

# Havant Borough Council **Customer Access and Experience Strategy**



2025 - 2028

**Havant**  
BOROUGH COUNCIL

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# Foreword

Whether you're one of our residents, a local business, or one of our partners or suppliers, I'd like to welcome you to our Customer Access and Experience Strategy. This strategy has been produced with all of you in mind and it sets out how we as a council are going to make dealing with us easier, faster and more efficient.

One of our pledges in our overarching Corporate Strategy is to be a more responsive council. What we mean by this is that we will design and operate our services to best suit the needs and requirements of our residents, ensuring the best possible outcomes and providing value for money.

Our residents' survey this summer provided us with a wealth of information about how our current services are received, what we do well and where we could improve. Feedback in the survey was that we need to make it easier for people to contact us online, but day to day, our customers are telling us that their preferred method of contact is by telephone.

To make it easier for people to contact us online, we are going to invest in our website so that customers can engage and transact with us 24/7 on the device of their choice. Our website will become an accessible and reliable first port of call for information, enquiries and to report issues at any time of the day.



**Councillor Paul Gray**

Cabinet Lead for Commercial & Chairman of Licensing Committee

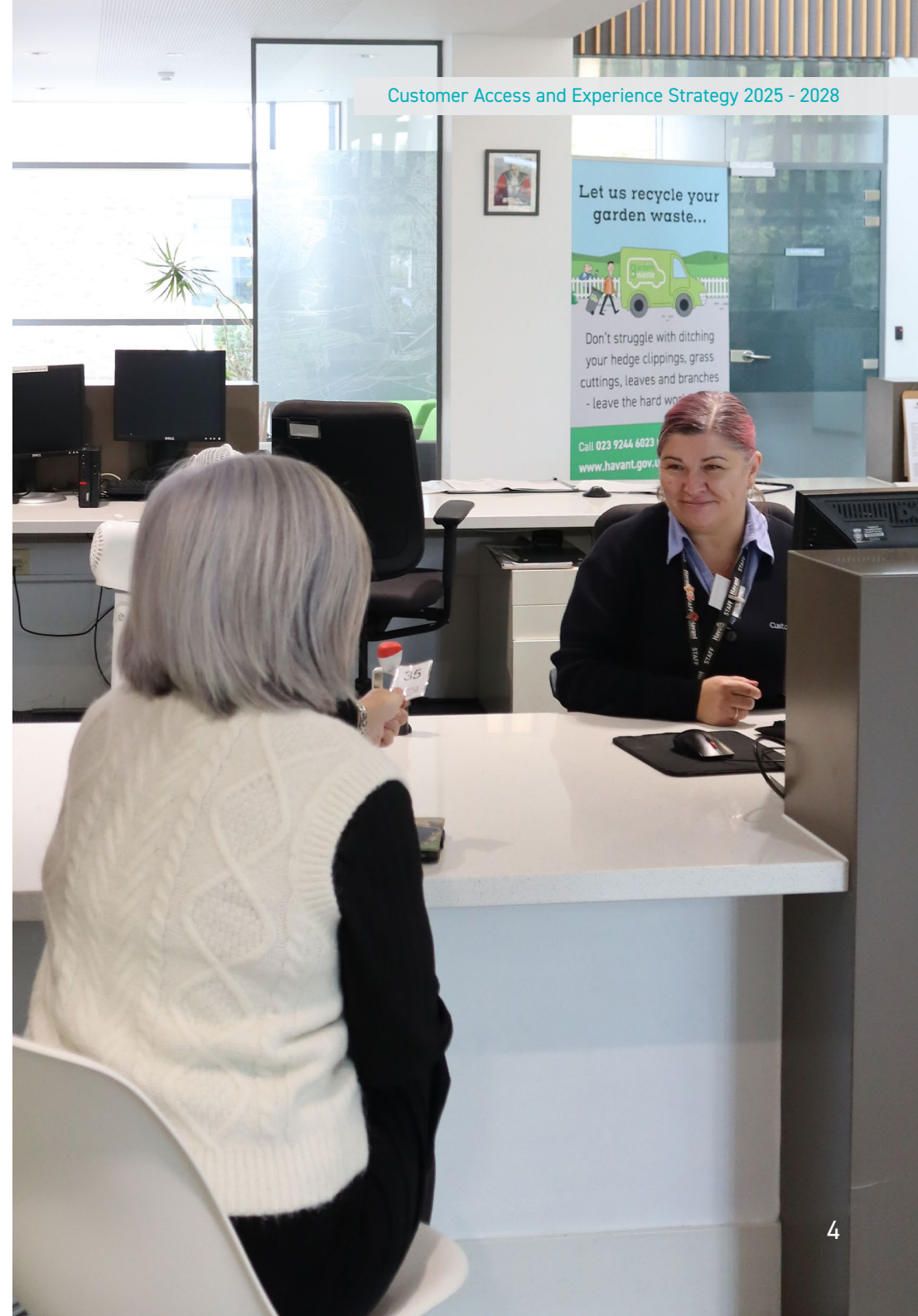
We understand though, that one size does not fit all, and sometimes people need or prefer face to face or telephone contact. We will ensure these options remain available and that additional support is in place for customers who are vulnerable or unable to use digital channels to access our services.

As well as increasing and improving the ways that people can access the council, we will streamline our back-office functions to ensure our processes are joined up, information is shared, our departments work together to problem solve and as many customer issues are resolved at first contact as possible. We want to get it right first time.

Investing in technology to improve our customers' experience is only part of the picture – we need to invest in our people too. Our staff are critical to delivering excellent services and, going forward, all new recruits will receive customer services training as part of their induction, to ensure that right from the beginning, there is a shared understanding that the customer is at the heart of all we do. This customer first culture will be reinforced by ongoing training and through a customer charter which will set out clear expectations of the level of service you can expect to receive from us.

