

Customer Experience Strategy 2025 to 2029 – Action Plan – Year 2 2026-27

The Customer Experience Strategy is underpinned by an action plan that runs from 2025 until 2029.

The action plan currently focusses on Year 2 of the strategy (April 2026 to 31 March 2027) – which are the “Implement activities.

These activities will be appropriately linked to relevant Service Plans and staff appraisals

Each action will be monitored and evaluated on an ongoing basis through the performance framework and ongoing customer consultation and engagement to ensure it meets current needs and is developed further to accommodate future requirements.

Priority 1	Our commitment to a customer first ethos
Priority 2	Access to multiple service channels
Priority 3	Accessibility and Inclusion
Priority 4	Regular staff training
Priority 5	Technology

Priority 1: Our commitment to a customer first ethos

Our commitment:

To ensure customers are advised when their enquiry is passed on to another member of the team or service area for resolution

Purpose:

We will ensure that the customer voice is central to our decision making when we look at how our services are designed in the future. We'll also share learning and best practice across the organisation.

To be transparent and keep residents informed throughout their customer journey. Being clear, respectful and responding in a timely manner.

Priority 1: Activities to be undertaken		Frequency	Deadline	Status
Outcome 1: Work with service areas to continually review the customer journey, measuring, monitoring and providing feedback regarding performance against service standards	Performance Clinic meetings to continue – led by the Performance and Change Improvement Lead – covering: <ul style="list-style-type: none"> • Service area feedback with the relevant Customer Experience Champions; focussing on the feedback provided, query resolution and any remaining actions. • Customer Charter, Service Standards and action plan • Monitoring of peaks and troughs in customer interactions throughout the day / week and respond to these accordingly to ensure a high level of service is provided • Monitoring of call handling against the 80% service level standard for calls being handled by the Customer Service Team respond to these accordingly to ensure 80% call handling is maintained 	Monthly	31 March 2027	Planned
	Review (with a possible redesign where needed) the customer journey for the top 5 high-volume services with end-to-end ownership and document process and procedure with service areas.	Monthly tracking	31 March 2027	Planned

Priority 1: Activities to be undertaken		Frequency	Deadline	Status
	Introduce a standard journey mapping toolkit/template, requiring use in all new service changes and projects.	One off rollout + ongoing use	September 2026	Planned
	Establish quarterly Customer Standards Review Board with Customer Experience Champions and/or team leaders to review performance vs. service standards and agree fixes.	Quarterly	July 2026 October 26 January 27 April 27	Planned
	Establish as a quarterly review of the website monitoring, performance clinic.			
Outcome 2: Embed existing customer champions across service areas, which will be linked to the launch of the strategy	Meet regularly with the Customer Experience Champions and received feedback regarding actions being undertaken within their teams and the action plan	Monthly	31 March 2027	Planned
	Undertake regular customer satisfaction surveys through a variety of methods. Engaging customers in offices face to face, over the telephone and via email.	Quarterly	31 March 2027	Planned
	Develop actions for outcomes requiring review / service delivery changes			
	Launch a Customer Experience Champion improvement log and dashboard so each service tracks ideas, decisions, actions and benefits.	Monthly update	May 2026	Planned
	Introduce cross-department “Best Practice Exchanges” to showcase improvements and reusable assets (scripts, forms, templates).	Quarterly	Ongoing	Planned
Outcome 3: Produce a clear handover of communication between teams when transferring enquiries and expectations on response times	Regular review of handover of enquiries between team in Customer Experience Champion meeting discussions, performance clinics.	Monthly	31 March 2027	Planned
	Adoption of the Customer Operational Standards Handbook and review of changes and adoption of it across all teams. Engagement through Customer Service Champions meetings, HR Onboarding, performance clinics	Quarterly	Ongoing	Planned

Priority 1: Activities to be undertaken		Frequency	Deadline	Status
	Quarterly compliance checks and sample cases for handover quality.	Quarterly	Ongoing	Planned
Outcome 4: Set a standard of communication within teams	Roll out voicemail training once the new/updated telephony platform is in place; verify all lines have appropriate greetings.	One off	October 2026	Planned
	Standardise email templates, signatures and out-of-office messages; store in knowledge-base for easy reuse.	One off + annual refresh	October 2026	Planned
	Quarterly communications reviews (phone/email/web/letters) against Customer Charter and service standards.	Quarterly	Ongoing	Planned
Outcome 5: Ensure consistency of messaging via phone, email, online form or in person. Implement Training and development plans to respond to feedback and improve our offer. Embed the customer voice into our performance appraisals across the authority	Embed Customer Charter expectations and in appraisal templates (all services) – liaison with HR	Annual	December 2026 for March 2027 rollout	Planned
	Deliver case-based learning from real complaints/compliments to drive quality improvements across the Customer Service team.	Quarterly	Ongoing	Planned
	Publish an annual “You Said, We Did” report summarising changes made due to customer feedback. Requiring all service input from learning. Working with Business Support.	Annual	March 2027	Planned
	Inclusion of Customer Charter and Service Standards in appraisal process to ensure requirements are understood and training needs identified. HR collaboration and plans for active promotion during Customer service week and discussion in SMT for cascading in teams by Management.	Annual	28 February 2026	Planned

