CUSTOMER EXPERIENCE STRATEGY 2022-26 PROJECT PLAN

Workstream	Ref	How	Activities	Project / BAU	Status	Start	Planned Finish in Delivery Plan	Planned Finish in PID	Responsible	2021	22/23 Q1	Q2	Q3	Q4	23/24 Q1	Q2	Q3	Q4	24/25 Q1	Q2	Q3	Q4	25/26 Q1	Q2	Q3	Q4
1	CES2	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.	• Complete - now BAU • Maintain focus on ensuring customers get the best service possible through the telephone channel with a focus on training and performance of the CSC team.	BAU	Ongoing		Sep-22	Dec-22	Michelle Carty			✓														
1	CES4	Deliver revised Customer Care Service Standards based on best practice, customer expectations and the councils values.	• New CCSS not as prescriptive as previous version and also expanded to cover social media, more contact channels and offers flexibility to deliver more with the resources in CSC. • Staff Ambassadors Group to review and compare new and previous Customer Service Standards - **complete** • CCSS to be presented to Project Board in April and CMB in May - **complete** • CCSS to be launched in July 2023	BAU	In progress		Dec-22	Dec-22	Michelle Carty		🟩	🟩	🟩	🟥	🟥	🟥										
1	CES19	Report quarterly to leadership board on complaints received and performance against KPI's.	• Quarterly reports to CMB from Q4 22/23 • 1-page progress update on Strategy delivery (using infographics) appendix to main CMB report.	BAU	Ongoing		Mar-23	Dec-22	Michelle Carty				✓	✓	✓	🟩	🟩	🟩								
2	CES8	Develop the capabilities to measure customer experience / satisfaction at key points of our customer processes.	• Introduce data collection for satisfaction at points of customer journey (no just at end of journey). Use information in service meetings to review and make improvements. • Reporting capability to be built and surveys automated. • Collect data via Govmetrics • Switch off Firmstep star rating system once Govemetric enabled (TBC) • Collate framework for capturing and reporting • Investigate costs of reinstating terminal and tablets in Town Hall to gather face to face feedback from customers.	BAU	In progress		Dec-22	Mar-24	Lee Anderson						🟩	🟩	🟩	🟩								
2	CES17	Use customer data and analysis of the customer experience to inform where improvements to the customer journey can be made.	• Similar to CES8 but also IVRs (use of 8*8 to monitor customer journey thorugh telephone channel) • Report and discuss web statistics at bi-monthly service reviews • Investigate uploading data onto Qlik • Continue to report through Google Analytics, Govmetric and Cludo to provide services with more comprehensive dashboards	BAU	In progress		Mar-23	Mar-24	Lee Anderson						🟩	🟩	🟩	🟩								
2	CES2	Promote the councils simple and easy-to-use online services to our customers to increase awareness and take-up of our digital services.	• Revs & Bens to lead (and also implement modules recently purchased) • Develop and deliver comms campaign to promote uptake of online services (eg Garden Waste, Report It, Nuisance - eg popular services or those that are time consuming on the phone) - combine with ebilling commitment • Deliver Licensing processes including Housing / HMOs (to be prioritised)	Project	Ongoing	Apr-23	Jun-23	Mar-24	Lee Anderson						🟩	🟩	🟩	🟩								
2	CES13	Continue to improve the content of the council's website to ensure a seamless, end-to-end customer journey.	• Regular update and enhancement of website and homepages / contitnuing service improvement and regular housekeeping eg ensuring compliance and accessibility of website • Delete large images from website	BAU	Ongoing		Sep-23	Mar-24	Lee Anderson						🟩	🟩	🟩	🟩								
2	CES1	Actively involve our customers with the ongoing development of the council's transactional web content and online services.	• Hold workshops with residents and internal customers to gather feedback on their customer journey on processes that have huge impact on community groups • Report It - to ote that customers / members were involved in testing function	BAU	In progress		Dec-23	Mar-24	Lee Anderson						🟩	🟩	🟩	🟩								
2	CES15	Continue to identify, design and deliver new online processes through the council's customer relationship management system, Firmstep.	• Implement new processes as and when requested by service areas and also through feedback we receive via the 'Contact Us' form and continuous improvement cycle.	BAU	Ongoing		Mar-24	Mar-24	Lee Anderson						🟩	🟩	🟩	🟩								
3	CES3	Develop a planned programme of work across council services to continuously improve our services based on insight	• Identify improvements through customer experience meetings eg improvements to telephone, website, online, etc. • Service led improvements via continuous improvement framework	BAU	Ongoing		Jun-23	Mar-24	Michelle Carty / Lee Anderson						🟩	🟩	🟩	🟩								
3	CES2	Complete the development of digital services identified through the council's digitisation and service transformation programme.	• Combine with CES15 • Confirm resourcing for project delivery • Complete outstanding deliverables in service areas including Elections, Community Protection (Licensing and HMOs) and Parking)	Project	In progress	Apr-23	Mar-24	Mar-24	Lee Anderson						🟩	🟩	🟩	🟩								
6	CES8	Develop a programme of continuous process improvement using information to improve what we do.	• Service led project (links in with CES3) • Project to be led by BI Manager	Project	Not started		Mar-24	Mar-24	Claire Dow																	
6	CES3	Improve our customer experience reporting, across all services, through the new business intelligence platform	• To be delivered via BI Strategy • Continuous improvement and automating of web performance data	Project	In progress		Mar-25	Mar-24	Claire Dow /Michelle Carty / Lee Anderson						🟩	🟩	🟩	🟩								
