas of your service, and the targets you want to achieve.</li> <li>• Evidence of how satisfaction levels have improved over time.</li> </ul>   |
| 1.3.5 | We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.   | <ul style="list-style-type: none"> <li>• Examples of how you analyse customer experience.</li> <li>• Specific information about how you map customer journeys and the steps you have taken to improve these (for example, by limiting the amount of unwanted contact they have with people in your organisation).</li> <li>• Any evidence of savings or reinvestment (or both) as a result</li> </ul> |

|  |  |  |
|--|--|--|
|  |  | of making your systems and processes more efficient. |
|--|--|--|

## Criterion 2 Organisational Culture

### 2.1 Leadership, Policy and Culture

|       | Element   | Guidance   |
|-------|---|--|
| 2.1.1 | There is a corporate commitment to putting the customer at the heart of service delivery, and leaders in our organisation actively support this and advocate for customers. | <ul style="list-style-type: none"><li>• Corporate vision and value statements.</li><li>• Examples of how your organisation's leaders have demonstrated that they recognise the importance of customer focus and promote activities that allow your organisation to gain an understanding of its customers.</li></ul> |
| 2.1.2 | We use our understanding of customers to inform policy and strategy and to prioritise service improvement activities.   | <ul style="list-style-type: none"><li>• Customer and staff views on how your knowledge of customer groups guides your policies.</li><li>• Examples of how customer insight drives your policies and how this influences the way you design your services.</li></ul>  |
| 2.1.3 | We have policies and procedures that support every customer's right to expect excellent levels of service.  | <ul style="list-style-type: none"><li>• Customer care, equal opportunity, disability and other policies and procedures relating to fair treatment.</li><li>• Information you give customers about what they are entitled to.</li></ul>   |
| 2.1.4 | We ensure that all customers and customer groups are treated fairly, and this is confirmed through feedback and the measurement of customer experience.                     | <ul style="list-style-type: none"><li>• Evidence from mystery shoppers (where relevant and appropriate)</li><li>• Customer and staff testimonials and other feedback.</li></ul>  |
| 2.1.5 | We protect customer privacy in face-to-face discussions and when  | <ul style="list-style-type: none"><li>• Procedures for ensuring that you protect customer privacy, including having secure computer</li></ul>  |

|       |   |  |
|-------|---|--|
|       | transferring and storing customer information.  | <p>systems and carrying out customer identity checks.</p> <ul style="list-style-type: none"> <li>• Data protection policies and staff guidance on this.</li> </ul>   |
| 2.1.6 | We empower and encourage every employee to actively promote and participate in our organisation's customer-focused culture. | <ul style="list-style-type: none"> <li>• Examples of evidence of customer and staff participation and empowerment.</li> <li>• Staff policies and procedures manual.</li> <li>• Examples of your methods to promote customer focus throughout the organization</li> </ul> |

## 2.2 Professionalism and Staff Attitude

|       | Element   | Guidance  |
|-------|---|---|
| 2.2.1 | We demonstrate our commitment to developing and delivering customer-focused services through our recruitment, training, and staff development policies. | <ul style="list-style-type: none"> <li>• Job specifications and recruitment procedures.</li> <li>• Details of the training you have given to all your employees, and the opportunities for them to develop further.</li> </ul>  |
| 2.2.2 | Our staff are polite and friendly to customers and understand customer needs.   | <ul style="list-style-type: none"> <li>• Customer care policies and staff guidance.</li> <li>• Evidence from mystery shoppers (where applicable) and internal monitoring.</li> <li>• Customer views and other feedback, including comments on the service provided by individual members of staff.</li> </ul> |
| 2.2.3 | We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the                                  | <ul style="list-style-type: none"> <li>• Examples of how customer feedback relates to your assessment of staff.</li> <li>• Include staff recognition and reward schemes, if relevant and appropriate.</li> </ul>  |

|       |   |   |
|-------|---|---|
|       | performance management system.  |   |
| 2.2.4 | We can demonstrate how the insights and experiences of customer-facing staff are embedded in internal processes, policy development, and service planning | <ul style="list-style-type: none"> <li>• Ways in which staff give their opinions and details on how you use their feedback.</li> <li>• Details of the improvements you have made because of staff feedback.</li> <li>• Examples of how you have improved the processes for the transfer of customer information throughout your organisation.</li> </ul>  |
| 2.2.5 | We value the contribution our staff make to delivering customer-focused services, and leaders, managers, and staff all demonstrate these behaviours.      | <ul style="list-style-type: none"> <li>• Examples of how your organisation values the role of customer service staff, by recognising and rewarding the contributions of individual members of staff and teams.</li> <li>• Evidence that the delivery of customer centric services is a priority at all levels of the organisation, from the front line (staff members dealing with the public) to senior management and all levels in between.</li> </ul> |



