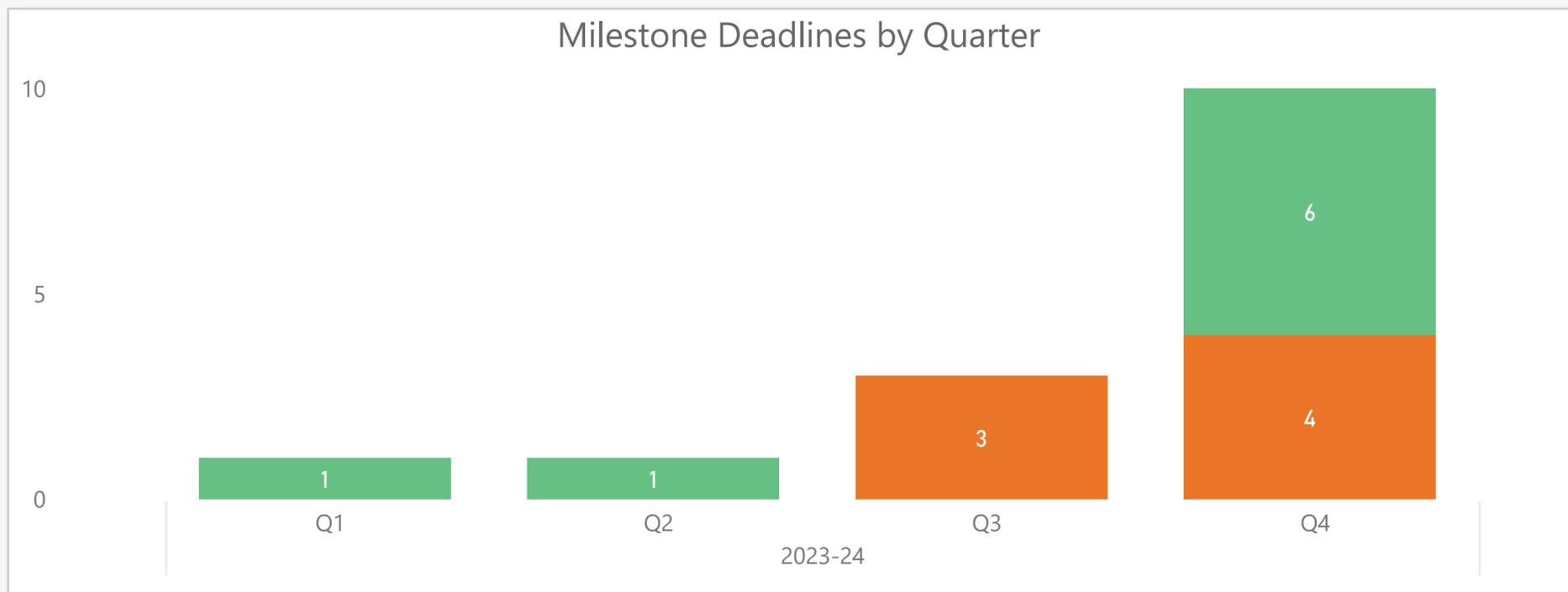
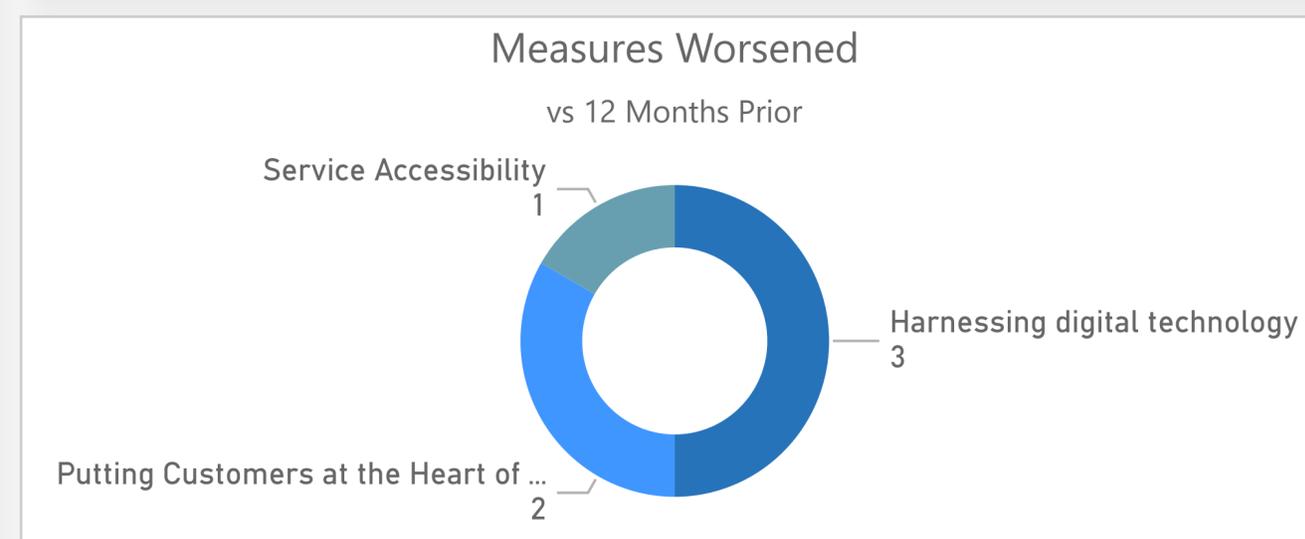