3	CES11	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.	• Continuous review of new tools and technology	BAU	Ongoing		Jun-25	Mar-24	Michelle Carty						🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩
4	CES6	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.	• To be delivered via Values & Behaviours project • Develop a training plan for all new starters (induction) - need steer from CMB on whether training is mandatory. Ties in with Values and Behaviours • Develop business case • Recruit HR board member • Launch Customer Service Academy • Engage with Staff Ambassadors Group to see what training will be useful around customer experience. Service design to be as customer focussed as possible / leading a customer focus organisation (embedding the culture)	Project	In progress		Mar-24	Mar-24	Michelle Carty						🟩	🟩	🟩	🟩								
4	CES7	Refresh the customer experience module of the corporate induction and complaints handling training.	• Link with CES6 & 7 / to be delivered via Values & Behaviours project • Refresh customer experience module of the corporate induction and complaints handling training	Project	In progress		Mar-24	Mar-24	Michelle Carty						🟩	🟩	🟩	🟩								
4	CES7	Develop and deliver a programme of customer-focused training across the council appropriate to the requirements of staff roles. • 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).	• Link with CES6 & 7 / to be delivered via Values & Behaviours • Develop training programme • Deliver training programme	Project	In progress		Mar-24	Mar-24	Michelle Carty						🟩	🟩	🟩	🟩								

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5	CES5	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.	• Mayor's Manifesto • Secure funding for further delivery (paper to PHs in July 2023) • Investigate Laptop for Learning (social enterprise) with Economic Development Team - canvas our business contacts and introduce to Laptops for Learning for wiping old device and load programme and donate to people. • Costs of wiping laptops to be absorbed by businesses • Digital Champtions to provide upskilling and training. Volunteers to be provided by W3RT (LA to lead)	Project	In progress		Mar-24	Jun-25	Lee Anderson					▇	▇	▇	▇	▇	▇	▇	▇	▇			
5	CES14	Look to introduce proactive customer alerts for services such as: • Missed bins • Traffic works • Planning permissions • Local events • Payment reminders	• Define / scope project eg sending emails or texts to customers when bins are not picked up or enable customers to sign up for alerts - aim is to prevent customers from contacting us. • Develop Business Case / growth bid for cost of development • Complete DPIA & EIA • Promote new service	Project	In progress		Sep-24	Jun-25	Michelle Carty / Lee Anderson					▇	▇	▇	▇	▇	▇	▇	▇	▇			
5	CES10	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	• Define / scope project, develop business case / growth bid • Review use of WhatsApp, AI, RPA etc - prioritise and take to Project Board for decisions. Combine all elements in workstream 5 in one project. • Complete DPIA & EIA • Promote new service	Project	In progress		Sep-24	Jun-25	Michelle Carty					▇	▇	▇	▇	▇	▇	▇	▇	▇			
5	CES2	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.	• To be delivered in conjunction Town Hall Programme • Town Hall reopening Spring 2024 • Track progress	Project	In progress		Mar-25	N/A - Spring 2024	Michelle Carty					▇	▇	▇	▇	▇	▇	▇	▇				
5	CES11	Develop the use of voice automated telephony and end to end self-service processes.	• Define / scope project - explore if we can use Netcall to do more for customers • Voice automated telephony to be investigated along with other channels eg Firmstep and 8*8 (ties in with service improvement around technology and processes) • Develop business case / growth bid	Project	Not started		Jun-25	Jun-25	Michelle Carty										▇	▇	▇	▇			
6	CES18	Work with services to agree 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.	• To be delivered via BI Strategy • Hold monthly meetings with service areas • Review KPIs • Develop reporting dashboards for service areas with no dashboard	BAU	Ongoing		Sep-23	TBC once BI Strategy delivery commences	Michelle Carty																
6	CES16	Utilise the councils chosen Business Intelligence solution to develop reporting dashboards to forecast customer demand and plan resource priorities appropriately.	• To be delivered via BI Strategy • Develop reporting dashboards to forecast customer demand / plan priorities	BAU	In progress		Jun-25	TBC once BI Strategy delivery commences	Michelle Carty																
6	CES3	Produce customer profiles for key services based on customer analytics and service uptake data to inform how our services are designed and delivered.	• Project to be scoped • Planning to use mosaic data and intelligence we hold for customer segmentation	Project	Not started		Sep-25	TBC once BI Strategy delivery commences	Michelle Carty																
BAU	CES2	Promote the uptake of paper free billing to reduce letters and printed correspondence.	• Promoted on council website • Develop leaflet to promote paper free ebilling and benefits and build into Comms plan • Ensure issues with the system are resolved before promoting functionality	BAU	Ongoing		Mar-23	Ongoing	Jane Walker									▇	▇	▇	▇	▇	▇	▇	▇
BAU	CES9	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.	• Insert customer care method statement in procurement / contract & relationship management process • MC to confirm with Derek Hatcher if statement was inserted	BAU	In progress		Sep-23	TBC	Michelle Carty																
BAU	CES19	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.	• Report against complaints KPIs annually to Senior Management & members	BAU	Ongoing		Apr-23	Ongoing	Michelle Carty						▇				▇				▇			