



Customer Experience Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Introduction

The Customer Experience Service is a central corporate service encompassing how our customers interact and engage with the Council and all the services we provide. The service is specifically responsible for:

- Corporate Communications & Digital Services
- Customer Service Centre
- Watersmeet Theatre

In addition, the service is responsible for the Council wide implementation of the Customer Experience Strategy, which influences the way the Council interacts with its customers to deliver a first-rate customer service.

Service Overview

Communications & Digital Services

Strategic coordination and day to day operational management of proactive and reactive communications both internal and external across all the Council's communications channels and platforms.

- Press office - point of contact for media enquiries
- Copywriting and promoting the Council's activity and messages
- Guardian of the Council's branding and style guide
- Managing the Council's social media accounts
- Development of the Customer Relationship Management platform and digital transformation
- Customer engagement, public consultation and data analysis
- Website, online services and intranet contract management and content updates

Customer Service Centre

Provision of a front line customer enquiry and administrative service for the Council on behalf of all departments including:

- Operation of the Council's telephone contact centre, general enquiries email and face to face Visitor Centre at Three Rivers House and Healthy Hub services across the district.
- To process, handle and manage online enquiries via the Council's website and email system.
- Support all service departments in identifying and implementing service improvements with customer contact and engagement.
- Management of Corporate Compliments & Complaints processes.
- Contract Management of the Council's outsourced standby (out of hours emergency) service.
- Provision of administrative support across Council services.
- Administration for the Council's Freedom of Information (FOI) obligations.

Watersmeet Theatre

Watersmeet serves as a cultural hub for all our communities through its programme of live theatre, music, comedy, children's performances, films and events.

- The programme is designed to reflect the broad range of tastes and interests of local people.
- To be a vibrant entertainment hub for the community.
- The venue strives to provide financially viable and affordable arts entertainment and community hire facility for the residents of Three Rivers and beyond
- Watersmeet delivers an inclusive and engaging programme of events that appeals to a broad demographic

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Communications & Digital Services
Provide responsive and responsible local leadership	<p>Promoting Council led initiatives and activities and ensuring proactive communications whilst reacting quickly and effectively to unforeseen events.</p> <p>Through proactive, innovative and diverse Council communications and digital services, the service area shows the Council's Corporate Framework in action.</p> <p>Providing the Council's elected and corporate leadership with communications support for both internal and external platforms to reach a diverse audience across the district and further afield.</p> <p>Providing digital support to corporate leadership teams and elected members as required.</p>
Expand our position as a great place to do business	<p>The Communications and Digital Services Team supports all economic development projects led by or involving the Council through promotional and technical activities.</p> <p>The service supports local business activities through working with partner organisations, including local chambers of commerce, the Local Enterprise Partnership, other local authorities as well as individual businesses. The service areas produce a Business Newsletter which residents and businesses can subscribe to in order to receive relevant content, in addition to regular content across the Council's corporate communications channels including the website and social media platforms.</p>
Support and enable sustainable communities	<p>The Communications and Digital Services Team supports a wide variety of community-based events and activities led by teams within the Council and across the locality.</p> <p>The team promotes available funding and support to audiences across all of its corporate channels.</p> <p>Surveys for customer engagement are produced by the service, including Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>The Council's website now has an accessibility tool, pages are regularly updated, and the team is working towards making it disability compliant (Regulation WAG2.2).</p>

Service purpose and core functions (continued)

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Communications & Digital Services
Achieve net carbon zero and be climate resilient	<p>The Communications and Digital Services Team supports a wide variety of Council led environmental policies, initiatives, events and activities through innovative communications including video, text and social.</p> <p>The service continues to improve digital access to Council services and digitalisation of paper forms, reducing the carbon footprint of both residents and the Council itself.</p> <p>The team promotes available green grant funding and support to audiences across all of its corporate channels.</p> <p>Surveys for customer engagement are produced by the digital service, including Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>A forthcoming digital pledge page will enable customers to publicly declare how they intend to reduce their own carbon footprint.</p>