We will rigorously test our processes and performance to ensure we continually learn and improve and, crucially, we will ask you if what we're doing is working, both via annual residents' surveys and in our day-to-day communication with you. The ultimate performance indicator will be your feedback.

As we deliver the changes outlined in this strategy, I hope you notice a positive difference in your dealings with us and that we can work together to create a stronger, more connected community here in our borough.



# 1 Introduction

The Council's Corporate Strategy has four themes:

**WELLBEING**

**GROWTH**

**PRIDE IN PLACE**

**BEING A RESPONSIVE COUNCIL**

The responsive council theme has an aspiration that the Council will strive to ensure our services deliver the best outcomes for residents and provide value for money.

By being a responsive council one of our key initiatives is to implement customer led improvements to our processes and ways of working as well as continuing to implement improvements in digital technology for easier and more convenient resident and business access to services.

The Customer Access and Experience Strategy will formalise our approach and enable the Council to apply customer services consistently and drive improvements.

This strategy sets out our vision to achieve the best possible experience for our customers, whoever they are (residents, businesses, partners or suppliers) and whenever they deal with us.

In addition, this strategy has a focus on the whole organisation, shaping how the Council will continue to transform service delivery, providing excellent service to customers.

We aim to provide our services in an easy to understand way and at a time that suits the people that really matter – our customers.

Research shows that customers increasingly want a service that is fast, personalised, proactive and connected. To us that means making sure customers can engage and transact with the Council at a time and place of their choosing, on any device and at any time of day. We will ensure that our website would, by default, be the primary tool for delivering against this and therefore will be considered as a customer's first point of contact in terms of when we are designing 'good customer service'. It also means that we will recognise that some people might need extra support to access services, and we must ensure it is available. We also want to offer the personal touch to customers who need it.

**This strategy sets out our plan to get there by putting customers at the heart of everything we do. They will only need to tell us once and will be confident that we will get it right first time.**

We must find out what our customers want and expect and that is why feedback is so important to us. It all comes down to three steps:

## DISCOVERING

Understanding  
the needs of  
the customer

## SHAPING

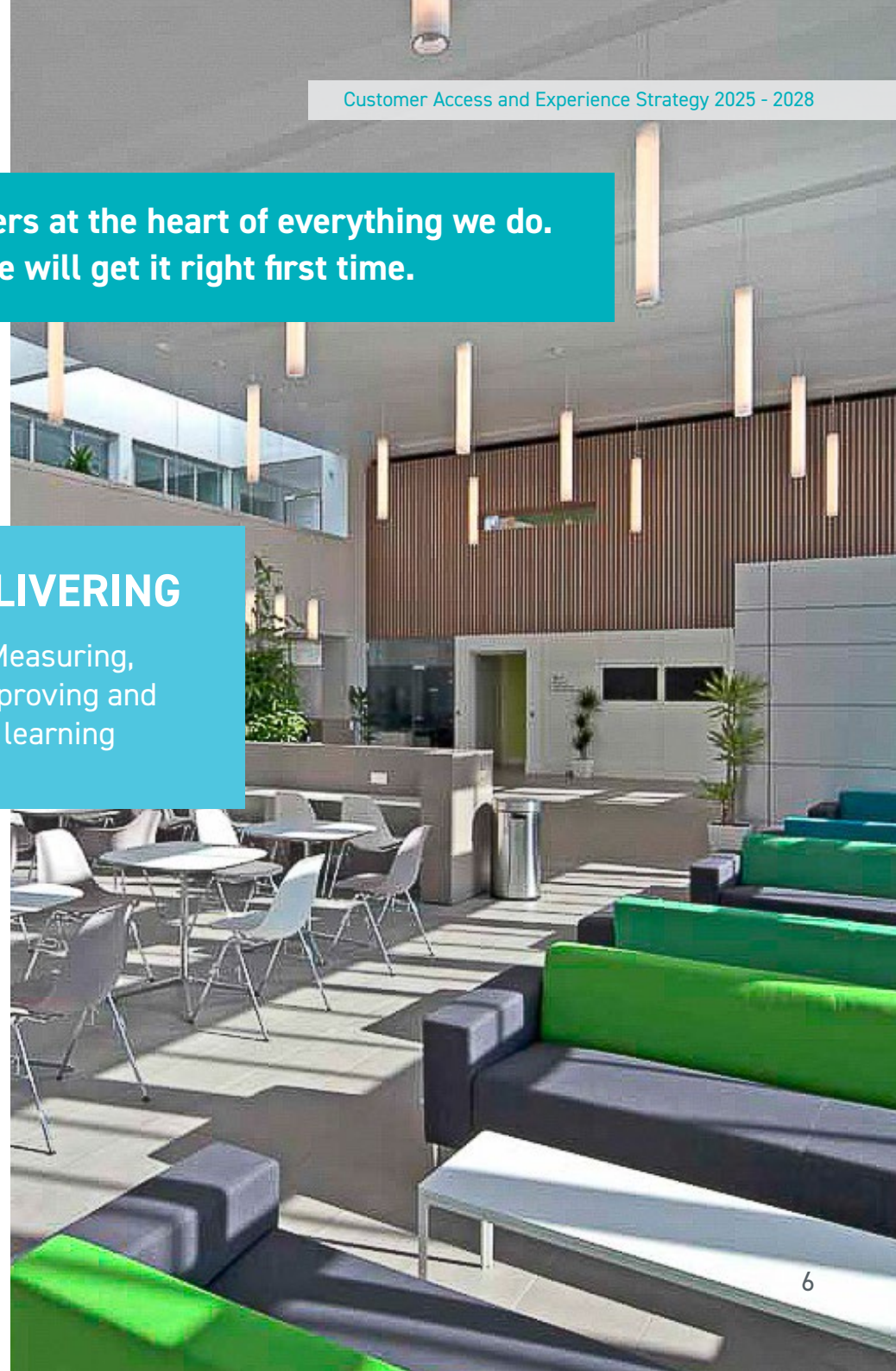
Making services  
more efficient and  
easier to access

## DELIVERING

Measuring,  
improving and  
learning

This Customer Access and Experience Strategy 2025-2028 will help us to improve our current access provision and make further improvements to the services we provide to our customers. The changes that we make will be led by our customers – they are at the heart of everything we do.

