

Customer Experience Strategy 2026-2028



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FORWARD

As Portfolio Holder for Customer Services, I am proud to introduce North West Leicestershire District Council's Customer Experience Strategy 2026-2028.

This strategy sets out our vision for delivering excellent customer experiences for everyone who interacts with the council—residents, businesses, visitors, and partners alike. In a time of rapid technological change and evolving customer expectations, we are committed to ensuring our services are accessible, efficient, and responsive to the needs of our community.

We recognise that outstanding customer service is not just the responsibility of one team, but a shared commitment across the whole council. By embracing digital innovation, listening to our customers, and supporting those who need us most, we will continue to put people at the heart of everything we do.

I am confident that this strategy will help us build on our achievements so far and ensure that North West Leicestershire remains a place where everyone receives the highest standard of service.

Cllr Woodman

Portfolio Holder - Customer Services

Delivering excellent customer experiences is at the heart of our ambition for North West Leicestershire District Council. This strategy marks an important step forward in how we serve our community, ensuring that every interaction—whether digital, face-to-face, or by phone—reflects our values of trust, respect, and excellence.

Our environment is changing rapidly, with new technologies and rising expectations shaping the way people want to access services. As an organisation, we are committed to adapting and innovating, making the best use of our resources while ensuring no one is left behind.

This strategy is the result of collaboration across the council and with our partners. It sets out clear aims and practical steps to improve the way we listen, respond, and deliver for our customers. I am grateful to our staff for their dedication and to our customers for their feedback, which continues to drive our improvement.

Together, we will ensure that North West Leicestershire remains a council that puts people first and delivers services our community can be proud of.

Allison Thomas

Chief Executive

EXECUTIVE SUMMARY

North West Leicestershire District Council (NWLDC) is transforming the way it interacts with its customers. This strategy provides the vision and principles to continue this transformation and in doing so, outlines our ambition and appetite to meet our customers' needs.

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

Effective management of a customer relationship is not only about how responsive, efficient, and technologically advanced services are, but is equally about the emotion, feeling and impression a person experiences when interacting with an organisation.

This strategy enables us to move away from the perspective that customer service is the responsibility of a team or department, instead recognising it is a cross-cutting theme that spans the whole organisation and links intrinsically with our wider plans. It reaffirms the importance of customer experience, and its place within our core vision and values that every officer subscribes to. This strategy raises the profile of the customer, ensuring that our plans, decisions, and business actions, are customer-centric.

We are aware that both the technological landscape and our customers' preferences are changing at an ever-accelerating pace, with artificial intelligence (A.I.) and online self-service becoming an integrated part of our everyday lives. This coincides at a time where resources available to Local Government are decreasing. Now more than ever, we need to harness digital technology to find new, innovative, and efficient ways to enable and empower our customers to interact with NWLDC, whilst at the same time releasing our capacity to support those customers that to see us face to face.

The strategy outlines how we will deliver this change and reinforces our commitment to providing fair and open access to our services here at North West Leicestershire District Council. It is published at a significant time of technological change and advancement, with this change transforming the way we can communicate and serve our customers. This strategy outlines how we will continue to go above and beyond for our customers, and how they continue to be at the heart of what we do.

INTRODUCTION

As we advance further into the 21st century, the way that the council, people, and businesses communicate and interact with one another is changing at an unprecedented pace. Alongside the continued movement towards a cashless society, the increase of online services, and the increase in people's online presence, the way in which people contact us, and how we contact others is evolving. The realms of social media, improvements with technological advancements, A.I. and handheld devices are transforming how customers interact with each other.

North West Leicestershire District Council, like other councils, central government, and other service providers, has increasingly made more of its services available online. This move towards having a larger online footprint will continue, with people finding it convenient and beneficial to access services in this way. For those who find this transition difficult, support will be provided to help. Where online provision isn't possible, we will continue to provide support to customers to make all our services inclusive.

With Government funding falling, we at NWLDC will continue to strive to get the best value for every penny we receive. As a result of customers increasingly accessing our services online, they help us save money and support us in maintaining the public services that people across the district rely on and enjoy every day.

Our Customer Experience Strategy places our customers at the heart of the organisation. It seeks to modernise and improve the authority's approach to customer service, through investing in material, human and technological resources, in response to rapidly changing customer expectations.

To date the authority has made targeted attempts at improving customer experience through various programmes and initiatives; significant investment has been made in developing digitalisation and the online customer experience. NWLDC is also in the initial phases of exploring the use of A.I., and how it can be utilised to improve the customer experience. The strategy builds upon this previous work to deliver the systematic change required to continue transforming our customers' experience and realise the benefit of previous investment.