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Customer Services
Provide responsive and responsible local leadership	Provide administrative support across Council services to assist Departments in delivering their service to customers. Review Compliments & Complaints policy and learning, implementing changes where necessary. Continue to invest in staff development and training and promote CSC Academy.
Expand our position as a great place to do business	Answering a variety of enquiries via phone, email and face to face regarding Council services. Ensure we continue to answer 90%+ of Council enquiries at first point of contact. Ensure call wait times are kept to a minimum, not exceeding 10 mins, improving experience for those who can only use phone contact.
Support and enable sustainable communities	Provision of administrative support across Council services Manage the Council's outsourced standby (out of hours emergency) service Regular attendance at the Healthy Hubs to assist customers to widen accessibility for the customer experience.
Achieve net carbon zero and be climate resilient	Promoting the web site and online services to all customers to reduce the need for customers to contact the Council through phone or email as the information is available to them directly. Ensuring customers are aware of the email notification service to reduce the need for hard copies of Council information and promotions thereby reducing postage costs.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Watersmeet
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> Developing and enhancing customer touchpoints. Expanding package offers that turn a night out into an occasion. Achieving consistently high customer satisfaction results. Responding promptly to customer feedback. Continuing to invest in staff development and training Delivering against the Customer Experience Strategy action plan objectives
Expand our position as a great place to do business	<ul style="list-style-type: none"> Providing attractive packages to host local business events. Developing relationships with closed user groups such as the MOD to increase sales on those shows that are not performing as well as others. We can provide their employees exclusive access to special offers and discounts that are not generally available to the public who may have paid a higher price for their ticket. Working with other Council services to expand audience reach. Supporting local community and amateur theatre groups by offering affordable rates for multiday hires. Nurturing the relationship with the Friends of Watersmeet to extend volunteering.

Service purpose and core functions (continued)

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	<p>Expanding the film programme to include more frequent relaxed performances targeting neurodiverse customers, those with additional needs or with disabilities, and those with daytime childcare responsibilities.</p> <p>Delivering a programme that caters for minority groups and underrepresented communities in the district.</p> <p>Maintaining and developing the accessibility provision including, infrared hearing loop system, signed performances, relaxed performances, touch tours, and accessible lift and toilet.</p> <p>Providing local students with work experience opportunities allowing them to develop their knowledge of the industry.</p> <p>Encouraging schools to utilise the venue for their productions or to attend film screening day trips in order to provide a real-life theatre experience to their pupils.</p> <p>Inspiring local community groups to take advantage of the lower higher rates for charity organisations in order to increase their engagement with the community.</p>
Achieve net carbon zero and be climate resilient	<p>Implementing the venue's sustainability delivery and route to net carbon zero plan.</p> <p>Continuing to invest in sustainable technologies, replacing end of life equipment and infrastructure with energy efficient alternatives.</p> <p>Giving emphasis to procuring sustainable products and sourcing from local suppliers</p>

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Supports and enables sustainable communities</p> <p>Achieve net-carbon zero and be climate resilient</p>	Launch and begin implementation of the adopted communications strategy	Corporate Communications Lead	To see all aspects of communications plan implemented as outlined in the policy.	March 2028	Customers Councillors Staff Partners	N/A
<p>Provide responsive and responsible local leadership</p> <p>Supports and enables sustainable communities</p> <p>Achieve net-carbon zero and be climate resilient</p>	Procurement of CRM (Customer Relationship Management) platform and online service portal and consultation platform.	Digital Services Development Manager	Procurement of a customer relationship management platform and online portal, the awarding of a contract And the start of that contract.	March 2025	Customers Councillors Staff Partners Suppliers	Circa. £70k (agreed budget).