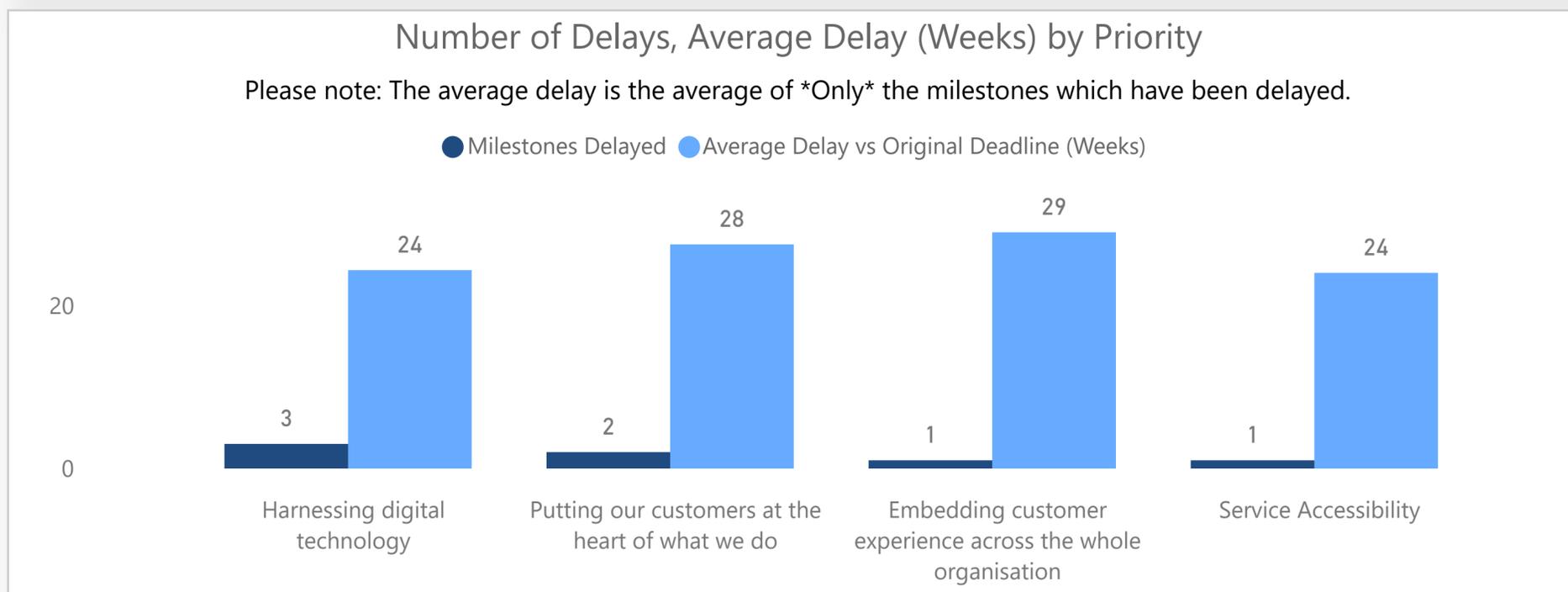
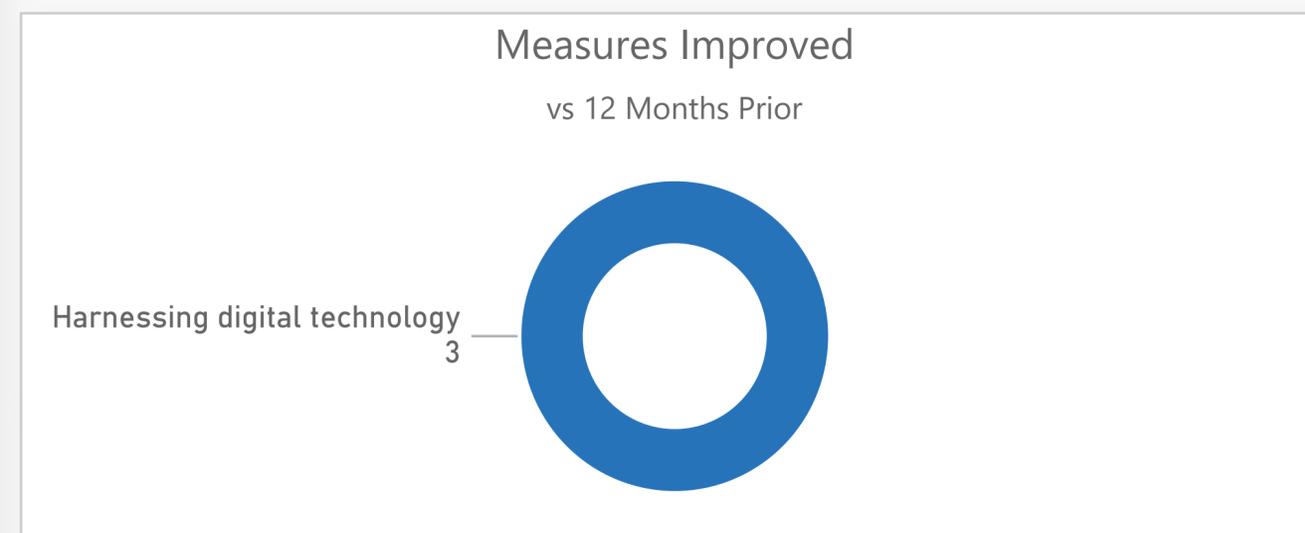