## Criterion 3 Information and Access

### 3.1 Range of Information

|       | Element   | Guidance  |
|-------|---|---|
| 3.1.1 | We provide information about the full range of services we offer that are available to our customers and prospective customers, including how and when people can contact us, how our services are run, and who is in charge. | <ul style="list-style-type: none"><li>• Examples of contact and service information, for the range of communication methods used.</li></ul>                           |
| 3.1.2 | Where a charge is made for services, we tell our customers how much they will have to pay.  | <ul style="list-style-type: none"><li>• Publish information about any payments for services.</li><li>• Details of how and when customers can make payments.</li></ul> |

### 3.2 The Quality of the Information

|       | Element   | Guidance  |
|-------|---|---|
| 3.2.1 | We provide the information our customers need in ways that meet their needs and preferences, using a variety of appropriate channels. | <ul style="list-style-type: none"><li>• Guidance for staff on clear communication, including testing information with customers.</li><li>• Customer views on the communication methods you use.</li></ul>   |
| 3.2.2 | We take reasonable steps to ensure that our customers have received and understood the information we provide.                        | <ul style="list-style-type: none"><li>• Details of how you check that individual customer have received and understood the information.</li><li>• Examples of the changes you will make to your communication methods to meet customer needs.</li></ul> |
| 3.2.3 | We have improved the range, content, and quality of the information   | <ul style="list-style-type: none"><li>• Examples of changes to the way you provide information after receiving feedback.</li></ul>  |

|       |   |  |
|-------|---|--|
|       | provided verbally, in print, and online to ensure it is relevant and meets customer needs.  | <ul style="list-style-type: none"> <li>• A timetable for when you review the information you provide.</li> </ul>   |
| 3.2.4 | We can demonstrate that the information we provide to our customers is accurate and complete, and when this is not the case, we inform customers when they will receive the information they requested. | <ul style="list-style-type: none"> <li>• Customer opinions and feedback on the accuracy of the information.</li> <li>• Details of the service standards for responding the customer enquiries.</li> <li>• Customer complaints and comments.</li> <li>• Examples of when you provide the incorrect information and how this was corrected.</li> </ul> |

### 3.3 Access

|       | Element   | Guidance  |
|-------|---|---|
| 3.3.1 | We make our services accessible to all customers by providing a variety of alternative channels.  | <ul style="list-style-type: none"> <li>• Details of the range of options available for contacting the organisation.</li> <li>• Different ways of communicating with specific arrangements and sample materials.</li> <li>• Details of how you've reviewed services to make life easier for people.</li> <li>• The results of the reviews and improvements planned and made by you as a result.</li> </ul> |
| 3.3.2 | We evaluate how customers interact with the organization through access channels and use this information to identify possible service improvements and offer better choices. | <ul style="list-style-type: none"> <li>• Data and analysis relating to channel usage and the actions taken to improve services as a result.</li> <li>• Details of how you use information to improve the choice of services.</li> </ul>   |

|       |  |   |
|-------|--|---|
| 3.3.3 | We ensure that, where customers can visit our site in person, the facilities are as clean and comfortable as possible. | <ul style="list-style-type: none"> <li>Information about how you have reviewed the physical environment of your site, arrangements for quality maintenance and details of any recent improvements you have made.</li> </ul> |
|-------|--|---|

### 3.4 Collaboration with Providers, Partners and Other Communities

|       | Element   | Guidance   |
|-------|---|--|
| 3.4.1 | We have made arrangements with other providers and partners to offer and deliver integrated services, and these arrangements have clear benefits for our customers. | <ul style="list-style-type: none"> <li>Formal and informal partnerships and plans for improving access and services.</li> <li>Information on the success of collaborative arrangements, including improvements you have made to services as a result.</li> <li>Customer feedback on the services provided through partnerships, including the quality and range of services and how these are tailored to the needs of the individual customer.</li> </ul>   |
| 3.4.2 | We have developed collaborative arrangements with our partners that ensure customers have clear lines of accountability for the quality of the service.             | <ul style="list-style-type: none"> <li>Information about how you monitor and assess services you provide in partnership with other organisations.</li> <li>Evidence of any service level agreements, particularly transfer arrangements and other measures that ensure the customer receives a 'seamless' service.</li> <li>Details of how customers can complain about the services you provide in partnership with other organisations.</li> <li>Details of how you publicise collaborative working</li> </ul> |