We will look at measuring the impact of our strategy via improved satisfaction with council services and improvement in the perception of trust, both measured by our residents' survey. As the service develops, we will also look at other measures to monitor so that we are having the impact we seek in order to deliver the vision of this strategy.



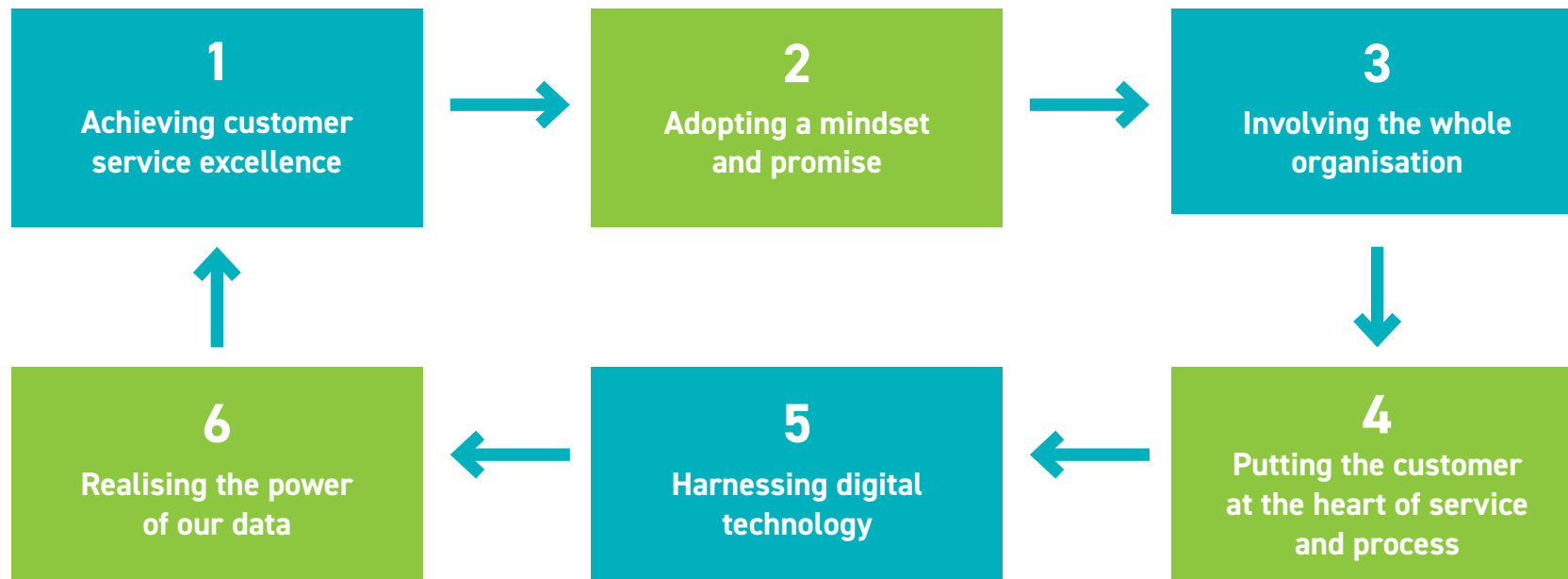
The Council's vision is to deliver by putting customers first with a choice of access channels when contacting the Council and the different service areas within. We will also ensure we are an inclusive, responsive, and transparent Council providing the best possible service to its residents, businesses, partners or suppliers.

We will adopt a digital first approach, promoting and supporting self-service wherever possible. We will look to develop our access channels to allow customers to have a single sign on to report issues or make enquiries. We will also recognise customers will not necessarily always

want to use the same access channels to make contact, their preferred contact method will often vary depending on the type of enquiry and what access is available to them. Therefore, telephony and face-to-face channels will still be available for customers who wish to contact us in this way.

Our customer access and experience strategy will guide how we design and deliver our services, and ultimately how we all behave.

## There are six elements:



## 1. ACHIEVING CUSTOMER SERVICE EXCELLENCE

We want to make interacting with us easy and effective. Customers will be able to connect with us at the time and place they choose through the various channels available to them. They will only need to tell us once and will have confidence that we will get it right first time. We will leave every customer with a positive impression of the Council and feeling their day is just that little bit better.

## 2. ADOPTING A MINDSET AND PROMISE

We will embed an exemplary customer experience philosophy that shapes the way all our staff across the Council deal with customers, whether they are residents, businesses, partners or suppliers and we will also adopt this approach when working with our colleagues and delivery of our internal services through a digital first approach.

## 3. INVOLVING THE WHOLE ORGANISATION

We will transform our internal Customer Service model. We will link into the Council's 'Good to Great' programme by adopting a Council wide Customer First Approach, building a strong customer culture and implementing a unified customer picture and case management system for all services.

## 4. PUTTING THE CUSTOMER AT THE HEART OF SERVICE AND PROCESS

We will change how we work and look at our services and processes through the lens of the customer to ensure services are accessible and processes are efficient and lean. We will make better use of digital channels to provide customers with more opportunities to resolve issues themselves through self-service, and with better support to complete transactional services. We will ensure that when a customer first contacts us we will be able to resolve their issue without needing to pass them onwards, unless the issue is highly technical.