Wirral Council is committed to providing exceptional customer service. This strategy sets out how that will be achieved over the next four years. Our ambitious programme of transformation will see the latest technology utilised to help us provide the exceptional service we constantly strive to achieve.



Milestone RAG Detail

- Green** Complete, or on track.
- Amber** Previously delayed or deadline within 5 weeks of the previous quarter end.
- Red** Deadline passed and incomplete, or previously delayed and deadline is within 5 weeks of previous quarter end.



Priority 1: Putting Customers at the Heart of What We Do

By putting customer at the heart of what we do we will create a consistent positive customer experience. We will include our customers whenever possible when redesigning our services, looking through the lens of our customer to the ensure the design meets their needs.

Priority Milestones

Priority	Milestone	Responsible Officer	Original Completion Deadline	Status	Current Completion Date	Weeks Delay vs Original Deadline	RAG Status	Reason	Comments
Putting our customers at the heart of what we do	4. Review the current portfolio of customer contact channels, analyse the volume of interactions, and conduct a gap analysis to ensure we have the right mix of channels and can resource them efficiently	V Lungley / G Mooney	3/31/2024	On Track	3/31/2024		Green	On Track	
Putting our customers at the heart of what we do	3. Aligned with our service review programme, redesign our processes reducing the number of times we transfer customers between teams and focussing on resolving issues at first point of contact	H Leake	3/31/2024	Complete	3/31/2024		Green	Complete	OD integrated as part of systems review.
Putting our customers at the heart of what we do	2. Review the customer complaint process to improve the way the complaints are managed and responded to	S Ruddy	6/30/2023	Delayed	3/28/2024	38	Amber	Delayed	Emerging requirement from Ombudsman, delay to take into consideration national guidance. This is not likely to be published by LGSCO until Feb 2024. Work continues to address poor performance trend by reviewing internal approach to officer notifications re. live official complaints.
Putting our customers at the heart of what we do	1. Review our customer feedback approach to develop and improve our services, demonstrating a cycle of continuous improvement	V Lungley	8/31/2023	Delayed	12/31/2023	17	Amber	Delayed	Work has commenced on the Customer Feedback review, however, due to competing priorities expected completion date is end December 2023.

Milestone Gantt



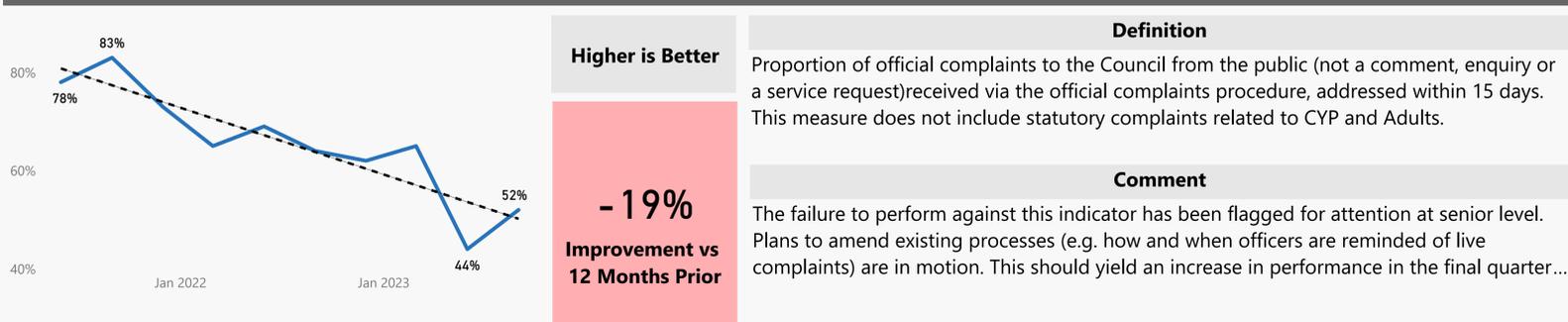
Measures Improved vs 12 Months prior

Rank	Measure	Improvement
1	Complaints addressed within the 15d timescale (%)	-19%
2	My Wirral customer rating feedback	4%

Measures Worsened vs 12 Months prior

Rank	Measure	Improvement
1	Total number of responses provided to inbound stakeholder commen	-70.9%
2	Complaints addressed within the 15d timescale (%)	-18.8%

Complaints addressed within the 15d timescale (%)



