



# **Oadby & Wigston Borough Council**

## **Customer Experience Strategy Action Plan**

### **2023-2026**

## Customer Experience Strategy 2023-2026 Action Plan

Below is a table of the planned actions to achieve the objectives and overall aim, including targets, how it can be measured and its impact. It is not an exhaustive list as more actions will be identified as the three-year period advances.

### 1. Organising ourselves around customer needs

	Activity	Date	Measurement	Responsibility	Impact	Progress	Update Comments 24 <sup>th</sup> May 2024
1.1	Introducing face to face appointment hubs in Oadby, South Wigston and Wigston	Spring - Summer 2023	Successful implementation Customer Feedback	Customer Service Manager	Increased contact from hard to reach groups and increase customer satisfaction	Complete	Appointment Hubs were launched June 2023 in locations in each Town Centre, Oadby, South Wigston & Wigston
1.2	Introducing a reception point at new council offices	Spring - Summer 2023	Successful implementation Customer Feedback	Customer Service Manager	Greater impact and engagement with customers, increase customer satisfaction	Complete	A reception point was open in July 2023 and is used by customers daily
1.3	Working with Community Wellbeing team to Improve customer engagement	On-going	Customer feedback and participation in community activities/events	Community Wellbeing Team and Head of Customer Service & Transformation	Increase engagement with more community groups, listening to a broader range of customers views	On-going	The Community & Wellbeing continue to encourage community groups and leaders to participate in consultations and events
1.4	Establishing a robust consultation process in the Council to ensure quality and quantity of responses from a wider demographic	Winter 2023/24	Consultation data	Communications Manager	Better sample sizes from the broader community when consulting Increase in responses from more hard to reach groups	Complete	A 'Guide to Consultations' documents has been designed to serve as a blueprint for our consultation processes, Managers and key staff have been briefed on this to ensure a more consistent approach is taken

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	Activity	Date	Measurement	Responsibility	Impact	Progress	Update Comments 24 <sup>th</sup> May 2024
1.5	Simplifying our telephone contact	Winter 2023/24	Customer feedback	Customer Service Manager and Policy, Performance & Transformation Manager	Better telephony experience for our customers	Complete	After research and review, our main phone line messaging has been changed. The number of options has been reduced and the messaging has been simplified.

**2. Using data and intelligence to improve customer experience**

	<b>Activity</b>	<b>Date</b>	<b>Measurement</b>	<b>Responsible</b>	<b>Impact</b>	<b>Progress</b>	<b>Update Comments Insert Date 2024</b>
2.1	Increasing analysis of customer activities, including CRM contact data, the website analytics, online forms data and call handling data	Winter 2023/24	Self-service form increased Website usage increased	Policy, Performance & Transformation Manager	Understanding behaviour and choices will help to identify and prioritise improvements, this will lead to a better customer experience	Complete	Regular analysis continues to take place to help us increase self-service options and data is also used to help manage customer demand
2.2	Improvement programme carried out to use data to simplify and improve services	Summer 2025	Increase of enquiries resolved at first point of contact	Policy, Performance & Transformation Manager	Improving service delivery, leading to increase customer satisfaction	On-going	Work continues, notable successes have been the increase of resolution rates for Council Tax enquiries, and upskilling to decrease the transfer of calls
2.3	Strengthening links between the Communication Team and the Customer Services Team to ensure customer feedback is acted upon, ensuring continuous improvement of our comms channels i.e. website	Autumn 2023	Implementation of new way of working between teams	Communications Manager and Customer Service Manager	Improved digital experience for customer e.g. website Website and other digital comms channels more regularly adapted and updated based on feedback	Complete	An online form has been created to allow CS Staff to highlight any website issues or improvements to the Comms Team instantly. In addition the Comms Team and CS Team have regular joint team meetings so two way communication can take place and the CS have an understanding of council wide comms.

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	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
2.4	Produce data quality policy	Spring Summer 2023	Policy produced	Head of Customer Service & Transformation and Policy, Performance & Transformation Manager	Ensuring data is high quality and timely helps to monitor performance effectively this is vital to support good decision making and continuously improve service delivery outcomes	Complete	Data Quality Policy has been produced and made available to all staff via the intranet