## 5. HARNESSING DIGITAL TECHNOLOGY

We will improve our digital experience for our customers. We will implement a new telephony and case management system and require our website to best meet customer journey needs and improve engagement, process and overall efficiency - for both the resident and the organisation - as a whole.

## 6. REALISING THE POWER OF OUR DATA

We will collect and join up the data we hold across different systems and services and use it to our customers' advantage. We will ensure that the data we collect is intelligent and useful to allow us to better plan the shape and size of our services to meet need and demand. We will also continually review the data maximising our ability to ensure the data we are collecting supports service delivery and supports decision making to improve and enhance the customer experience when designing services to meet customer needs.



## 3

# Our Current Customer Experience in Numbers

The diagram below shows the number of interactions our customers have had with the Customer Service Centre and digital channels between 1st April 2023 and 31st March 2024. Please note the website data is from the period 1st July 2023 to 31st March 2024.

Currently, depending on which service customers are contacting us about, will depend on who handles the customer enquiry and how enquiries are managed which can cause confusion for customers and a different customer experience.



**76,000**

Phone calls to the Contact Centre



**13,000**

Face to Face visits to the Council's Customer Service Team



**16,000**

Emails to Customer Services



**94,000**

Emails to other Council Services



**628,000**

Website visits



**13,000**

Connected online accounts (Council Tax & Business Rates customer portal)

# 4

# Customer Segmentation

Customer segmentation is about recognising that not all people are the same.

People across the borough not only have different backgrounds (e.g. age, ethnicity, housing, income etc.) but they have differing circumstances and preferences. They use different types of services, have different needs and expectations from their local authority and prefer different communication channels and messaging styles.

The Council undertook a segmentation data exercise to understand the different needs of residents; this will enable us to create, tailor and target our services more effectively; offering increased efficiency, better value for money and ultimately improved life outcomes.

The segmentation data was analysed to understand how residents would make an enquiry for local public services, compared to how they would research information regarding local services.

The table to the right is based on the number of households in the borough of Havant (54,585.)<sup>2</sup>

The data illustrates a significant difference between how customers conduct the two activities, when comparing on-line and telephone.

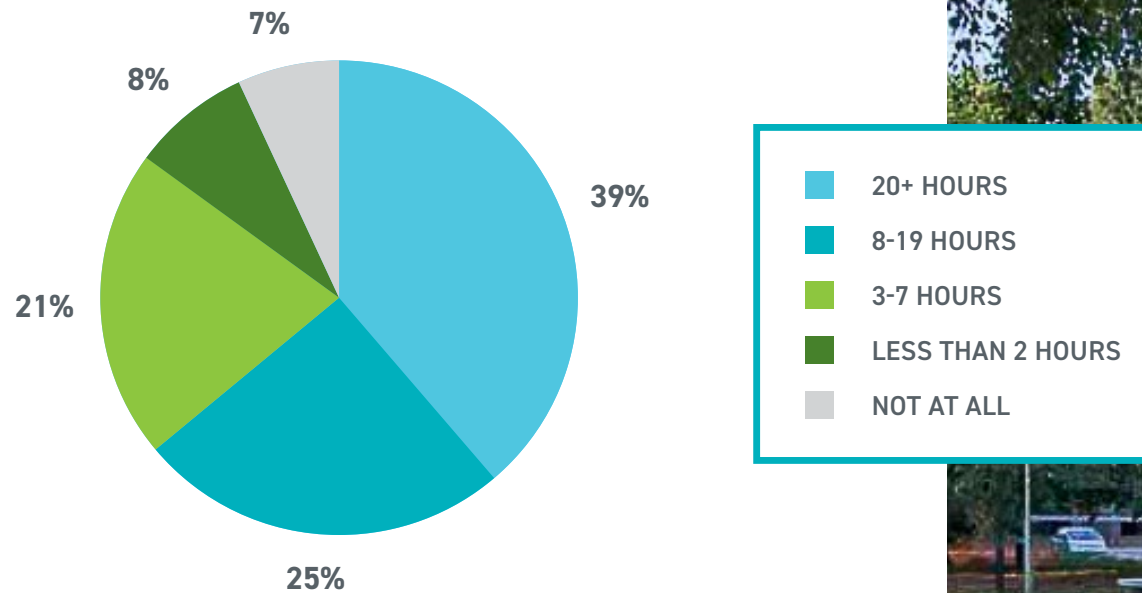
The data suggests that a large proportion (70%) of our customers, go online for research purposes. This indicates that the Council needs to develop simple, effective on-line applications, where customers can make an enquiry, report an issue and apply for services. This could then result in an increase in the use of the internet to achieve additional efficiencies in online engagement and result in fewer telephone calls and face to face visits to our Customer Service Team.

|                                | On-line<br>(including email<br>and website) | Telephone | Face to face | Post |
|--------------------------------|---|-----------|--------------|------|
| Making an enquiry or complaint | 51%   | 22%       | 2%           | 9%   |
| Researching information        | 70%   | 9%        | 2%           | 52%  |
| Change                         | +20%  | -13%      | 0%           | -4%  |

With regards to our customers' use of websites the following graphs supports the findings on the previous page.

The graph below shows the amount of time residents spend on the internet.

### RESIDENT INTERNET ACCESS IN LAST WEEK



The above graph is based on the number of households in the borough of Havant (54,585.)