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Supports and enables sustainable communities</p> <p>Achieve net-carbon zero and be climate resilient</p> <p>Expand our position as a great place to do business</p>	Review reporting platforms currently used	Digital Services Development Manager	<p>Review current platform Microsoft Power Bi and reports it can produce.</p> <p>Review service requirements.</p> <p>Understand if the quality of the reports built is a system limitation or training need.</p> <p>Submit an outline business case if required</p>	December 2027	Customers Councillors Staff Partners Suppliers	TBC
<p>Provide responsive and responsible local leadership</p> <p>Achieve net-carbon zero and be climate resilient</p>	Review and refresh of the Council's intranet	Senior Digital Services Officer	Review intranet usage and implement update and new look	December 2025	Councillors Staff Suppliers	TBC

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Implementation of post call SMS end of call survey	Customer Services Manager	To identify improvements and streamline services. Improve and review services	December 2025	Customers Councillors Staff Partners	N/A
Expand our position as a great place to do business	Implement internal survey to identify department satisfaction	Customer Services Manager	To identify improvements and streamline services. Improve and review services	October 2025	Staff	N/A
Expand our position as a great place to do business Provide responsive and responsible local leadership	Delivery of Customer Experience Strategy	Head of Customer Experience	Deliver a customer centric approach and encouraging digital services and communication through service action plans	March 2026	Customers Councillors Staff	N/A

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Deliver the Watersmeet Business Plan 2024-2027	Watersmeet General Manager	Meet the objectives and actions in the Watersmeet Business Plan 2023-2026	31 March 2027	Watersmeet team Promoters Film distributors Hirers Friends of Watersmeet Customers	N/A
Achieve Carbon Net Zero and be Climate Resilient	Deliver route to Carbon Net Zero Plan 2023-2026	Watersmeet Venue Technician	Meet the objectives and actions in the Carbon Net Zero Plan 2023-2026	31 March 2026	Climate change team Property team	TBC
Expand our position as a great place to do business Provide responsive and responsible local leadership	Delivery of the Watersmeet fire door replacement	Watersmeet General Manager	Subject to OBC approval, the delivery of replacing fire doors within the venue	31 October 2025	Watersmeet staff Property team	£90k capital (subject to OBC approval)

Key Performance Indicators to support the Corporate Framework

KPI RefW	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
CX01	Number of subscribers to GovDelivery Service	43,874	44,486	45,598	46,737	47,905
CX02	Satisfaction with online services via the customer portal My.ThreeRivers	4.1	4.1	4.1	4.1	4.1
CX03	Percentage of customer enquires submitted via the portal My.ThreeRivers	38%	38%	40%	42%	44%
CX04	Percentage of calls with first point resolution	95%	88%	90%	90%	90%
CX05	Number of tickets sold for co-promoted live shows at Watersmeet (incl. pantomime)	21,500	22,500	23,500	24,500	25,500
CX06	Percentage of complaints received fully upheld at stage one, stage two and ombudsman (LGSCO)	N/A	N/A	35%	32%	30%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Completion of the Annual Residents' Survey	500	500	This is the first year of a new approach to publicity, promotion and design and structure of the survey itself, which is intended to boost completions and quality of data gathered.
Total unique visits to website	342,000	342,000	Improved in communication across a wide array of channels should reduce the necessity of the audience to access the website directly to find information – for example bin collection dates are now more widely publicised through newsletters and social media.

Service Volumes (continued)

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected volume 2024/2025	Estimated volume 2025/26	Notes / explanation for estimated change
Monitoring Call Wait times	3 minutes mean average wait time	2m 40s mean average wait time	Ensure call wait times are kept to a minimum, improving experience for those who can only use phone contact.
Number of Subscriptions on GovDelivery Service (email notifications)	83,095	87,247	As we reach a ceiling of the number of households that can sign up to the service, it is appropriate that we track the number of subscriptions that are signed up to receive.

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; strategic, operational and climate change risks.