Priority 2: Access to multiple service channels

Our commitment:

Ensure customers have access to multiple service channels to support their needs and type of enquiry.

Purpose:

To enable customers to choose their preferred communication channel at every touchpoint.

Activities to be undertaken	Frequency	Deadline	Status	
Outcome 1: Each of our processes will continue to be reviewed in detail, and where necessary, remodelled to support digital interactions in the future	Revise online forms, email templates and phone messaging to reduce avoidable contact and improve first-time completion.	Rolling	Ongoing to March 2027	Planned
Outcome 2: Focus on the core channels our customers prefer	Add proactive prompts and signposting for popular online contact.	Monthly	31 March 2027	Planned
Outcome 3: The customer will get an improved outcome and will have greater choice in how to access a service	Implement web usage analytics dashboards with IT/Performance; share insights with services monthly.	Monthly	June 2026 (first dashboard)	Planned
	Regularly review and update the publish busy/quiet times on website and display screens; Quarterly for accuracy and seasonality.	Quarterly	April 2026 (first publish)	In progress

Activities to be undertaken	Frequency	Deadline	Status	
Outcome 4: The council will see lower operating costs through greater levels of automation and a reduction in repeat contacts from customers.	Introduce a first-contact resolution review process in 5 services to identify quick wins and training needs.	Quarterly	Ongoing	Planned
	Look to automate further high-volume transactions using CRM/workflow tools (subject to procurement).	One off + BAU	March 2027	Planned

Priority 3: Accessibility and Inclusion

Our commitment:

We will ensure our services are accessible and inclusive for everyone regardless of ability, background, or circumstance.

Purpose:

To comply with legal requirements and a commitment to supporting all customers equitably.

Activities to be undertaken	Frequency	Deadline	Status	
Outcome 1: We will aim to identify any and all barriers to accessing our services (e.g language, literacy, digital inclusion), reducing these through continued working across all teams	All service areas to work together to understand what the needs of our vulnerable customers are. To be included within regular meetings with Customer Experience Champions.	Quarterly	31 March 2027	Started
	Instal the portable hearing loop systems for Grantham and Bourne; publish availability on website.	One off	June 2026	Planned
	Launch “Accessible SKDC” page consolidating all support (translation, Language Line, accessible formats, BSL options, Text Relay).	One off	June 2026	Planned
	Roll out Disability Awareness training to all front-facing staff.	One off cohorts	December 2026	Planned
	Look for further providers of accessibility providers such as British sign language contracted support workers and document translation services.	One off	September 2027	Planned
	Provide where needed pocket job-aids (language line, reasonable adjustments checklist) to all front-line teams.	One off	September 2026	Planned
Outcome 3: Satisfaction scores from consultation	Work with our Community Engagement Team colleagues to ensure we engage appropriate. The team have contacts for groups that work with	As required	Ongoing	Planned

Activities to be undertaken	Frequency	Deadline	Status
<p>with groups who may have previously experienced inaccessibility will be improved</p>	<p>people with varying disabilities and also those who work with people whose first language isn't English.</p>		
	<p>To work with the Community Engagement Team to ensure in person consultation is considered with those groups who support the people whose first language is not English. The consultation could form part of the feedback process from any interaction.</p>	<p>As required</p>	<p>Ongoing</p>

Priority 4: Regular staff training

Our commitment:

We will ensure our staff receive regular training to enable them to respond to enquiries with accurate information.

Purpose:

To ensure all staff have knowledge, skills and confidence to deliver excellent customer service across all service areas.

To stay current with changes in policy and procedure and service area updates.

Our aim is to support all residents effectively across all contact channels.