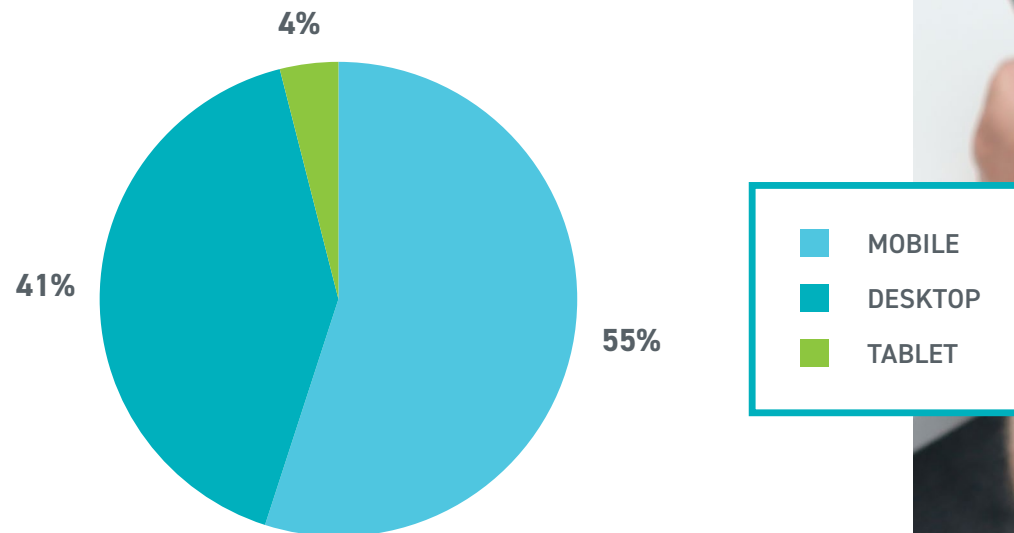
This shows that over 85% of our residents spend more than 2 hours a week using the internet, of which 64% spend more than 8 hours per week.

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The Council also analysed the types of devices used by the users of our website and these are as follows:<sup>4</sup>

### DEVICES USED TO ACCESS HBC WEBSITE



This shows that 55% of our customers used a mobile phone to access the website. The gamut of access needs from the website - from research to comprehension to action - duly needs qualifying and redefining to ensure they degrade effectively across desktop and mobile platforms and best present not only in an engaging manner but to a standard customers would expect within transactional environments.

To best drive a digital first approach to engagement from residents, we need to ensure all online assets are up to standard, accessible and ergonomic. The website is the central platform through which to succeed and is the public face of the organisation to many. With that in mind, reviewing the website to not only meet the future engagement requirements of the organisation but to best drive residents towards them in a clear and coherent manner should be considered a primary objective, from which service-specific engagement requirements efficiently hang.

4. HBC Website data (1 July 2023 – 31 March 2024)

# 5

# Residents' Survey 2024

The annual Residents' Survey<sup>5</sup> found that:

**40%**

of residents felt the Council is helpful when you contact it.

**76%**

of residents who contacted the Council with an enquiry or problem found it very or fairly easy to make contact.

**37%**

of residents felt the council acts on concerns of local residents.

**89%**

of residents personally use the internet. This is below the national average of 92%.

**20%**

of residents report using the Council's website at least once a month.

**78%**

of residents report rarely or never using the website.

**45%**

When contacting the council about an enquiry or problem in the future, 45% of residents would prefer to do so by telephone.

**39%**

When contacting the council about an enquiry or problem in the future, 39% of residents would prefer to do so by email.

**8%**

When contacting the council about an enquiry or problem in the future, 8% of residents would prefer to do so online (self-serve).

**6%**

When contacting the council about an enquiry or problem in the future, 6% of residents would prefer to do so in person.

**1%**

When contacting the council about an enquiry or problem in the future, 1% of residents would prefer to do so via webchat.

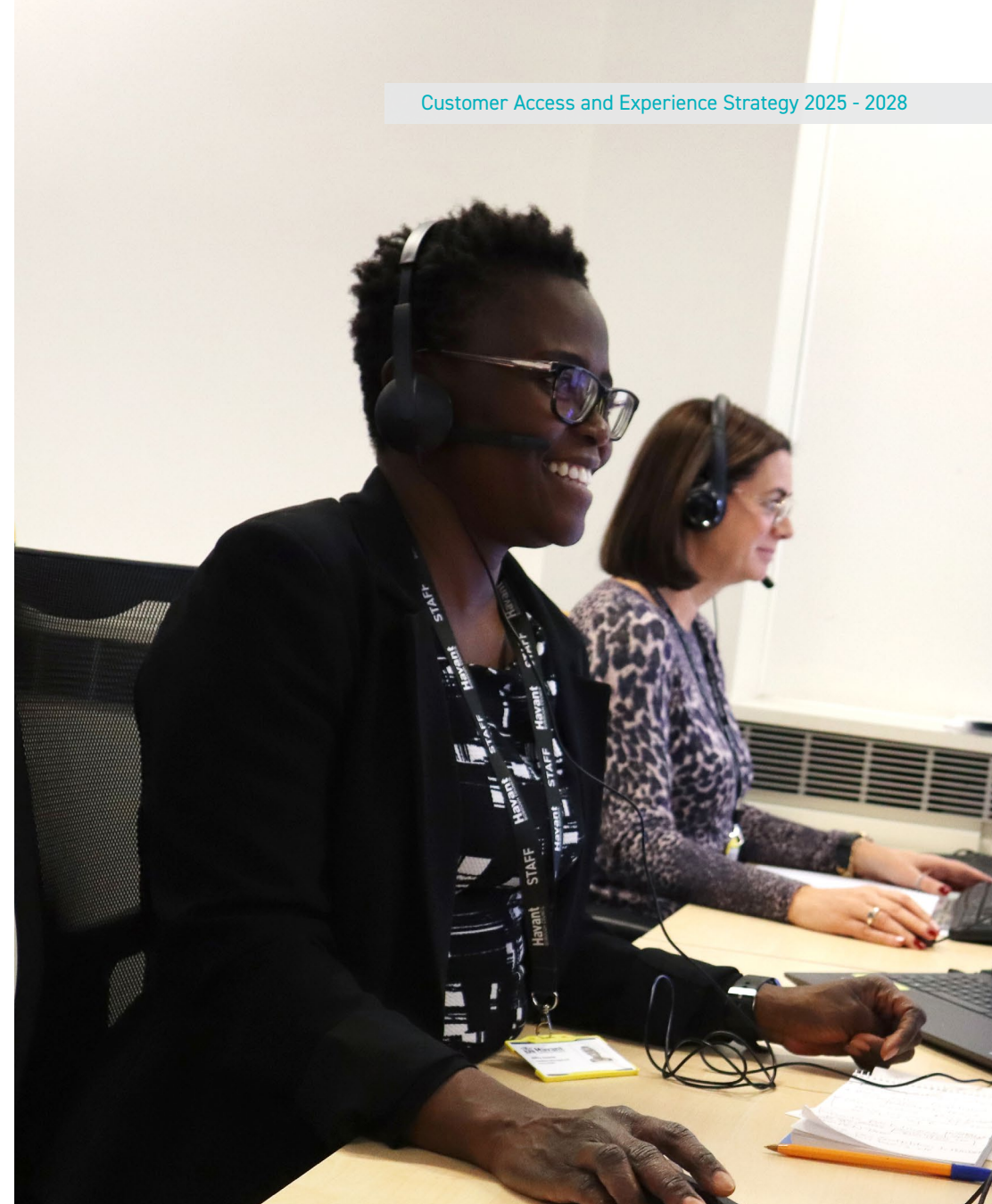
5. Havant Borough Council Residents' Survey 2024 (May - July 2024) Base: 1,246. Face-to-face, in-home, representative survey