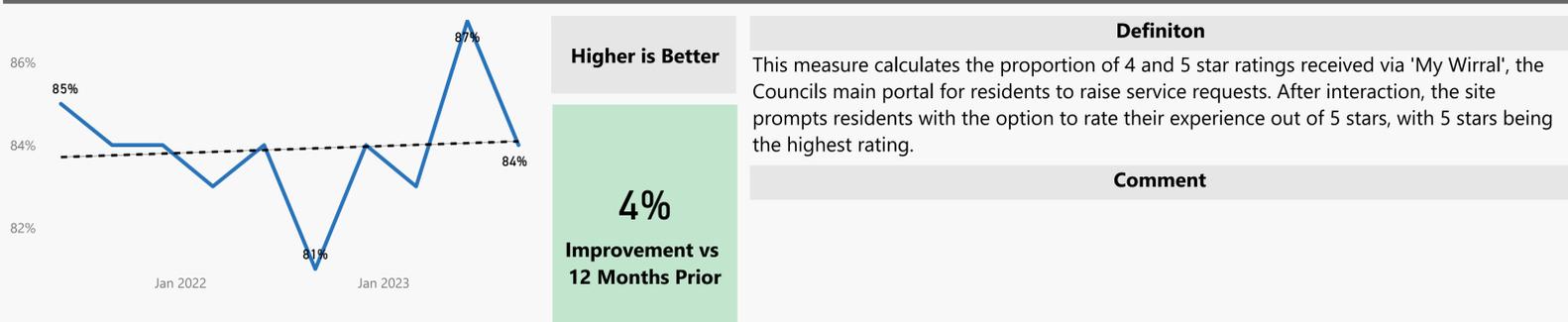
Higher is Better

-19%
Improvement vs 12 Months Prior

Definition
Proportion of official complaints to the Council from the public (not a comment, enquiry or a service request)received via the official complaints procedure, addressed within 15 days. This measure does not include statutory complaints related to CYP and Adults.

Comment
The failure to perform against this indicator has been flagged for attention at senior level. Plans to amend existing processes (e.g. how and when officers are reminded of live complaints) are in motion. This should yield an increase in performance in the final quarter...

My Wirral customer rating feedback



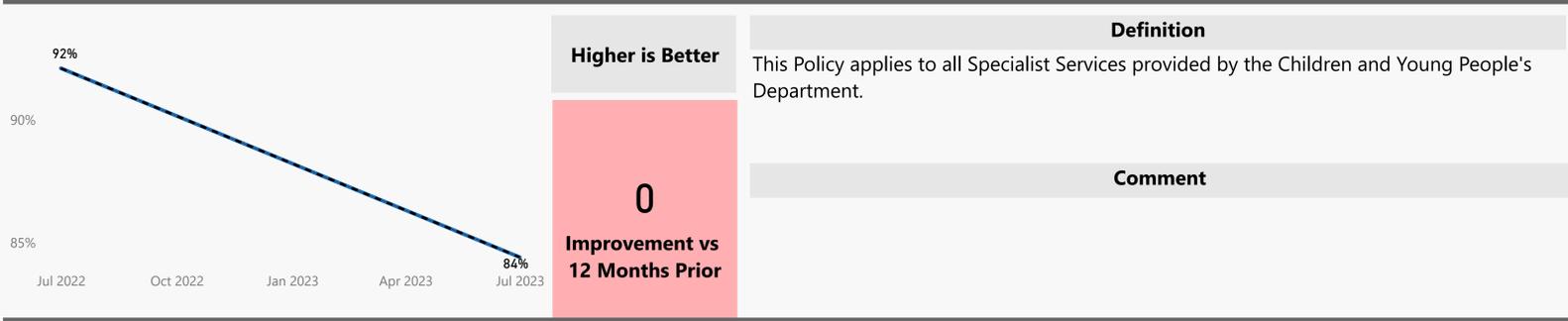
Higher is Better

4%
Improvement vs 12 Months Prior

Definition
This measure calculates the proportion of 4 and 5 star ratings received via 'My Wirral', the Councils main portal for residents to raise service requests. After interaction, the site prompts residents with the option to rate their experience out of 5 stars, with 5 stars being the highest rating.

Comment

Statutory complaints addressed within the 20 working day timescale in Children Social Care Services (%)



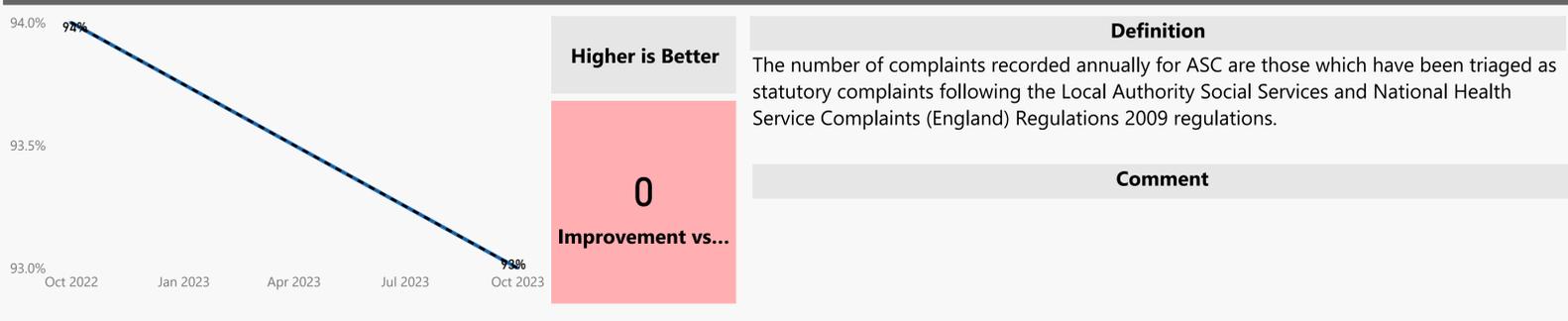
Higher is Better

0
Improvement vs 12 Months Prior

Definition
This Policy applies to all Specialist Services provided by the Children and Young People's Department.

