



THREE RIVERS DISTRICT COUNCIL

CUSTOMER EXPERIENCE STRATEGY

2026-2029

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FORWARD

Three Rivers has always been a place where community thrives – a district rich in character, ambition and compassion. I have long believed that it is a wonderful district and it is the people who live, work and visit here who make it what it is. Our responsibility as a district council is to serve everyone. Our Customer Experience Strategy represents our commitment to that duty of public service.

The everyday experiences of our residents, businesses and visitors matter deeply to us. We want everyone to feel valued, heard and supported. We want every interaction to be clear, accessible and responsive. And we want to embrace technology and digital innovation in a way that enhances these experiences – making it easier for everyone to connect with us.

This strategy is more than a plan; it is a promise. A promise that as our district grows and evolves, our customer services will grow with it. A promise to listen, to improve, and to continually raise the standard of service we provide. And above all, a promise to ensure that Three Rivers remains a place where people feel proud to belong.

Today we stand on the cusp of a new era of local government in Hertfordshire and across the country. It is my earnest hope that our commitment to first rate customer service will be a key part of that future, whatever it looks like. .

Together, we will build a future where Three Rivers continues to be a great place to live, work and visit.

Stephen Giles-Medhurst OBE
Leader, Three Rivers District Council



INTRODUCTION

Our Customer Experience Strategy is guided by a simple principle: choosing the most appropriate and accessible way for our customers to engage with us, so we can deliver services that are efficient, effective and meaningful.

Customer experience shapes every part of how the council works. It is not an add-on or a single piece of work. It is a mindset that influences every decision we make and every service we provide.

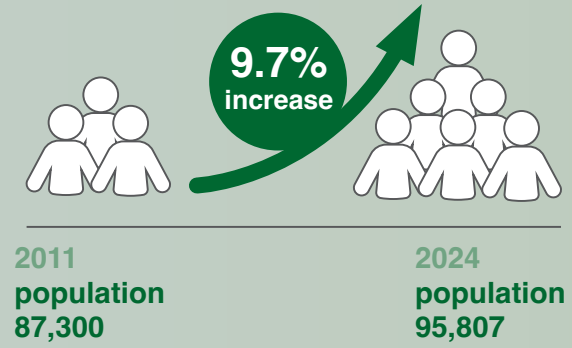
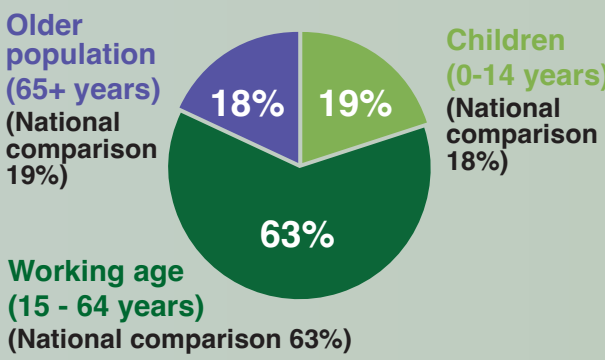
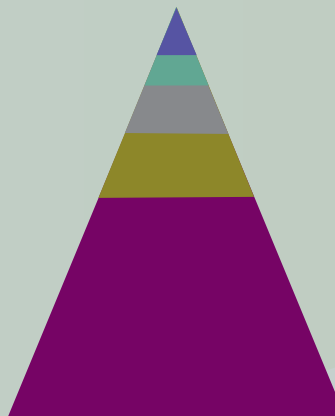
This customer-focused approach is more important than ever as local government continues to operate in an increasingly dynamic environment. Although significant changes to local government structures had previously been proposed, the local government reorganisation process was paused by central government in September 2026 pending a review. Regardless of the outcome of that review or any future developments, our priority remains unchanged: ensuring that residents, businesses and communities continue to receive high-quality, accessible and responsive services.

This Strategy provides a clear roadmap for placing customer needs at the centre of everything we do. By improving how customers interact with us today, we are strengthening our ability to respond to future challenges and opportunities while continuing to deliver reliable, efficient and effective services. To achieve this, we must continue to transform and modernise the way we engage with our communities. Customer expectations are evolving, with increasing demand for services that are accessible, personalised, proactive and joined

up. We must ensure that people can contact us at a time, through a channel and in a way that best meets their needs. At the same time, we must recognise that some customers require additional support and ensure that this support remains readily available whenever it is needed.

Transformation is about more than technology. It is about culture, behaviours and attitudes. It means treating every customer as an individual, understanding their circumstances, and designing services around their needs. Through this approach, we will be well placed to continue to be open, accessible and committed to delivering positive experiences that genuinely make a difference.