This strategy outlines the underlying principles, foundation, design, and recommended approaches to transforming the way in which we interact with our customers. Its adoption will enable systematic change required to transform the organisation's customer services over the 2026 – 2028 period.

CUSTOMER SERVICE – OUR JOURNEY SO FAR

Over the past three years, we have strived to improve the way we work to meet the needs of our customers. We have implemented some key improvements to the way customers interact with us and how we communicate with them. This includes:

01

Introduction of e-forms to help respond to customer queries

02

The opening of our Customer Centre in Coalville town centre

03

Maintained our Customer Service (CSE) accreditation

CUSTOMER SERVICE – OUR JOURNEY SO FAR

Digital e-forms

As part of the previous Customer Experience Strategy, we set out an ambitious goal to develop a programme of Digital Transformation across the council, reviewing customer facing process / transactions end to end. This included the continued development of digital e-forms. Created and maintained by our Customer Experience Team, we now use a wide array of digital e-forms; a valuable resource customers are able to use daily. Instead of making a call to our Customer Contact Centre, customers can quickly fill out one of our e-forms. These forms have a wide range of functions including requesting for replacement recycling containers to council tax change of occupancy, which enables the Customer Services team to:

- Be freed up, empowering them to serve more residents, which enables a more efficient and effective service
- Support all residents who prefer online communication in comparison to face to face and phone conversations
- Support residents who are unable to reach our Customer Centre due to geographic location within the district

Overall, e-forms enable us to reach a wider array of customers, whilst still delivering the high-quality customer service standards we aspire to reach for all residents.

Our online and digital services

Our website is modern and fully mobile-responsive, meaning people can access it easily from any digital device and receive the same great experience. Our website is available 24 hours a day, 365 days a year, and provides easy access to a wealth of information and an ever-increasing number of forms thanks to our Customer Experience Team.

In 2024/25 we had more than 2.1 million unique page views on our website and more than 65,000 online e-forms were completed.

In addition, we share information through a range of social media platforms, most predominantly Facebook. Across Facebook, throughout the 2024/25 period, our posts were viewed by 2.7 million people.



CUSTOMER SERVICE – OUR JOURNEY SO FAR

Our Customer Centre

Our Customer Services Team deals with a wide range of face-to-face enquiries. In recent years, this team has embraced and used a wide range of digital forms and online provision whilst continuing to deliver excellent customer service. The team also answers a wide range of questions from people who visit the Customer Centre, on behalf of services ranging from waste services, elections and housing benefits.

In 2024/25, 8,088 people visited the Customer Centre. This number, along with those of previous years, reflects a consistent increase in the number of people visiting the centre in the aftermath of the Covid-19 pandemic, with 8,495 visiting in 2023/24, 6,009 people visiting in 2022/23, and 2,239 in the 2021/22 year. These numbers represent the vital role the Customer Centre and Customer Services team play in serving residents across the district, providing excellent customer service.

Our customer care commitments

In December 2024, the Customer Services Team was reassessed and maintained the Customer Service Excellence (CSE) accreditation. Customer Service Excellence is designed to:

- Drive continuous improvement for customer-facing services
- Enable individuals and teams to explore and acquire new skills in the area of customer focus and customer engagement
- Offer an independent validation of achievement

The achievement of this accreditation highlights the commitment of NWLDC to delivering high quality, customer-focused services.

Our customer satisfaction

NWLDC has consistently maintained high levels of customer satisfaction. This is reflected in our 2024/25 figures, achieving 94% satisfaction across phone and face to face conversations.

However, there is always more we can do to improve so we will consider how we can make it easier and simpler for our customers to give feedback.



CUSTOMER SERVICE IN NUMBERS

The diagram below shows the number of interactions our customers have had with us in 2024/25:



72,845

calls to the Customer Centre



2,100,000

website page visits



8,088

visits to the Customer Centre



65,047

completed online forms



94%

customer satisfaction

2,700,000

views on Facebook

CURRENT CHALLENGES AND OPPORTUNITY FOR CHANGE

The council faces several challenges in the coming years, which also present us with an opportunity to change the way we do things.

Financial

NWLDC's financial position has a balanced budget proposed for the 2025/26 financial year. However, there is a funding gap over the medium term.

The council is experiencing increased demand across several key services. For instance, there is a growing need for housing services, driven by rising homelessness and the demand for affordable housing.

We are also seeing higher demand for waste management services, particularly with the introduction of food waste collections.

Despite the balanced budget, NWLDC is grappling with reduced central government funding, necessitating a 2.5% increase in council tax to maintain service levels as well as finding significant savings. Additionally, inflationary pressures and increased demand for services are straining resources.