Comment

Statutory complaints responded to within 6 months in Adult Care & Health (%)



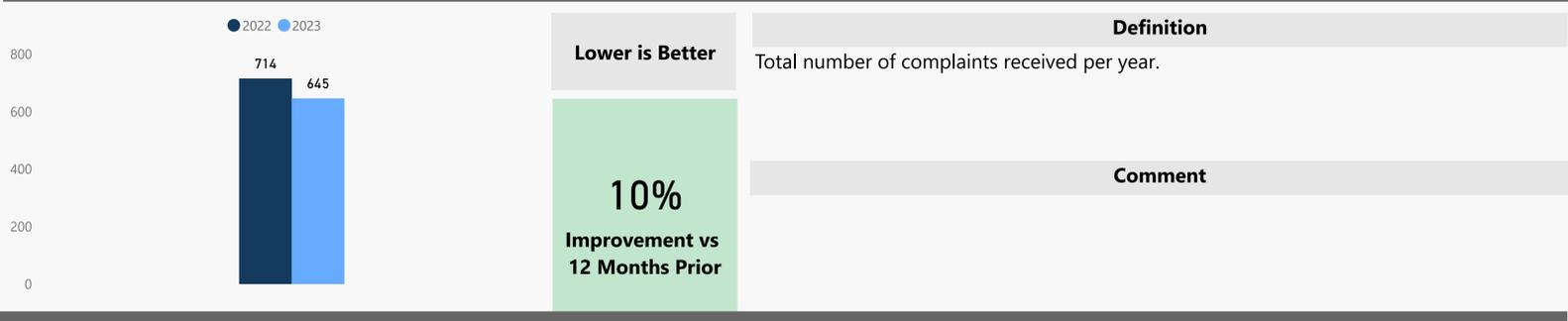
Higher is Better

0
Improvement vs 12 Months Prior

Definition
The number of complaints recorded annually for ASC are those which have been triaged as statutory complaints following the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 regulations.

Comment

The number of complaints received annually



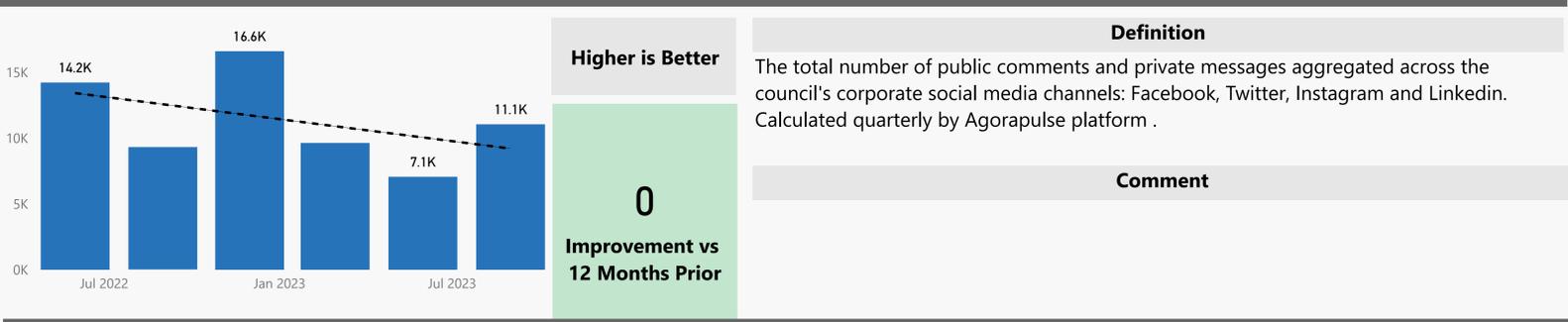
Lower is Better

10%
Improvement vs 12 Months Prior

Definition
Total number of complaints received per year.

Comment

Total number of inbound stakeholder comments and messages through corporate social media channels



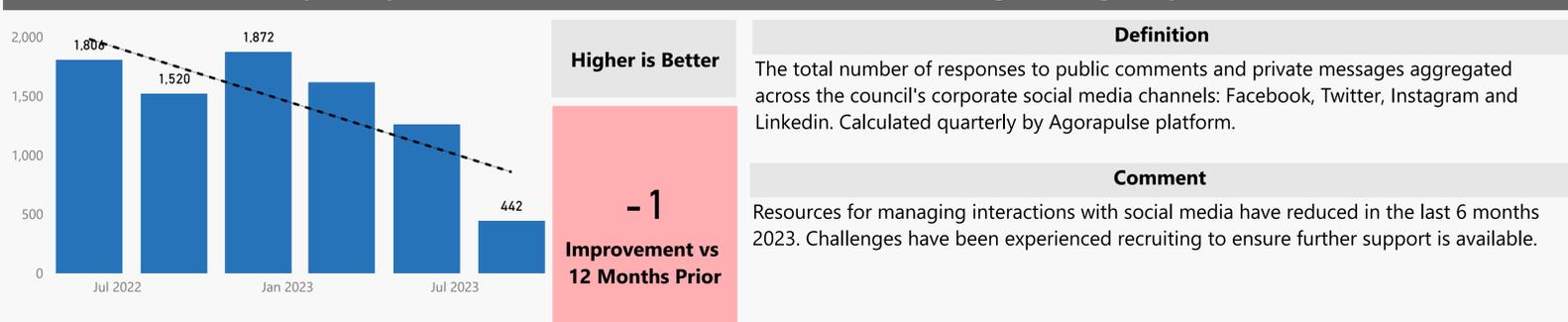
Higher is Better

0
Improvement vs 12 Months Prior

Definition
The total number of public comments and private messages aggregated across the council's corporate social media channels: Facebook, Twitter, Instagram and LinkedIn. Calculated quarterly by Agorapulse platform .