OUR RESIDENTS BY NUMBERS

Population growth	What the data tells us
(2021 Census, ONS 2024)  2011 population 87,300 2024 population 95,807 9.7% increase	The district has experienced steady growth, largely driven by natural change and inward migration from London and surrounding areas.
Age profile	What the data tells us
 Older population (65+ years) (National comparison 19%) Children (0-14 years) (National comparison 18%) Working age (15 - 64 years) (National comparison 63%)	The district's age structure broadly mirrors national averages, but the proportion of older people is projected to rise further.
Ethnic diversity	What the data tells us
(2021 Census)  Other ethnic groups: 1.7% (National comparison 2.1%) Black/Black British: 2.4% (National comparison 4%) Mixed\Multiple ethnic groups: 3.6% (National comparison 2.9%) Asian: 15.2% (National comparison 9.3%) White (all white categories): 77.1% (National comparison 81.7%)	Whilst the figures tell us that Three Rivers is more diverse than the national picture, we must ensure council services are delivered equitably, acknowledging the underrepresentation of certain ethnicities, while promoting inclusive communities and encouraging resident participation to help address potential inequalities

WHAT DO WE MEAN BY ‘CUSTOMER EXPERIENCE’?

Customer Experience is the overall impression people have when they interact with the council - at any point, through any channel, and for any service. It reflects the quality, clarity and ease of every step in their journey, from first contact to final outcome.

The experience we create is shaped by four key elements:



HOW WE COMMUNICATE

Being clear about what we are responsible for and what we can influence

Explaining decisions in a transparent and understandable way

Using plain, accessible language that supports inclusion



ENVIRONMENT AND METHODS WE USE TO COMMUNICATE

Ensuring our digital, written and in person interactions are easy to use and accessible to all
Considering how visual, audio and physical environments shape customer experience

Designing processes that are simple, efficient and free from unnecessary steps

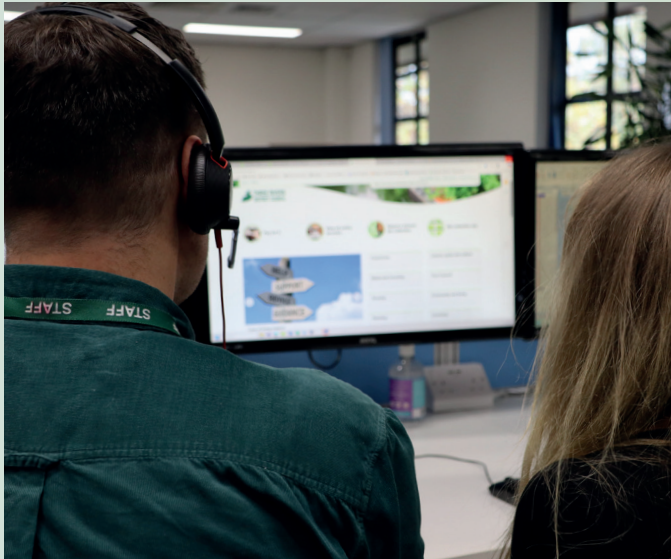


THE WAY WE COMMUNICATE

Using a professional, respectful and supportive tone

Recognising the impact our words and behaviour have on customers' emotions and confidence

Treating every customer as an individual with their own needs



THE WAY WE TREAT PEOPLE

Acting with dignity, respect and fairness

Providing inclusive services and making reasonable adjustments so that customers can use our services in the way that suits them best

Using feedback, insight and learning to continuously improve the experience we deliver

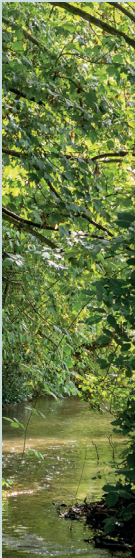
OUR VISION

To deliver consistently excellent, fair, and accessible services for all our residents, businesses, partners, visitors, and community groups, ensuring every interaction with Three Rivers District Council is inclusive, responsive, and meets the diverse needs of our community.



CUSTOMER CENTRED

Services designed around customer needs



ACCESSIBLE & INCLUSIVE

Everyone can use services in ways that suit them



TRANSPARENT & EFFICIENT

Simple, clear processes that make your customer journey faster and easier



DATA-DRIVEN

Insight and feedback guide continuous improvement

OUR VISION

Our Customer Experience Strategy directly supports the Council Plan by embedding customer centred principles into how we design, deliver and improve services. By focusing on accessibility, transparency and high quality interactions, the strategy strengthens our ability to achieve the council's priorities across the council's key areas, which include:



HEALTHY, SAFE AND THRIVING COMMUNITIES

Ensuring people can easily access the information and services that support their wellbeing



A GREEN AND SUSTAINABLE FUTURE

Promoting digital, low carbon ways of engaging with the council



A PROSPEROUS AND VIBRANT DISTRICT

Valuing local businesses as key customers and strengthening partnerships



A WELL RUN COUNCIL

Delivering services that are consistent, efficient and responsive to community needs