Activities to be undertaken		Frequency	Deadline	Status
Outcome 1: Development of staff learning plans to increase staff confidence through training	Deliver core Customer Service training with support of HR across multiple customer facing teams. (Customer Charter, Effective Communication, Managing Difficult Conversations).	Rolling cohorts	March 2027	Planned
Outcome 2: Develop our knowledge-base for use by customers, staff and virtual assistants	Performance and Change Improvement Lead to liaise with service areas as part of monthly performance clinics to identify gaps in information, to produce FAQs online and consider these activities as part of developing Virtual Assistants (see priority 5).	Monthly	March 2027	Ongoing
	Launch staff-only knowledge base (scripts, FAQs, process guides) integrated with telephony/CRM where feasible.	One off + monthly review	January 2027	Planned
	Define content quality standards (plain English, accessibility, last-review date) and enforce via web champions.	Monthly checks	Ongoing	Planned
Outcome 3: Training to better improve staff	Run quarterly case-based sessions using real feedback and complaints to identify behavioural/process fixes.	Quarterly	Ongoing	Planned

Activities to be undertaken	Frequency	Deadline	Status	
understanding and response to feedback				
Outcome 4: Embedding a learning culture about customer service across our teams	Run an annual “CS Learning Week” with bite-size sessions, showcases and drop-ins. Possibly as part of National Customer Service Week.	Annual	November 2026	Planned
	Publish monthly CS tips and “micro-wins” via intranet/Teams or Staff email; recognise teams who implement improvements.	Monthly	Ongoing	Planned

Priority 5: Technology

Our commitment:

To review the provision of technology to improve services – such as customer contact, keeping customers up to date with progress of enquiries, website information.

Purpose:

To provide user friendly technology that enhances the customer experience and improves efficiency to access services. We want to ensure our customers can easily access information and services when and how they need to via our website, online portals, telephones and offices.

Technological advancements are moving faster than ever and have a significant impact on customer expectations. There is no such thing as standing still. If we don't invest then in reality our services will be going backwards and won't be moving at the pace our customers expect. We need to fundamentally review the type and configuration of technologies used to deliver services across each channel.

Activities to be undertaken		Frequency	Deadline	Status
Outcome 1: Evaluate and consider the procurement and implementation of a new digital engagement / CRM platform	Complete business case, requirements and procurement for CRM/digital engagement platform.	One off	October 2026	Planned
	Establish CRM governance group (config standards, data, integrations, change control).	One off	October 2026	Planned
	Begin phased implementation (discovery, configuration, data migration plan, pilot services).	Phased	October 2026 – March 2027	Planned
Outcome 2: Evaluate the deployment of new booking solutions to provide greater customer choice, independence and automation	Select and configure booking solution(s) for priority services (self-service where appropriate).	One off	December 2026	Planned
	Publish internally clear customer-facing booking process and provide staff training.	One off	January 2027	Planned

Activities to be undertaken		Frequency	Deadline	Status
Outcome 3: Evaluate deployment of chat technologies, including chatbots in high volume, repetitive environments	Progress and implement chatbot/chat technology as part of Phase 2 rollout of new telephony solution; confirm success criteria and privacy approach.	One off	February 2027	Planned
	Implement chatbot for 2–3 high-volume services (e.g., bins, council tax, housing) with knowledge-base integration.	Phased	March 2027	Planned
Outcome 4: Continue to improve digital access - 24/7, portals, online forms, support in offices for the less digitally confident	Review current online portals, forms and support online to identify improvements from feedback provided by customers and staff promoting these areas.	Quarterly	Starting in May 2026	Ongoing
	Enhance assisted-digital support in offices (staff coaching).	One off + BAU	November 2027	Planned
Outcome 5: Ensure fast efficient updates through online portals, phone system, online, text message	Extend proactive updates to additional services once phone system is operational.	Rolling	March 2027	Planned
Outcome 6: Procure and deploy a new telephone system (September 2026)	Complete procurement and technical design, agree reporting and requirements.	One off	September 2026	Planned
	Pilot rollout in Customer Services, train superusers, enable call-back.	Pilot then phased	September 2026	Planned
	Full deployment and confirm go-live success criteria are met.	One off	September 2026	Planned
Outcome 7: Continued development of our website – using feedback and improvements to our web pages from customer	Confirm dedicated website management resource and web champion network; define content governance.	One off	June 2026	Planned
	Undertake regular reviews as part of the service website meetings and implement improvements and publish improvements log on our website.	Every 4 months	First review in Y2	Planned

Activities to be undertaken	Frequency	Deadline	Status	
engagement. Also identifying gaps in our online information and update regularly	Implement continuous content improvement with support from service areas to assess the content on their 5 priority pages as identified from traffic data. To be included in monthly website feedback.	Monthly	Ongoing	Planned