Comment

Total number of responses provided to inbound stakeholder comments and messages through corporate social media channels



Higher is Better

-1
Improvement vs 12 Months Prior

Definition
The total number of responses to public comments and private messages aggregated across the council's corporate social media channels: Facebook, Twitter, Instagram and LinkedIn. Calculated quarterly by Agorapulse platform.

Comment
Resources for managing interactions with social media have reduced in the last 6 months 2023. Challenges have been experienced recruiting to ensure further support is available.

Priority 2: Service Accessibility

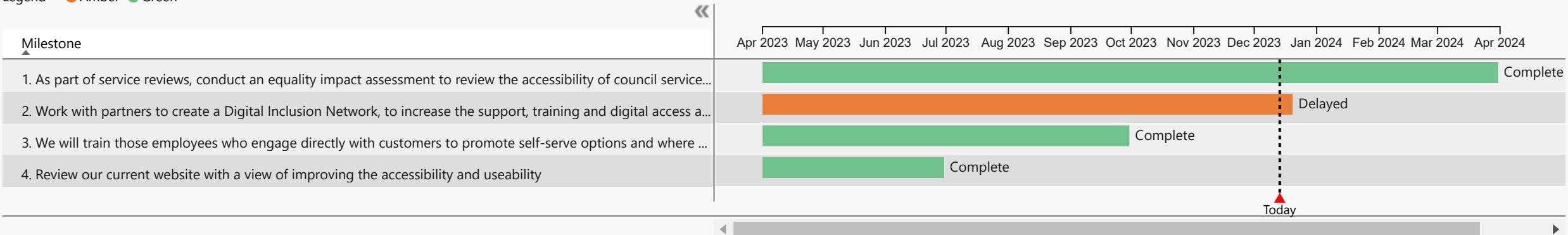
As more services are made available online, we must ensure that those customers who have limited digital skills and access to technology are supported and encouraged to develop their skills to take advantage of the numerous benefits associated with being online. We recognise that addressing the digital skills gap is not the responsibility of one organisation, we will look to work with local and national organisations to play our part in improving the lives of our customers.

Priority Milestones

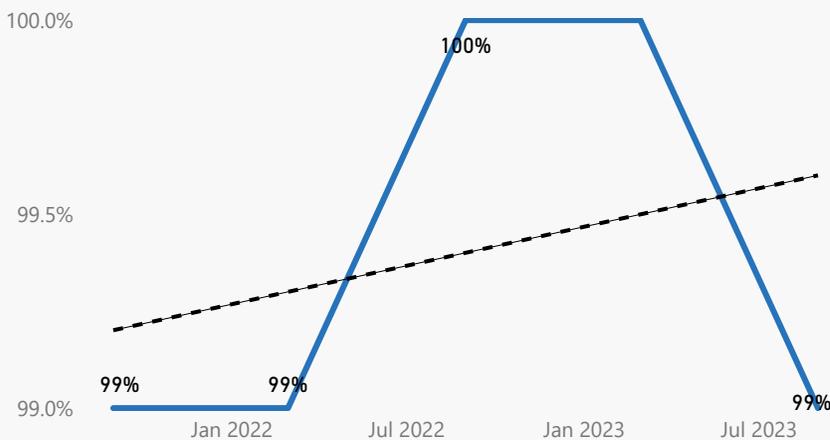
Priority	Milestone	Responsible Officer	Original Completion Deadline	Status	Current Completion Date	Weeks Delay vs Original Deadline	RAG Status	Reason :	Comments
Service Accessibility	2. Work with partners to create a Digital Inclusion Network, to increase the support, training and digital access available to customers	K Leah	6/30/2023	Delayed	12/20/2023	24	Amber	Delayed	LCR Initiative now live, further socialisation across Directorates now needed
Service Accessibility	1. As part of service reviews, conduct an equality impact assessment to review the accessibility of council services and identify and put in place alternatives as necessary	Service Owners / H leake	3/31/2024	Complete	3/31/2024		Green	Complete	OD integrated as part of systems review.
Service Accessibility	3. We will train those employees who engage directly with customers to promote self-serve options and where appropriate to help develop customers' knowledge, skills and confidence in accessing services digitally	V Lungley P Aspinall D Walsh	9/30/2023	Complete	9/30/2023		Green	Complete	All customer service teams have been trained to promote self access in the first instance and support given to access services via the Wirral website. Libraries and Leisure to update on progress.
Service Accessibility	4. Review our current website with a view of improving the accessibility and useability	J Dixon	6/30/2023	Complete	6/30/2023		Green	Complete	Re-launch of website in Jan 23. Cabinet Office Audit against accessibility regulation May 22

Milestone Gantt

Legend ● Amber ● Green



One stop shop customer exit survey rating. Percentage of 'good' or 'excellent' ratings received during bi-annual surveys.