OUR VISION

Every Three Rivers customer has the right to receive the best possible service



CUSTOMER FEEDBACK 2025/2026

Whenever and however customers contact us, we must ensure they receive the highest standards of customer service through these commitments

61%

of those who completed our residents survey were 'very' or 'fairly satisfied' with the way the council runs things (LGA benchmark 51%)



84%

of those who completed our residents survey were 'very' or 'fairly satisfied' with their local area as a place to live (LGA benchmark 72%)



89%

of those who completed our residents survey trusted Three Rivers District Council the most to make decisions about how services are provided in their local area (LGA benchmark 64%)

CUSTOMER FEEDBACK Feedback from residents survey 2025/2026

41%

of those who completed our residents survey 'strongly' or 'tend to agree' that the council provides value for money (LGA benchmark 38%)



47%

of those who completed our residents survey felt the council acted a 'great deal' or 'fair' on concerns that were expressed by local residents (LGA benchmark 53%)



56%

of those who completed our residents survey felt that the council kept the residents 'very' or 'fairly' well informed (LGA benchmark 49%)



PRINCIPLE 1 - CUSTOMER CENTRED

We make our services accessible and easy to use through a variety of channels so it's convenient for customers to access and use services in sustainable ways, supporting environmentally responsible choices.

What we will do

- Promote sustainable service choices using digital communication
- Improve accessibility and navigation of online content
- Expand the Customer Portal and digital self service options
- Use data to prioritise improvements that benefit the most customers
- Allowing customers to contact us by phone, in person or online
- Regularly review our websites to ensure they comply with accessibility and guidance
- Expand and develop our digital newsletters
- Creating community outreach opportunities through the Healthy Hubs

Outcome

Services are accessible, easy to use and support environmentally responsible choices

Measures of Success

- Increase in digital transactions
- Reduction in paper based processes
- Higher accessibility scores on the council website
- Growth in environmental engagement among residents and young people

PRINCIPLE 2 - TRANSPARENT & EFFICIENT

We deliver consistent, transparent and efficient customer experiences, using data and feedback to inform, innovate and better understand customer needs.

What we will do

- Deliver clear, consistent and accessible communication
- Improve internal data sharing across services to give customers seamless experiences
- Design efficient digital services that save time
- Use feedback, data and analytics to innovate and refine services
- Maintain a modern, up to date website
- Monitor engagement (QR codes, newsletters, portal usage) to improve formats
- Publish outcomes of major programmes annually in accessible formats

Outcome

Consistent, transparent and efficient customer experiences across the organisation

Measures of Success

- Reduced repeat contact
- Faster resolution times
- Higher satisfaction with online services
- Evidence of decisions informed by customer insight
- Increased transparency and visibility of council performance

PRINCIPLE 3 - DATA-DRIVEN

We promote and engage in partnership working to strengthen business and community connections across the district.

What we will do

- Share information that supports communities and the local economy
- Promote arts, culture and heritage to increase attendance and civic pride
- Use vibrant communications to showcase district culture and attractions
- Involve communities and residents in designing local services
- Develop a database of local community resources and volunteers
- Maintain safe, clean and appealing public spaces
- Support local businesses and suppliers where possible
- Invest in heritage and culture, including the Rickmansworth Aquadrome project
- Promote renewable energy and storage grants to SMEs

Outcome

Stronger partnerships, thriving communities and increased cultural engagement

Measures of Success

- Increased cultural event participation
- Growth in partnership activity and joint initiatives
- Positive business feedback on council engagement
- Demonstrable improvements in the condition of public spaces

PRINCIPLE 4 - ACCESSIBLE & INCLUSIVE

We design, deliver and improve services, ensuring that every customer feels listened to, supported and treated with care.

What we will do

- Maintain consistent branding so residents recognise official council messaging
- Listen to customers through surveys, consultations, complaints and compliments
- Respond promptly and follow up when issues are not resolved
- Ensure alternative access routes exist for customers who cannot use digital services
- Improve engagement opportunities by continuing to use the “Have Your Say” engagement platform
- Use climate related customer feedback to improve service responses
- Improve licensing practices to protect residents, visitors and animals