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|       |  | <p>arrangements, including clear information to customers about who is responsible.</p> <ul style="list-style-type: none"> <li>• Examples of how you help customers access services, where appropriate.</li> </ul> |
| 3.4.3 | We interact within wider communities and can demonstrate the ways in which we support those communities. | <ul style="list-style-type: none"> <li>• Information about how your organisation works with the contributes to the wider community, beyond the direct service it provides to customers.</li> </ul>                 |

## Criterion 4 Achieving

### 4.1 Delivery Standards

|       | Element   | Guidance   |
|-------|---|--|
| 4.1.1 | We have challenging standards for our main services, which take into account our responsibility for meeting national and statutory standards and targets. | <ul style="list-style-type: none"><li>• Details of all standards, performance indicators and targets set for key services.</li><li>• Include national, statutory and local standards and targets.</li></ul>  |
| 4.1.2 | We monitor and meet our standards, key departmental targets, and performance, and we inform our customers about our performance.                          | <ul style="list-style-type: none"><li>• Details of how often you monitor your performance and the methods you use.</li><li>• Current performance against all standards, key departmental standards, statutory inspections and audits and internal performance targets for the last full year.</li></ul>  |
| 4.1.3 | We consult and involve customers, citizens, partners, and staff in setting, reviewing, and raising our local standards.                                   | <ul style="list-style-type: none"><li>• Methods you use to consult and engage customers and others about local standards and targets.</li><li>• The results of your consultation on standards and targets.</li><li>• Information that shows past and present standards and targets that you can use to compare your performance with previous years.</li></ul> |

## 4.2 Achieving and Results

|       | Element  | Guidance  |
|-------|--|---|
| 4.2.1 | From the outset, we agree with our customers about what they can expect from the service we provide.   | <ul style="list-style-type: none"><li>• Demonstrate that you are using the promises and goals to make appropriate commitments to each customer.</li></ul>   |
| 4.2.2 | We can demonstrate that we are delivering the service we promised to individual customers and that outcomes are positive for most of our customers.                | <ul style="list-style-type: none"><li>• Customer views and feedback on their experiences of the service.</li><li>• Include responses to specific survey questions and information and figures for positive results.</li></ul>   |
| 4.2.3 | We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service. | <ul style="list-style-type: none"><li>• Information from benchmarking exercises (where this information is available).</li><li>• Exercises may include comparing functions as well as entire services.</li><li>• Evidence of peer reviews, discussion groups, participation in forums or other methods for comparing your performance with other organisations.</li></ul> |
| 4.2.4 | We have developed and learned from best practices identified within our organisation and beyond, and we publish our examples externally where appropriate.         | <ul style="list-style-type: none"><li>• Show how you share and apply best practice within your organisation and how you use examples of best practice from outside the organisation.</li><li>• Examples of best practices you've recently published.</li></ul>  |

### 4.3 Dealing Effectively with Problems

|       | Element  | Guidance  |
|-------|--|---|
| 4.3.1 | We identify any declines in performance against our standards and explain these to customers, along with the actions we are taking to put things right and prevent further recurrence                      | <ul style="list-style-type: none"> <li>• Results of monitoring processes.</li> <li>• Details of any action you have taken.</li> <li>• Examples of how you explain performance reductions to customers.</li> <li>• Examples of effective procedures you have put in place to notify customers of exceptional circumstances such as emergencies.</li> </ul> |
| 4.3.2 | We have an easy-to-use complaints procedure, which includes a commitment to fully address issues and resolve them wherever possible within a reasonable timeframe  | <ul style="list-style-type: none"> <li>• Customer complaint procedure as provided for use by customers.</li> </ul>  |
| 4.3.3 | We provide training and guidance to staff on handling and investigating complaints objectively, and we can demonstrate that we empower staff to put things right   | <ul style="list-style-type: none"> <li>• Complaints policy.</li> <li>• Guidance and training you give staff on how to respond to and deal with complaints.</li> <li>• Assess the effectiveness of your complaint handling training.</li> <li>• Examples of where staff have been given the authority to resolve complaints.</li> </ul>                    |
| 4.3.4 | We learn from any mistakes we make by identifying patterns in formal and informal complaints and feedback from customers, and we use this information to improve services and publicise the actions taken. | <ul style="list-style-type: none"> <li>• Records of formal and informal complaints and comments relating to problems.</li> <li>• Information that you regularly publish that shows trends in complaints, both formal and informal, and the action you have taken as a result.</li> </ul>  |