Higher is Better

- 1%
Improvement vs
12 Months Prior

Definition

Following One Stop Shop appointment's customers are offered an exit survey, rating: accessibility, experience and user expectations from poor, fair, good, excellent. The measure calculates the proportion of visits rated good or excellent.

Comment

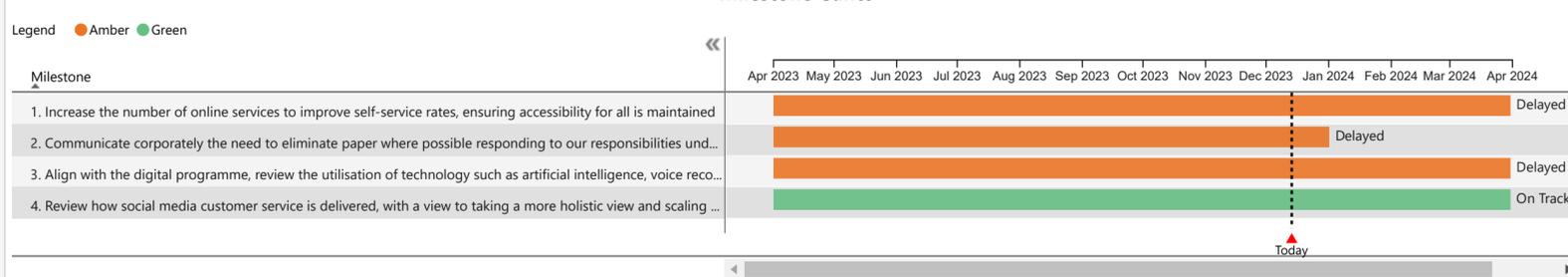
Priority 3: Harnessing Digital Technology

Harnessing the power of digital technology will enable the council 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. We will continue to invest in technology and new ways of working to help us keep people safe and well, while retaining their independence by enabling them to live in their own homes for longer.

Priority Milestones

Priority	Milestone	Responsible Officer	Original Completion Deadline	Status	Current Completion Date	Weeks Delay vs Original Deadline	RAG Status	Reason	Comments
Harnessing digital technology	3. Align with the digital programme, review the utilisation of technology such as artificial intelligence, voice recognition, wechat and chatbots to identify	S Ruddy	6/30/2023	Delayed	3/31/2024	39	Amber	Delayed	Engagement has commenced with 3rd party vendors, further discovery sessions needed.
Harnessing digital technology	2. Communicate corporately the need to eliminate paper where possible responding to our responsibilities under the Cool 2 Wirral Climate Emergency Strategy	G Mooney	6/30/2023	Delayed	1/1/2024	26	Amber	Delayed	Utilising 'The Climate Chronical' newsletter to communicate with staff, Dec 2023.
Harnessing digital technology	1. Increase the number of online services to improve self-service rates, ensuring accessibility for all is maintained	M Christian	1/31/2024	Delayed	3/31/2024	8	Amber	Delayed	CAS Project: The two Business Change Analysts started with this project 25/9/23. Work packages have been assigned to be completed within three months. Next review January 24.
Harnessing digital technology	4. Review how social media customer service is delivered, with a view to taking a more holistic view and scaling up resource in line with channel demand	V Lungley / G Mooney	3/31/2024	On Track	3/31/2024		Green	On Track	Best practice exploration underway by colleagues in Comms.

Milestone Gantt



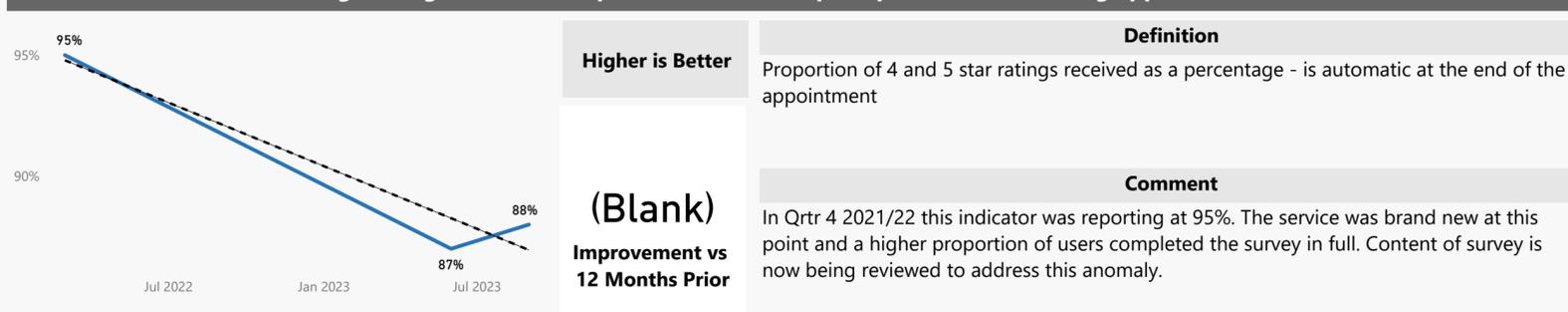
Measures Improved vs 12 Months prior

Rank	Measure	Improvement
1	Number of phone calls into the council call centre	32.5%
2	Total number of live My Wirral Accounts	15.7%
3	Facebook average response time (Hours)	12.2%