Outcome

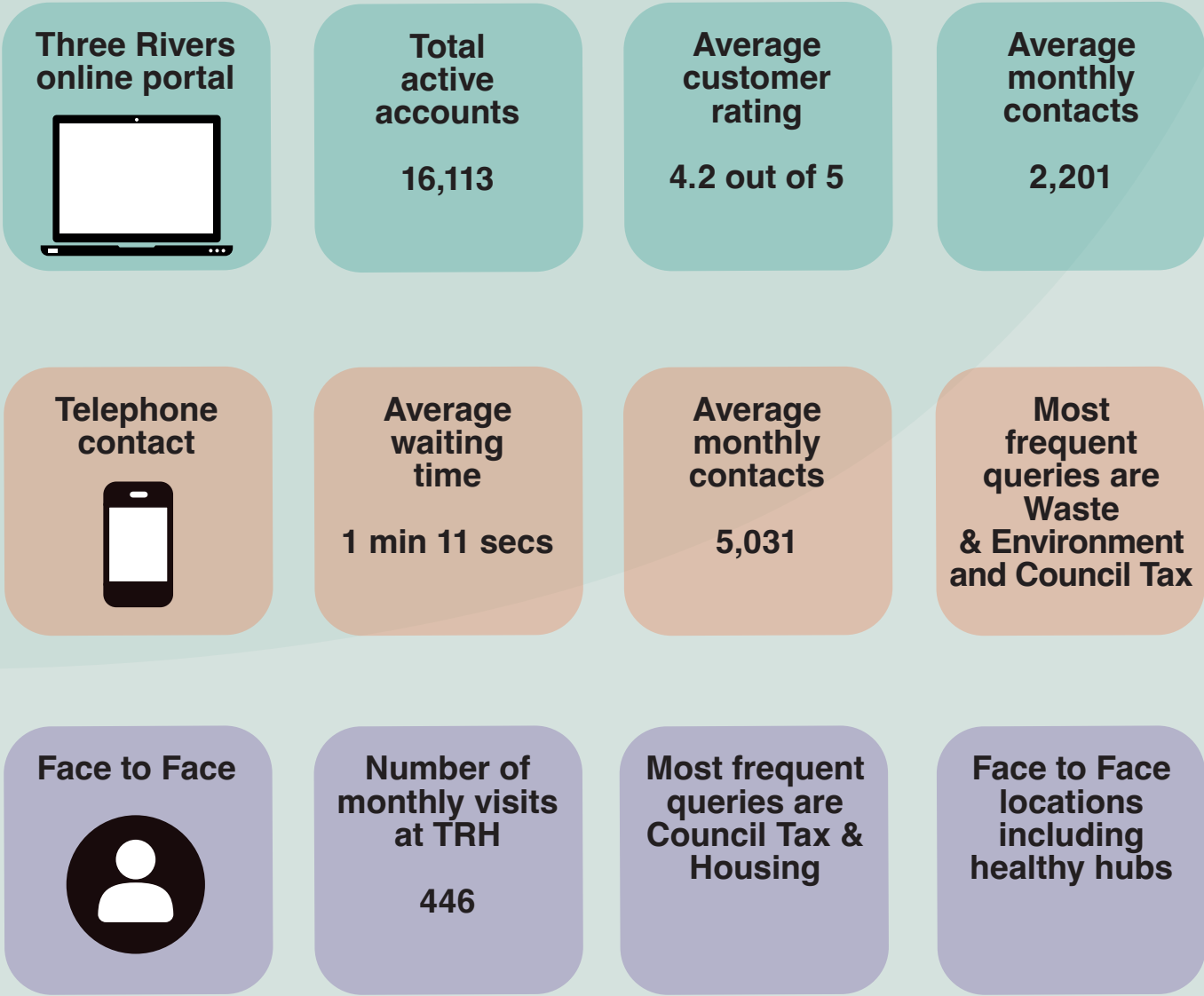
Customers feel supported, valued and listened to

Measures of Success

- Increased satisfaction in resident surveys
- Evidence of service changes resulting from customer feedback
- Improved resolution rates for complaints
- Increased engagement in consultations

CUSTOMER ACCESS INSIGHT (April 2025 – March 2026)

We design, deliver and improve services, ensuring that every customer feels listened to, supported and treated with care.



WHAT WE ASK OF OUR CUSTOMERS

Excellent customer experience is a shared responsibility. By working together with openness, respect and understanding, we can ensure that services remain accessible, efficient, and responsive for all.



INTERACTION STATISTICS 2025-26

(1 April - 31 March)

Every interaction provides valuable insight into how our customers choose to access council services. Understanding these trends helps us design services that are accessible, efficient and responsive to the needs of our residents, businesses and visitors.

28,517



Council tax payers signed up to DD

66,053



People on the electoral register

22,206



Social media followers

INTERACTION STATISTICS 2025-26

(1 April - 31 March)

By monitoring how customers interact with us, we can identify opportunities to improve service delivery,

48,213



E-newsletter subscriptions

60,382



Calls answered via the call centre

19,720



Households subscribed to the garden waste service

132



Number of consultations & community engagements run on "Have your Say"

65,971



Requests submitted via the customer portal

2,098



Businesses registered for business rates

540,993



Website visits