These challenges highlight the need for strategic financial planning to ensure the council can continue to deliver essential services while navigating fiscal constraints.

Technology

We must harness the opportunities that digital technology provides us across our organisation.

Technology has, and will continue to advance at a significant pace, providing opportunities to streamline the ways we work, and providing customers with self-serve opportunities at a time and place that meets their needs.

Using technology, including software such as Microsoft Teams and online shopping has completely changed the ways in which we all work, live, and operate, with no sign of this slowing down. As indicated in a report by Statista, around 60 million users access the internet in the UK, with this number projected to rise to 63 million by 2028.

¹Ani Petrosyan, "Internet usage in the United Kingdom (UK) – Statistics & Facts" Statista, Dec 19, 2023, accessed Mar 12, 2025, <https://www.statista.com/topics/3246/internet-usage-in-the-uk/#topicOverview>

This trend is reflected throughout NWLDC in the ways our customers use our technology and digital services, with customers becoming accustomed to the benefits and flexibility that 24/7/365 online services provide them. This means they can access the things they require at a time and place that suits their individual needs.

CURRENT CHALLENGES AND OPPORTUNITY FOR CHANGE

Artificial intelligence (A.I.)

Alongside the progress that is being made in technological advancements, A.I., and the development of Large Language Models (LLM) such as Microsoft CoPilot and Chat GPT is transforming the digital world as we know it.

NWLDC is currently undertaking an evaluation of the ways in which we can best use A.I. to best serve our customers.

Learning from work done by other authorities, including exploring the potential of using A.I. within the Customer Centre, we are optimistic that A.I. software can be used to significantly aid the customer experience.

Ultimately, this technology will empower us to become a more efficient council, enabling us to provide outstanding customer service to more of our customers in the coming years.

Data and processes

The Council sits in the middle of a web of information. The range and diversity of our services generates a huge quantity of data held about our customers across a variety of back-office systems.

Understanding our data is hugely beneficial in helping us to; make services more targeted and effective, allocate resources to where we can have the biggest impact and save officer time in front and back-office processes, as well as providing insight into the cause of and solutions to costly social problems. We will consider ways to use this untapped information source when redesigning and developing our processes to attain the outlined benefits

Customer needs

Customer needs, expectations and priorities are ever evolving. These changes in needs pose a number of specific challenges that we will need to address to ensure that we can continue to provide a positive customer experience.

As we strive to offer those who can self-serve an opportunity to do so 24/7, are also seeing an increasing number of complex and cross cutting issues that people need our help to address.

CURRENT CHALLENGES AND OPPORTUNITY FOR CHANGE

New ways of working

Alongside the new offices at Whitwick Business Centre, we have a councillor hub at Stenson House where our public meetings take place and our Customer Centre at the heart of Coalville Town Centre, ensuring we can make face to face contact with residents across the district.

Hybrid working, is now also the norm for NWLDC employees. We encourage our staff to work in an environment that works best for them, ensuring they can be as productive as possible and serve customers well!

The Transformation Team

Our Transformation Team plays a pivotal role in supporting opportunities for change. Established in 2024, this team focusses on opportunities for change, creating a more efficient and value for money council which delivers for the community it serves.

The team works with all of the council's services to make sure that the impact on the customer is being taken into account. This includes support for the Improving Customer Contact and focusses on transforming the way we interact with our customers, reducing avoidable contact and making our services more efficient and effective.



CORPORATE STRATEGY – THE GOLDEN THREAD

NWLDC's Council Delivery Plan (CDP) was refreshed and updated following the district council elections in May 2023. The CDP outlines four priorities that are key to the district's success:

1. **Planning and regeneration** – Economic growth and physical development of our district.
2. **Communities and housing** – Looking after our tenants and keeping our community safe.
3. **Clean, green and zero carbon** – Looking after the environment we live in.
4. **A well-run council** – Making sure that our services are provided in a positive and friendly way, that we provide good value for money and that our finances are in good order.

Underpinning these priorities, our values have remained consistent. These are:

- **Trust** – We are honest, fair and transparent and we value trust
- **Respect** – We respect each other and our customers in a diverse, professional and supportive environment
- **Excellence** – We will always work to be the best that we can be
- **Pride** – We are proud of the role we play in making North West Leicestershire a happy, healthy and vibrant place to live and work
- **Growth** – We will work together to grow and continue to improve.

Reflecting the refreshed CDP, Key Performance Indicators (KPIs) have been refocused.

The development of the Customer Experience Strategy will support NWLDC to achieve its aims under each of these priorities.

We also recognise that there are financial challenges for local government and that this will continue. Consequently, we will use these challenges as an opportunity to transform NWLDC, becoming a more efficient, effective, and innovative organisation.



