

Customer Experience Strategy 2022-26 Delivery Plan

Aim	Ref	What we need to do	How	By when
Services designed with people at the heart of everything we do	CES1	Engage with the community for feedback and use these insights to shape how we design and improve our services.	Actively involve our customers with the testing of key online processes to support the ongoing development of the council’s transactional web content and online services.	Q1 2023
			Schedule a programme of regular engagement with services to deliver continuous service improvements to enhance the customer experience.	Q1 2022
	CES2	Design our services from end to end, to be as efficient as possible, working on a ‘right-first-time’ principle. Making digital the preferred access channel with a target of 70% of council contact through self-service channels.	Complete the development of digital services identified through the council’s digitisation and service transformation programme.	Q4 2023
			Promote the council’s simple and easy-to-use online services to our customers to increase awareness and take-up of our digital services.	Q1 2023
			Continue to develop the telephone channel for mediated self-service for more complex transactions, or for those who don’t have access to digital technology.	Q2 2022
			Deliver a new face to face operating model that takes account of the needs of our customers, the future of the Town Hall and allows for efficient use of our resources.	Q4 2024
			Promote the uptake of paper free billing to reduce letters and printed correspondence.	Q4 2022
	CES3	Develop a more detailed understanding of our customers to inform the continuous improvement of our services based on customer feedback.	Produce customer profiles for key services based on customer analytics and service uptake data to inform how our services are designed and delivered.	Q2 2025
			Improve our customer experience reporting through the new business intelligence platform.	Q4 2024
			Develop a planned programme of work across services to continuously improve our services based on insight	Q1 2023
CES4	Review the council’s customer service standards to ensure they meet the changing expectations of our customers.	Deliver revised customer service standards based on best practice, customer expectations and the councils values.	Q3 2022	

	CES5	Address digital isolation.	Work with our partners, volunteers and community groups to deliver a program that supports residents who do not have access to technology, or who lack digital confidence, to help equalise opportunities in our town.	Q4 2023
People	CES6	Increase awareness across the organisation of the role everyone plays in supporting customers and our expectations of how staff should support customers.	Through effective leadership and training, ensure that the standards for delivering excellent customer care are embedded at every level of the organisation. Every one of the Watford Council team should understand how their role in the organisation impacts the overall customer experience.	Q4 2023
	CES7	Develop and deliver a programme of comprehensive customer experience training for our people to improve the services we provide.	Develop and deliver a programme of customer-focused training across the council appropriate to the requirements of staff roles <ul style="list-style-type: none"> Staff involved in service design - user research and service design training Frontline / Back office staff - Customer experience training (including mental health training and digital champion training to support customers to get online). 	Q4 2023
			Refresh the customer experience module of the corporate induction and complaints handling training.	Q4 2023
	CES8	Develop a deep understanding of customer views about our service across all channels to improve the customer experience.	Develop the capabilities to measure customer experience / satisfaction at key points of our customer processes.	Q3 2022
			Develop a programme of continuous process improvement using information to improve what we do.	Q4 2023
	CES9	Ensure our partners are delivering a consistent level of customer care, in-line with the Council's standards	Ensure that the council's procurement / contract and relationship management process includes a customer care method statement and review process to ensure that the service delivered to our customers is in-line with the council's customer service expectations.	Q2 2023
Reflect arrangements for the handling of complaints received about partners who deliver services on our behalf in our corporate complaints policy			Q4 2021	

Technology	CES10	Investigate the opportunities to expand the channels through which we deliver our services	Explore the potential to deliver our services through other contact channels such as web chat or add value to the customer experience through the use of technologies such as SMS, WhatsApp, Artificial Intelligence or machine learning	Q2 2024
	CES11	Fully exploit the capabilities of our existing technology to deliver excellent customer processes	Continually review the services we provide to our residents and businesses, ensuring we make the most of new technology, without overlooking those who require a more in-person approach.	Q1 2025
			Develop the use of voice automated telephony and end to end self-service processes.	Q1 2025
	CES12	Make it simpler to contact us through our website.	Implement a 'Contact us' form for use on our website that allows customers to, monitor responses and transact through their MyWatford account.	Q4 2021
	CES13	Continue to improve the content of the council's website to ensure a seamless, end-to-end customer journey.	Already our most popular access channel, we will focus on improving the overall content of the website to ensure a seamless, end-to-end customer journey.	Q2 2023
CES14	Investigate the opportunities to issue proactive service specific customer alerts	Look to introduce proactive customer alerts for services such as: <ul style="list-style-type: none"> • Missed bins • Traffic works • Planning permissions • Local events • Payment reminders 	Q2 2024	
Insight	CES15	We will deliver as many services as possible through the MyWatford account to create a single customer record, so we can see all of our data in one place, avoiding the need for customers to provide information to individual services across the council.	Continue to design and deliver online processes through the council's customer relationship management system, Firmstep.	Q4 2023
	CES16	We will use data to forecast and plan service demand, moving resources and prioritising services according to customer needs.	Utilise the council's chosen Business Intelligence solution to develop reporting dashboards to forecast customer demand and plan resource priorities appropriately.	Q1 2025
	CES17	Improve our data analysis capabilities so that it becomes integral to our decision-making process	Ensure the Digital Improvement team have data analysis tools and capabilities.	Q2 2022

	around process design and service / resource planning.	Use customer data to inform service delivery throughout the customer journey to identify where improvements can be made.	Q4 2022
CES18	Share customer satisfaction and performance data across services to breakdown silos and focus the entire organisation on delivering the best customer experience.	Work with services to agreed service level standards and key performance indicators for customer processes. Build reporting functionality within the corporate Business Intelligence platform to monitor performance against targets and deliver targeted service improvements.	Q2 2023
CES19	We will provide information about complaints to senior managers across the council. We also track the learning and changes made as a result of complaints.	Develop complaints reporting functionality within the corporate Business Intelligence platform.	Q3 2022
		Report to leadership board quarterly on performance against complaints KPI's.	Q4 2022
		Report annually to senior leadership and elected members on performance against complaints KPI's and where customer feedback has been used to improve the services that we provide.	Q2 2023
CES20	Make sure that the data we hold is up to date, accurate and is held according to data protection principles.	We will only collect data that is required to apply for, or receive, a service in line with our privacy notice and DP principles. It will be held securely and protected from cyber attacks	Q1 2021

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