Our customers are telling us that their preferred method of contact is by telephone but also that the Council's website does not provide an easily accessible service to report issues, make enquiries or obtain information.

The resident's survey is also telling us that we need to make it easier for people to contact us online. Helping our residents to become confident dealing with us online helps them to become more independent.

Our approach to customer service will take account of our residents' needs and people will be supported in different ways. For example, for those who lack confidence or need help going online, assisted self-service will be available across various channels. We want to empower customers to self-serve but will also recognise that some customers do prefer speaking to someone and this will be customer choice.

Our customers deserve excellent services, including customer service. Our services should be inclusive and accessible for all customers, who should be able to access the services easily.



# 6

# Our Priorities

Havant Borough Council will focus on 5 priorities to meet the elements of the Council's Vision:

## 1. DIGITAL FIRST APPROACH

If it can be done digitally then it should be. The website will be the primary digital tool of the organisation, informing residents and facilitating access to the range of services and tools we provide – directly and through third parties.

## 2. FIRST POINT RESOLUTION

We will aim to resolve customer enquiries or issues during their initial contact with the Council.

## 3. ONLINE ACCESS TO COUNCIL SERVICES 24/7

We will implement service specific contact forms on our website to enable customers to easily access services and report issues.

## 4. MAXIMISING THE USE OF TECHNOLOGY

We will implement customer management solutions that streamline processes, increase automation by integration with back office systems and improve the customer journey.

## 5. MEASURING CUSTOMER EXPERIENCE AND ACTING ON FEEDBACK

We will define and plan customer satisfaction surveys to ensure they capture all the required data to improve the Council's service delivery.

The Council has identified the current customer contact streams as listed below with online self-serve being the preferred primary channel:



To enable the Council's priorities to be achieved, the Council will promote channel migration as follows:

## FACE TO FACE

Improve online access channels for the majority of transactions through a robust case management system.

Skilled staff who can assist with channel migration, increasing customer self-service take up.

Develop and promote digital platforms and tools that allow 24/7 access for customers.

Improve customer processes to avoid duplication of work and avoid customers visiting unnecessarily.

Continuous customer surveys to measure each customer access channel to identify areas of improvement.

Monitor the effectiveness and the appropriateness of our face-to-face provision by continually reviewing and analysing customer interactions, volumes, trends and customer feedback to identify areas for improvement to optimise our service delivery.

Customer details will be captured and updated in accordance with Data Protection Legislation.

## TELEPHONE CALL

Implement a new telephony and case management system to include an automated switchboard and have multiple voice functionality to support specific services.

Case management system to integrate with other back-office Council systems.

Customer details will be captured and updated in accordance with Data Protection Legislation.

Capture customer data to promote and enable digital engagement and positive behaviour change.

Continue to improve and streamline the use of the telephony Interactive Voice Recognition (IVRs) to route callers appropriately to the right service area or digital/automated information, transactions and promotion of online services.

Develop the use of the case management system to allow for enhanced workflows and improved access to customer data.

Continue to provide a high quality Customer Service provision, by improving internal processes so the Council can achieve first point resolution.

Monitor the effectiveness and the appropriateness of customer contact by telephone by continually reviewing and analysing customer interactions, volumes, trends and customer feedback to identify areas for improvement to optimise our service delivery.

To provide consistent training to all customer focused staff so they have the knowledge and expertise to deliver comprehensive services.



## EMAIL

Migrate incoming emails to integrated online forms and processes that capture all information required and are automatically routed directly through to the case management system.

Online forms to provide an automated response with timescales for customers.

Increase efficiency and reduce resource by automation of online form requests.

Customer details will be captured and updated in accordance with Data Protection Legislation.

## ONLINE

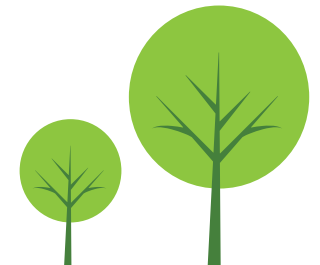
Review the website to ensure optimum engagement, information relay and cross-platform usability in advance of any engagement through application processes.