CORPORATE STRATEGY – THE GOLDEN THREAD

ICT Roadmap and Technology Strategy (2022 – 2027)

The Information and Communication Technology (ICT) strategy sets out a medium to long term vision of how ICT will develop to support the council's business requirements, its future vision for its customers, and its members.

Setting out the principles and objectives required to create a modern workplace digital environment, this strategy pulls together integrated data, enabling automated transactions and a council which is 'open' 24/7/365 for self-service.

The ICT roadmap is also the link between the People Plan, the Customer Experience Strategy, the Future Operating Model and the Council Delivery Plan.

NWLDC makes full use of technology and data to meet the organisation's needs, adopting a more commercial approach where possible.

In line with the 'well-run council' priority in our CDP, we aim to ensure our services provide good value for money, with each penny being spent as efficiently as possible.

The ICT strategy is purposely designed to be 'built for change' and will be refined, updated and changed as the council's needs develop in the coming years to.

Looking back at the Covid-19 pandemic, it has proven that change, improvements and efficiencies are possible and are required to create and ensure an agile and flexible council that benefits members of staff and those living throughout the district.



CORPORATE STRATEGY – THE GOLDEN THREAD

The People Plan

The People Plan sets out NWLDC's ambition to ensure we have a sustainable, ambitious, effective and efficient workforce that reflects the local communities we serve.

Building a culture of empowerment that encourages innovation and rewards excellent service will enable the council to deliver its ambitions as set out within the delivery plan.

The plan focusses on five key thematic areas:

- Being and employer of choice
- Developing and supporting staff
- Leadership
- Happy and healthy workforce
- Communicate and listen.

The People Plan is part of a wider organisation development approach seeking to effect cultural change and performance improvement across the council.



CORPORATE STRATEGY – THE GOLDEN THREAD

Our customers

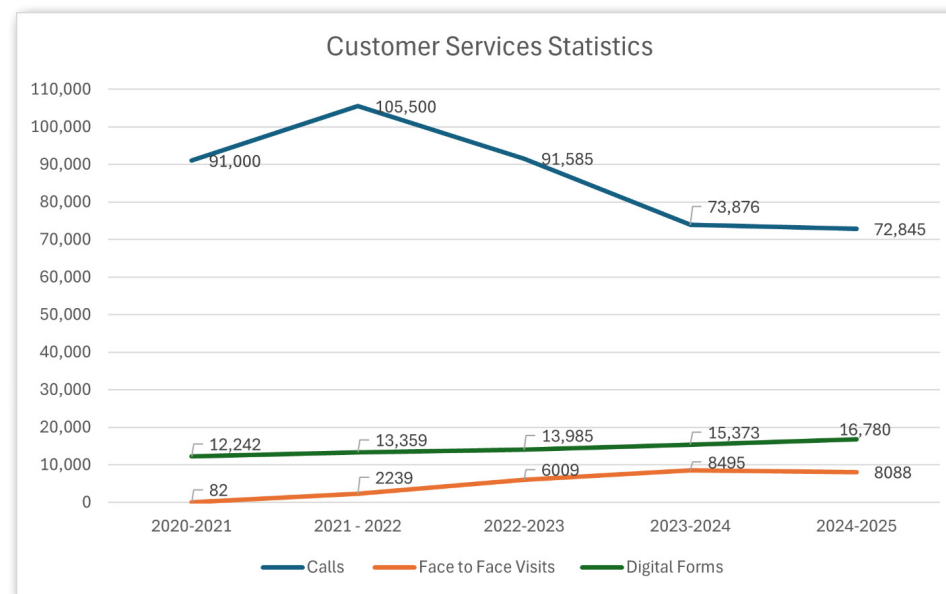
As of 2023, North West Leicestershire has more 110,000 residents. Our customers have a wide and varying range of needs, with 17.8% of our residents aged 65+. Almost 63% are of working age (16-64) and 17.7% are 15 and under.

Since the pandemic we have seen a significant change in the way our customers access our services. Alongside the opportunity for customers to engage face-to-face with staff at our Customer Centre and contacting us over the phone, our Customer Experience Team has played a significant role in encouraging and creating alternative methods of contact for our residents. One example of this is the use of e-forms.

In 2024/25, Customer Services receiving 72,845 calls, served 8,088 customers at our Customer Centre, and completed 16,780 e-forms.