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| 4.3.5 | We regularly review and improve our complaints procedure, taking into account the views of customers, complainants, and staff | <ul style="list-style-type: none"> <li>• Customer and staff feedback on the effectiveness of the complaints procedure.</li> <li>• A process for reviewing your complaints procedure and the improvements you have made.</li> </ul> |
| 4.3.6 | We ensure that the outcome of the complaints process for customers (whose complaints are upheld) is satisfactory to them.     | <ul style="list-style-type: none"> <li>• Customer feedback on the outcome of the complaints processes.</li> <li>• Details of procedures for staff and feedback processes.</li> </ul>   |



## Criterion 5 Timeliness and Quality of Service

### 5.1 Standards for Timeliness and Quality

|       | Element   | Guidance  |
|-------|---|---|
| 5.1.1 | We set appropriate and measurable standards for response times for all types of customer contact, including phone calls, letters, e-communications, and in-person visits. | <ul style="list-style-type: none"><li>Details of the standards and targets set for the timeliness of responses to customer contact for each access channel.</li></ul>   |
| 5.1.2 | We set comprehensive standards for all aspects of customer care quality to be expected when dealing with our organisation.  | <ul style="list-style-type: none"><li>Full customer care standards – including the quality of your response to phone calls, letters, e-communications and personal callers – for every stage of the customer journey.</li></ul> |

### 5.2 Timely Results

|       | Element   | Guidelines   |
|-------|---|--|
| 5.2.1 | We inform our customers and prospective customers about our commitments to timeliness and the quality of customer care.   | <ul style="list-style-type: none"><li>Publish information on all methods for advising customers and potential customers of standards for timeliness and quality of customer care.</li></ul>  |
| 5.2.2 | We identify the needs of individual customers at the first point of contact with us and ensure that an appropriate person is available to address the reason for dealing with the customer. | <ul style="list-style-type: none"><li>Examples of the processes you use when you first come into contact with the customer – for example, interview techniques, mapping customer journeys, reviewing information you already have about the customer.</li><li>Demonstrate an understanding of how customers use the different methods to contact you, and the problems you face in providing a successful service.</li></ul> |

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| 5.2.3 | We share customer information promptly with colleagues and partners within our organisation whenever appropriate, and we can demonstrate how this has reduced unnecessary contact for customers | <ul style="list-style-type: none"> <li>Processes you have in place to ensure that complete information is passed on promptly and to all relevant people inside and outside the organisation.</li> <li>Examples of how you have shared information promptly and in a useful and appropriate way, whilst adhering to the regulations on data protection and confidentiality</li> <li>Examples of where you have shared information about customer groups (for example, with service managers, frontline staff and partners) to provide more efficient services.</li> </ul> |
| 5.2.4 | When the service is not completed at the first point of contact, we discuss the next steps with the customer and identify the likely general timeframe for achieving outcomes.                  | <ul style="list-style-type: none"> <li>Customer opinions show how the service is tailored to consider their individual circumstances.</li> <li>Details of how you've communicated the likely timelines with customers</li> </ul>   |
| 5.2.5 | We respond promptly to initial enquiries, and if there is a delay, we inform the customer and take steps to resolve the issue.  | <ul style="list-style-type: none"> <li>Information about waiting times for initial responses to phone calls, e-mails, text messages and callers.</li> <li>Information about your procedures to tell customers about any problems.</li> </ul>   |

### 5.3 Timely Delivery of Services

|       | Element  | Guidelines   |
|-------|--|--|
| 5.3.1 | We monitor our performance against standards for timeliness and quality of customer care, and we take action if issues are identified. | <ul style="list-style-type: none"><li>• Methods used for monitoring performance in relation to standards for timeliness and quality of customer care.</li><li>• Steps taken to address delivery timeliness where this does not meet customer expectations.</li></ul>   |
| 5.3.2 | We meet our current standards for timeliness and quality of customer care, and we publicise our performance against these standards.   | <ul style="list-style-type: none"><li>• Actual current performance against all standards and targets for timeliness and quality of service and evidence of publication</li><li>• Customer feedback on the delivery of service provision within agreed timescales</li><li>• Examples of 'mystery shoppers' evidence where relevant.</li></ul> |
| 5.3.3 | Our performance in terms of timeliness and quality of service compares well with that of similar organisations."                       | <ul style="list-style-type: none"><li>• Comparative performance data relating to the timeliness and quality of customer care obtained from benchmarking exercises.</li></ul>   |

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# Customer Care Plan

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March 2025



**GWASANAETHAU  
CORFFORAETHOL**  

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