Integrate customer journeys across the Council optimising use of the case management system and re-engineering or building new processes to ensure end-to-end digital services are available for customers whilst using the most efficient and effective use of resources.

Ensure the Council's website and content is kept updated to meet the business purpose and to enhance customers' digital access.

Monitor the effectiveness and the appropriateness of our website by continually reviewing and analysing customer interactions, volumes, trends and to identify areas for improvement to optimise our service delivery.

Customer details will be captured and updated in accordance with Data Protection Legislation.



To achieve the 5 priorities, Havant Borough Council will adopt the following Customer Access process when reviewing customer contact with the Council:



Throughout the Customer Access process all service areas within Havant Borough Council will ensure they incorporate the following:

- **Internal process rationalisation.** Engagement from services to change internal processes to increase customer satisfaction, which could be through technology enhancement and process changes This will reduce double handling, improve back-office efficiencies, service costs and increase first point resolution. Senior management to be at the forefront of delivery to ensure staff are engaged and encouraging the delivery and outcome of the Customer Access process.
- **Always put the customer at the heart of the business.** The Council will ensure that every customer is listened to and that their request/contact is dealt with first time and within any agreed timeframes.
- **Ensure a consistent and positive customer experience** is achieved irrespective of the access channel, and to deliver the service requested.
- **Obtain customer feedback** by monitoring and responding to customer usage, preferences, satisfaction levels, comments, compliments and complaints and use the information to improve service delivery.
- **Encourage customers to channel shift to online services,** by using current contact streams to promote this i.e. emails to promote online contact access points instead of telephone numbers or requesting hardcopy evidence, which will increase face-to-face transactions.

# DISCOVERING

**To improve service processes and to enable customers to access more services via the digital channels the Council will need to undertake a full review of all services, both within the Customer Service Centre and back-office services.**

**To achieve this channel shift it is important to evaluate all aspects of the current customer journey. This then allows the Council to identify areas for improvement.**

## **This will be achieved by:**

- Review the website to best suit modern user need and to best facilitate self-serve actions and swift application processes where needed.
- Enable the website to create efficiency through effective information relay and ensure it is as valued as the application processes we offer through it.
- Acknowledge existing audience feedback and the low regard and enthusiasm for engagement via the website it currently provides and ensure this is recognised in - and addressed by - all customer journeys subsequently developed to resolve this.
- Putting customers at the forefront of everything the Council does by embracing new technology.

- Having a case management solution in place which integrates with back-office systems to deliver end-to-end services and enables the Council to track customer interactions from the point of contact and monitor progression to deliver the best possible service
  - Deliver dynamic and interactive services to meet customer expectations.
  - Increase the number of customer email addresses and mobile phone numbers captured, ensuring they are correct in the case management system and across the Council to enable digital engagement.
  - Proactively using customer history as provided by the case management system to develop services that respond to the needs of the diverse communities.
  - Built in data capture processes to monitor customer feedback and satisfaction from all access channels and sharing this with all service areas.
  - Reviewing Freedom of Information requests, complaints and compliments monthly.
- Using the data and feedback to reduce telephone calls.
- Understanding the current and future needs of customers, customer groups and identifying ways of meeting them.

# SHAPING

The shaping phase consists of evolving the way the Council delivers services and the contact streams they are accessed through.

The Council will continuously develop online services ensuring they make accessing services easier and quicker for customers by streamlining and improving the customer journey. This includes reducing internal duplication by reviewing internal processes and removing historic approaches. It is key that face-to-face and telephony remains to ensure those customers that need these channels are not alienated and in fact benefit from the changes that are made.

## This will be achieved by:

- Equipping managers and staff so the Council can be completely agile at work through a continual customer services training programme across the organisation.
- Ensuring all new starters understand the Customer Access and Experience Strategy and the part they play within it.
- Retention of a professional customer focused workforce.
- Develop ICT capabilities to handle modern requirements.
- Front line staff to ensure first point resolution is achieved and to coach customers in the use of self-service.
- Removing the need for paper documents and printing.
- Corporate approach to encouraging customers to move to more efficient and effective methods of interacting with the Council digitally via the website.
- Encouraging customers to take a self-help approach and seek information online first.
- Redesigning services based on customer feedback including continual review of customer journeys to ensure we meet the needs of our customers.
- Increase online availability for all online services.
- Enabling all customers to access services using the digital options.
- Providing secure and easy access to use online transactions.

# DELIVERING

The delivering phase is about the Council consistently evaluating and improving the customer experience. It is imperative that the Council follows up on the shaping phase and design processes utilising everything they have learnt in the previous two phases. This will give the Council a unique insight into customers' perspective and therefore a greater understanding of their needs. They will be able to see how effective the services are delivered by customer feedback and comparison of data to ensure the quality is maintained but delivered in a more efficient manner.

## This will be achieved by:

- Ensuring that all of services are accessible via the Council's website.
- Ensure that all customers who prefer to contact the Council via telephone or by a personal visit will be able to do so. Operating hours will be Monday to Friday from 09.00 hours until 17.00 hours.
- Informing customers the standard of service they should expect and encouraging customers to make comments and suggestions.
- Maximising the use of technology across the Council.
- Ensuring all employees and Councillors are fully integrated into the digital workflow.

- Embedding a culture of self-service through automated processes.
- Providing skills to the workforce to promote a self-service culture.
- Insight to better understand customer needs.
- Utilising customer information to continually improve processes and minimise service failure.
- More time dedicated to improving.