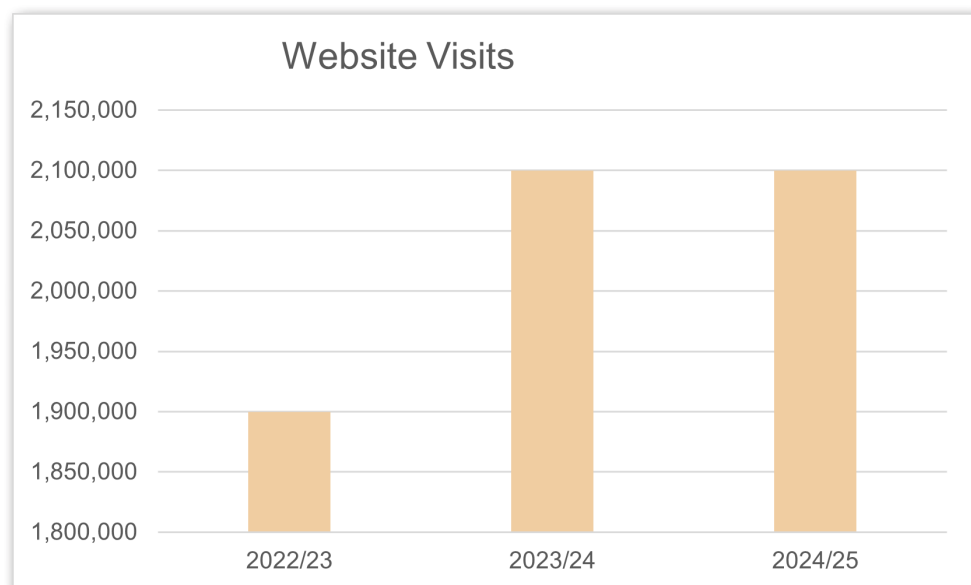
When comparing this data to previous years, it creates a visual representation of the transformation that has taken place in how customers access our services, with phone calls decreasing and the use of online services increasing. This is represented in the following diagrams:

1. The change in the number of customers using our phone channel, with an increase in our use of online forms happening concurrently. Face to face numbers have also increased in the years following the Covid-19 pandemic, demonstrating excellent use of the Customer Centre by the Customer Services Team.



CORPORATE STRATEGY – THE GOLDEN THREAD

2. Year-on-year increase in the number of customers visiting our website.



The national position

The average cost of customer interactions:

- Face-to-face interactions: £8.62
- Telephone interactions: £2.83
- Digital (online) interactions: £0.15

The migration to more digital and self-service channels provides an opportunity to increase the accessibility of our services whilst creating efficiencies.

It is also positive to see how, the attitudes that customers have towards technology is more positive than ever before. This has developed significantly in recent years, and is demonstrated through data gathered in the Lloyds Bank 2024 Consumer Digital Index, highlighting that across the UK:

- 8.6 million more people have the highest digital capability, with around 1 million people having moved from the lowest digital capability in 2024 alone
- The number of people that are digitally disadvantaged has also steadily decreased, with now just 3% of people being offline. This is 3.9 million fewer people than in 2016
- Digital skills in older demographic groups have also improved, with 7.2 million people between the ages of 70-79 being online. Within this group, 42% believe that their digital skills have improved in the last year.

²Lloyds Bank, 2024 Consumer Digital Index (London: Lloyds Bank, 2024), 4, accessed Mar 12, 2025, ipsos.com/sites/default/files/ct/publication/documents/2025-01/lb-consumer-digital-index-2024-report_1.pdf

³Lloyds Bank, 2024 Consumer Digital Index, 4.

CORPORATE STRATEGY – THE GOLDEN THREAD

Despite these positive steps however, it is also important to acknowledge that when it comes to digital capability, there are still hurdles to overcome and improvements that can be made. The Consumer Digital Index report further highlights this, emphasising how:

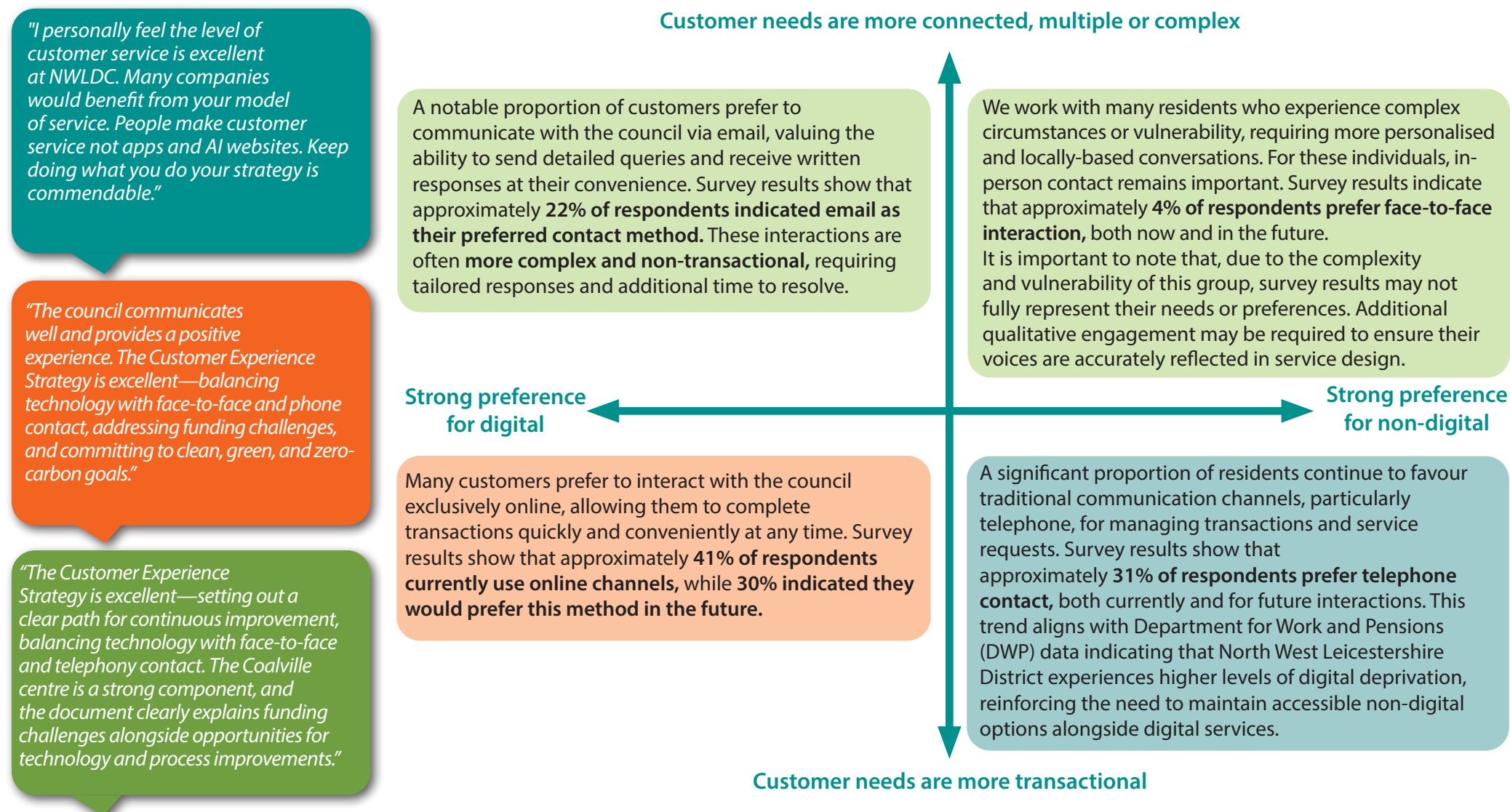
- Around 12 million people (23%) cannot use the cloud to access their content from different devices
- Around Six million people (11%) cannot recognise what content online may not be trustworthy
- Around 16 million adults (30%) could benefit from building their online safety.³

Overall, this report reflects the significant progress and positive steps that have been made in the increased uptake of people using digital services. However, it is important to acknowledge that significant action is needed to improve the user experience, to educate users further, and increase their capability in the ever-increasing digital age.



How customers prefer to contact us

Our customers have different preferences for how they contact and interact with the council, based on their circumstances, needs and their level of digital skills. The chart below shows how these preferences can vary in different situations. We will make it easy for customers who want to interact with us digitally to do so. For those who rely on contacting us by phone or in person, we will make our services more personalised and accessible.



CORPORATE STRATEGY – THE GOLDEN THREAD

The North West Leicestershire position

At NWLDC, we are also seeing and embracing the benefits that digital technology can bring to improving the customer experience.

A few examples can be seen when focusing on the current digital initiatives we have running council wide:

- Digital Forms – 65,047
- Website views – 2.1 million views
- Social media engagement – 2.7 million people viewing our posts.

The use of these services has further trended upwards in recent years and is reflected in the above tables. Based on the upsurge in digital engagement nationally, and the advancement of technology, we are exploring the use of A.I. throughout the council, and the benefits it can bring to supporting our customers across the district, alongside enhancing the experience and communication they have with us.

We are also focusing on improving the ways we provide resources to our customers digitally, ensuring further resources and information are available online. In turn, this will improve the customer experience and reduce the amount of avoidable contact customers have with North West Leicestershire.

A wholesale review our website content and improvements to the resources we provide online will enable our Customer Service Team to continue to deliver high quality customer experience, whilst saving people time through convenience and availability of resources on our digital platforms.