### 3. Growing a customer first continuous improvement culture

	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
3.1	Enhancing staff training, from induction to developing in role  New challenging customer training to be launched	On-going  Autumn 2023	All staff to complete appropriate customer care training	Policy, Performance & Transformation Manager and HR Manager	Better customer experience	Complete	Staff training and induction has been reviewed and improved. A dealing with difficult/challenging customers module has been added to our E Learning Training, All staff have completed the relevant customer care training courses
3.2	Quarterly reporting on performance and customer satisfaction to SLT	Spring 2023	Performance report	Policy, Performance & Transformation Manager	More focus leading to better performance across the council and increase customer satisfaction	Complete	Performance reports, and customer satisfaction levels are now presented at SLT on a quarterly basis
3.3	Learning from complaints and customer feedback, introducing quarterly review meetings feedback to SLT	Summer 2023	Improved satisfaction in complaints feedback	Policy, Performance & Transformation Manager	Reduction in complaints and improvement in complaints handling	Complete	Complaints are reviewed regularly by the Policy Performance & Transformation Manager & the Chief Executive chairs review meetings. The bi-annual report is reported into SLT

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	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
3.4	Achievement of the professional accreditation Customer Service Excellence Award	Dec 2023 Dec 2024 Dec 2025	Accreditation	Policy, Performance & Transformation Manager	Better customer experience and continuous improvement across the organisation	Dec 2023 - Achieved	Customer Service Excellence Award Was achieved for the fourth year running in December 2023
3.5	Working with the Customer Champions and other Focus groups to empower staff to drive improvements	On-going	Customer feedback Staff feedback	Communications Manager and Policy, Performance & Transformation Manager	Staff driven improvements helping to drive our customer first and continuous improvement culture forward	On-going	The Customer Champions focus group will continue to work on the website improvement programme as this progresses
3.6	Increase first contact resolution by customer service team Reduction in call transfers	Summer 2024	Call analysis CRM Analysis	Customer Service Manager and Policy, Performance & Transformation Manager	Better customer experience, reduction in double handling of enquiries	On-going	Upskilling of the customer service team has taken place in Council Tax and resolution rates have improved.
3.7	Review all Service Level Agreement between Service Areas and the Customer Service Team	Summer 2025	New SLA produced	Customer Service Manager and Policy, Performance & Transformation Manager	Improved service level, first resolution rate and customer experience	On-going	SLA's for Council Tax, Waste and Planning have been completed, work will continue until all key areas have been reviewed
3.8	Refresher Training Programme for customer service team	Summer 2025	Training programme completed	Customer Service Manager and Policy, Performance & Transformation Manager	Improved service level, first resolution rate and customer experience	On-going	Training programme is progressing well, work continues on this when time permits balancing customer demand

**4. Digital By Design**

	Activity	Date	Measurement	Responsible	Impact	Progress	Update Comments Insert Date 2024
4.1	Review, improve and increase online forms	Ongoing	Increase in usage	Policy, Performance & Transformation Manager	Increase of self service, channel shift	On-going	Review continues and stats are monitored regularly, we have seen an increase of use by 4% of our online forms. New Business Rates online form are due to be launched in summer 2024
4.2	Explore the use of virtual appointments	Autumn 2023	N/A	Customer Service Manager and Policy, Performance & Transformation Manager	Another access channel, customers being able to have a virtual face to face contact without leaving their home	Complete	Virtual Call Back/Appointments have been launched, we continue to promote this additional access channel residents.
4.3	Improve digital inclusion – building the digital skills of our customers  Promote external courses and consider running free digital skills drop in sessions	Spring 2024	N/A	Communication Manager and Corporate Project, Systems and IT Manager	Improve digital inclusion, customers being able to use online services more confidently	On-going	A variety of digital skills course have been promoted to residents, recent examples include HIRE getting work ready and Leicestershire County Councils work ready webinars. Consideration has been given to running a free digital skill session but due to resources, this will not



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							be done at this time.
4.4	Explore the use of webchat	Autumn 2024	N/A	Customer Service Manager and Policy, Performance & Transformation Manager	Another access channel, quick enquiries being answered almost instantly, increase customer satisfaction	Work to start soon	Work will progress over the coming months
4.5	Explore other AI technologies	Winter 2024	N/A	Policy, Performance & Transformation Manager	Potential savings, increase access channels	Work to start soon	Work will progress over the coming months
4.6	Website improvement programme to increase self-service options, to update and review pages and to improve content	Winter 2025/26	Customer feedback Increase in usage data	Communications Manager and Policy, Performance & Transformation Manager	Increase usage of website, channel shift increased customer satisfaction Website will contain increased up to date and accurate information	On-going	Work has started on this improvement programme, high visited pages have been identified and some have already been reviewed and improved. Work will continue with this during the next 2 years.

**Review Date:**

24<sup>th</sup> May 2024 by Head of Customer Service and Transformation