It is important we measure what is important to our customers and how we are performing against this strategy. Adopting this strategy will lead to better outcomes for our customers and we will measure our success by:

| Objective   | Outcome   |
|---|---|
| <b>Achieving Customer Service Excellence:<br/>We will do what we say first time and leave the customer with a positive impression of the council.</b> |   |
| Achieve first time resolution for customer enquiries.   | Increase in percentage of customer requests resolved at first point of contact.<br>Reduction in repeat calls.<br>Improved quality of responses.<br>Increase in customers reporting a positive experience after their enquiry/request/case was closed. |
| Make contacting the Council easier for all services.  | Increased access to services digitally 24/7 such as online missed bin reports and booking of appointments.<br>Improve and streamline process for customers to self-serve online.  |
| Introduce new services in the Customer Service Centre.  | Reduction or removal of back-office hand offs.<br>Improved response times for customer enquiries.<br>Improved customer satisfaction.  |
| Ensure our services are flexible and can adapt to the changing needs of our customers in the future.  | Define and plan customer satisfaction surveys to ensure they capture all the required data to improve the Council's service delivery.<br>Review and act upon customer and staff feedback.   |
| Ensure all complaints are investigated and responded to in a timely manner and in line with the Council's complaints policy.                          | Review and update Council's complaints policy in line with the LGSCO Complaint Handling Code.<br>Streamline complaints process and all complaints recorded and managed on the case management.<br>Reduction in complaints across all services.        |

| Objective  | Outcome  |
|--|--|
| <b>Adopting a mindset and promise:</b><br><b>Customer satisfaction will be a living part of our culture.</b> |  |
| Launch Updated Customer Charter.   | Customer Charter reviewed, updated and republished.  |
| New recruits for all services to attend Customer Service training.   | The training forms part of the Council's Induction process.  |
| Customer Service staff to attend regular customer service training.  | New recruits undertake customer focus training within first 4 weeks.<br>Customer Service staff undertake annual customer service refresher training. |

| Objective   | Outcome   |
|---|---|
| <b>Involving the whole organisation:</b><br><b>We enable customers to access our services easily and streamline our processes across all customer facing processes.</b> |   |
| Standardise customer model across all directorates.   | Implementation of case management system which integrates with back office systems.   |
| Hold regular Customer Service Focus Groups.   | All services represented at group meetings and customer improvements identified and implemented.  |
| Launch Good to Great programme.   | All staff to attend an awareness and training session.<br>'Customer first' approach adopted by all staff.<br>Improved customer service satisfaction levels. |

| Objective   | Outcome  |
|---|--|
| <b>Putting the customer at the heart of service and processes:<br/>We will remove bureaucracy and make it easy for customers to interact with us.</b> |  |
| Retain all methods of customer contact.   | <p>Ensure all customers have equal access to services for all demographic groups. Customers will still have access to services through their preferred method, while the Council actively encourages customers to explore its digital options.</p> <p>Resource available for those customers who cannot access digital channels via telephone or face to face.</p> <p>Support provided for those customers who are vulnerable or need additional help.</p> |
| Engage with customers to understand what they need.   | <p>Processes redesigned to make them simpler and easier for the customer to understand.</p> <p>Conduct annual resident's survey</p>  |

| Objective   | Outcome   |
|---|---|
| <b>Harnessing digital technology:<br/>We will help customers self-serve and reduce the amount of manual handling of transactional services.</b> |   |
| Adopt a digital first approach.   | <p>Investment in website to allow 24/7 access to services.</p> <p>Investment in new case management and telephony systems.</p> <p>Increase the percentage of residents using online services.</p> |
| Integration of systems.   | Case management system integrated with back-office systems to provide a seamless service for customers.   |
| Redesign of processes.  | Online forms for all services to be available to enable integration and automation.   |



| Objective  | Outcome   |
|--|---|
| <b>Realising the power of data:</b><br><b>We will join up our data and use it to our customers' advantage; moving towards predictive service delivery.</b> |   |
| Customer Insight.  | Customer needs understood through analysis of customer contact methods, reasons for contact and outcome of issue/enquiry.<br>Customer insight shared across organisation.   |
| Customer history – golden record.  | A full record of customer contact/history available through the case management system.   |
| Reporting.   | Production of a suite of reports for the Customer Service Team and interactions with back-office services to analyse and evaluate the data to ensure customer needs are being met.<br>Reports to be shared across organisation. |

To enable the Council to measure the effectiveness and success of this strategy clear baselines will be established to understand current performance. This baselining data will provide a starting point for tracking progress and evaluating the impact of changes. As new systems and digital options are implemented measures will be developed to reflect the Council's objectives of enhancing accessibility, increasing digital engagement and improving service delivery.

## KEY PERFORMANCE INDICATORS

The Council do currently have performance indicators in place for its Customer Service Team and these are based on call wait times, first time resolution, e-mail response times and customer satisfaction.

As part of this strategy, we will undertake a comprehensive review of our key performance indicators. This review will ensure that we include all stakeholders and Councillors and that the new key performance indicators measure progress, ensure we are meeting the needs of our customers and will enable us to identify further improvements to the way we deliver our services.

# 9

# Summary

The Council's access and experience strategy aim is to create a more inclusive, transparent, and responsive local government, where every resident can easily engage with and benefit from local services.

This strategy requires resources across the whole organisation to be committed to.

We need to invest into a new technological ecosystem where a new website and case management/telephony system provide the critical firmament from which residents – and therefore the organisation – can benefit. This will allow us to streamline and simplify our services, enabling us to manage demand more effectively and release capacity for those with more complex needs.

We also need to drive new ways of working and transform how we deliver our services, focused on understanding the customers experience, expectations and needs.

Our staff are critical in ensuring our customers receive the best possible experience and we will invest and train our staff to deliver our customer care standards and charter, maximising the value they provide at every interaction.

By embracing digital innovation, enhancing physical accessibility, and fostering community engagement, we will build a stronger, more connected community for all. Furthermore, in delivering our Customer Access and Experience Strategy, we will ensure our culture is customer centric.