This work does not mean our face to face and over the phone services are any less important. Alongside digital innovation, we are aware of the tens of thousands of customers who prefer to engage with our staff directly. This is shown by the 8,088 visitors we had to our Customer Centre in 2024/25, and the 72,845 phone calls our team received in the same period.

Despite our movement towards digital interactions, this will not come at the expense of our other forms of contact with residents. Consequently, our Customer Centre and our engagement with residents over the phone will be stronger than ever and continue to deliver for all our residents.

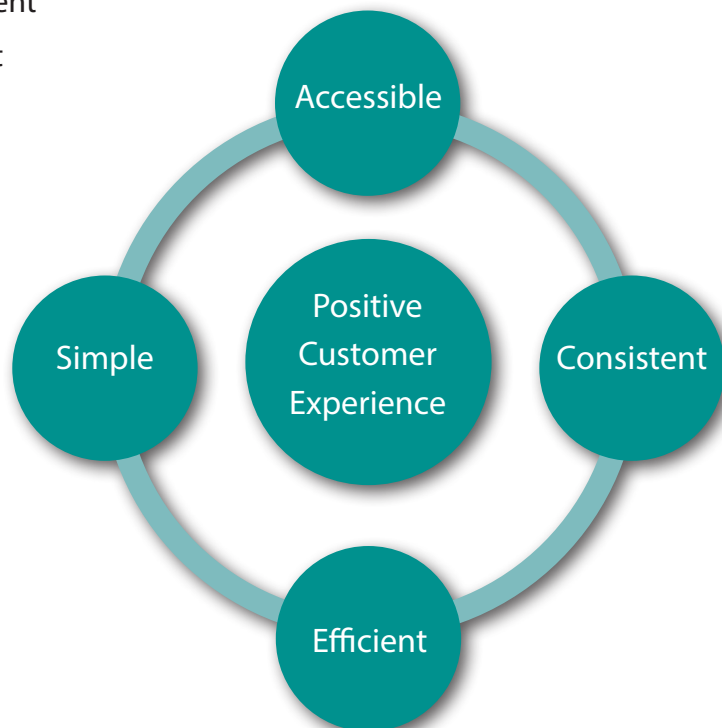
Overall, the council will take a balanced and innovative approach. Whilst still connecting with residents who prefer and rely on our face to face and phone service, we will continue to provide for residents through the use of our digital services, whilst also looking to the future, and at the 'what if' regarding A.I., and how it will enable us to deliver an even better customer experience for the people of North West Leicestershire.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Aims

The aim of our strategy is to put our customers at the heart of everything we do, ensuring that every form of engagement we provide delivers a positive experience for the customer, making sure these interactions are also:

- Accessible
- Consistent
- Efficient
- Simple



Principles

The strategy draws upon the following principles and themes in its design:

Customer First: We prioritise our customers by placing them at the core of our organisation. We empower staff to deliver exceptional customer experiences tailored to what our customers truly want and need.

Accessible: A modern, fresh approach to customer experience and spaces, whether physical or digital. Light, clean and welcoming environments.

Digital by design: Digital experiences so good that they are the channel of choice.

Inclusive: Recognising our customers' unique circumstances and in doing so ensuring that those that need our services are not excluded.

Customer insight: Consistently measuring our customer experiences. Knowing our customers and their needs. Understanding why things go wrong and learning from this to improve our services.

Value for money, efficient and delivering a return on investment: Recognising the financial climate, benefit focused outcomes, business minded decision making.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Objectives

Putting our customers at the heart of what we do.

By putting customers at the heart of what we do we will create a consistent positive customer experience whilst providing services that meet their needs.

We will include our customer when redesigning our services, looking through the lens of our customer to ensure the design meets their needs:

To achieve this, we will:

- Redesign our processes from end to end, reducing the number of times we transfer customers between teams and focusing on resolving issues at first point of contact
- Identify appropriate channels for service delivery – whilst most customers will be encouraged to access services online, we will provide alternative routes for those who need additional support and work with partners to increase our access channels where appropriate, such as face-to-face appointments

- Increase self-service and automate first (where appropriate)
- Ensure customers are involved in the development of our services and the redesign process
- Use the data we hold about our customers to inform the way we improve our processes and deliver our services
- Improve the efficiency of our services, which will ultimately reduce costs and increase quality
- Ensure services are inclusive and respond to equality needs
- Enable customers to give feedback on processes and services
- Eliminate paper where possible responding to our responsibility to be Clean, Green and Zero Carbon, as stated in the Council Delivery Plan.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Digital inclusion

As more and more services are made available online, we must ensure that those customers who have limited digital skills and access to technology are supported and encouraged to develop their skills to take advantage of the numerous benefits associated with being online.

We recognise that addressing the digital skills gap is not the responsibility of one organisation, and we will look to work with local and national organisations to play our part in improving the lives of our customers.

To do this, we will:

- Work with partners to create a Digital Inclusion Network, to identify organisations that offer support, skills training, and equipment
- Introduce Digital Champions concept across the council, providing more opportunities for people to access digital support
- Create and embed a 'triage and signposting system' to help identify customers' needs and signpost them to appropriate support

- Centralise all information about digital skills in the district in one place, such as the NWLDC website, making it easier for people to find what they need
- Support our customers to self-serve in the first instance to help develop their knowledge, skills and confidence in accessing services in digital ways
- Offer free access to our wifi network when on council premises or in Coalville and Ashby de la Zouch town centres
- Continue to offer free access to our public access computers in our Customer Centre
- Recognise that not all customers will be able to use our digital services and for those customers we will continue to offer telephone and face to face conversations.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Harnessing digital technology

Harnessing the power of digital technology will enable us to increase accessibility and flexibility for our customers, delivering efficient and effective low-cost services whilst freeing up our resources to support those customers with more specific needs.

To do this, we will:

- Make online channels convenient and easy to use so that customers choose this as their preferred method of contact with us
- Design all online forms to enable system integration and automation
- Use new technology such as artificial intelligence to deliver services in a more efficient way where appropriate
- Continue and increase the use of our social media channels
- Use telephone for supported and complex transactions only, reducing the use for low need and simple transactions
- Provide face-to-face service only where needed to meet complex and specific customer needs and offer appointments as our default approach
- Review the current relationship management system to ensure we maximise system functionality which supports customers to self-serve and manage their transactions online.

Involving the whole organisation

Customer service goes far beyond the Customer Services Team and we recognise that every employee has a part to play in delivering a positive customer experience.

Every phone call, email, and face to face interaction provides the ability to shape the perception of NWLDC and what it is trying to achieve.

To do this, we will:

- Use our customer satisfaction results and complaints feedback to develop and improve our services, sharing learning and development with employees
- Develop and embed a customer promise across the organisation to provide a consistent experience for all customers
- Ensure employees have access to appropriate support and training to provide them with the tools and skills to deliver positive customer experiences.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Measuring success

Adopting this strategy will lead to better outcomes for our customers. We will look to change the way we currently measure our performance; these changes will be considered as part of the development of the next Council Delivery Plan.

Success measures will consider what our customers have said is important to them, and the aims of this strategy. The measures will focus on:

- Improving customer satisfaction
- Getting it right first time
- Making things quick and easy
- Increasing and improving our digital services
- Improving digital capability.

Our journey

This strategy will be delivered over the next three years.

Our three year plan below set out an indicative but ambitious approach to delivering the Customer Experience Strategy.

Each element of the journey needs to be assessed individually to ensure it is responsible to the fast-changing environment of the digital world and our customer expectations.



THE THREE-YEAR PLAN

Year 1 (2026)

- To develop a project that focuses on customer contact, and how we can reduce avoidable contact
- To continue the development of e-forms
- To embed our Customer Standards across the organisation
- To continue to explore the use of Artificial Intelligence across the council and how it can benefit our customers
- To continue to embed the importance of 'One team, one council,' ensuring departments work with customer
- For services to understand the important role they play in the customer experience
- To enhance the quality and accessibility of services provided to the community, leveraging technology and innovative practices
- To establish forums for ongoing dialogue with residents and businesses to align the council's efforts with community priorities.

Year 2 (2027)

- For the customer contact project to be making progress in reducing avoidable contact
- To be actively using a form of Artificial Intelligence that helps improve the customer experience
- To continue the development of e- forms
- To embed 'digital champions' across the district and increase our digital literacy level
- To introduce of a telephony system change that would incorporate the use of AI technology to support our Customer Service Team.

THE THREE-YEAR PLAN

Year 3 (2028)

- To continue our digital transformation journey to digital transformation to improve service delivery
- To continue using AI to foster a more agile, responsive council structure that can adapt to changing community needs
- To enhanced community engagement and co-design of services
- To ensure that our workforce is fully equipped with the digital tools and technologies needed to deliver modern, efficient, and responsive public services by 2028/29
 - **Seamless access to integrated digital platforms** that streamline workflows, reduce duplication, and enhance collaboration across departments
 - **Responsible adoption of artificial intelligence (AI)** to automate routine tasks, improve decision-making, and free up staff time for more strategic and community-focused work
 - **Data-driven service delivery**, enabling employees to anticipate needs, personalise support, and respond more effectively to residents
 - **Mobile and remote working capabilities**, ensuring flexibility and resilience in how services are delivered