Measures Worsened vs 12 Months prior

Rank	Measure	Improvement
1	Twitter average response time (Hours)	-29.8%
2	The number of One Stop Shop face to face appointments	-13.0%
3	Number of digital transactions, and form completions, received v	-8.2%

Average rating for 'overall experience' of one stop shop video conferencing appointments (%)



Higher is Better

Definition
Proportion of 4 and 5 star ratings received as a percentage - is automatic at the end of the appointment

(Blank)
Improvement vs 12 Months Prior

Comment
In Qtr 4 2021/22 this indicator was reporting at 95%. The service was brand new at this point and a higher proportion of users completed the survey in full. Content of survey is now being reviewed to address this anomaly.

Facebook average response time (Hours)



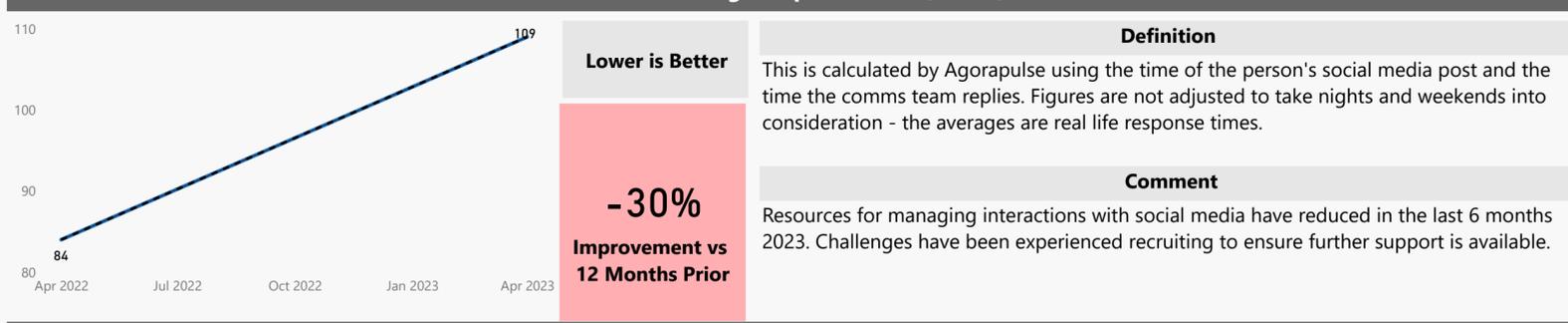
Lower is Better

Definition
This is calculated by Agorapulse using the time of the person's social media post and the time the comms team replies. Figures are not adjusted to take nights and weekends into consideration - the averages are real life response times.

12%
Improvement vs 12 Months Prior

Comment
Resources for managing interactions with social media have reduced in the last 6 months 2023. Challenges have been experienced recruiting to ensure further support is available.

Twitter average response time (Hours)



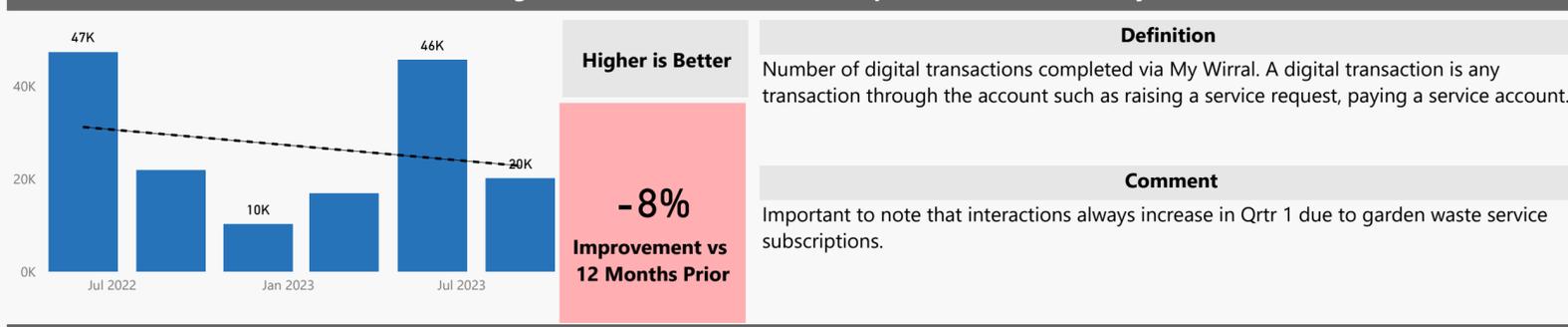
Lower is Better

Definition
This is calculated by Agorapulse using the time of the person's social media post and the time the comms team replies. Figures are not adjusted to take nights and weekends into consideration - the averages are real life response times.

-30%
Improvement vs 12 Months Prior

Comment
Resources for managing interactions with social media have reduced in the last 6 months 2023. Challenges have been experienced recruiting to ensure further support is available.

Number of digital transactions, and form completions, received via My Wirral



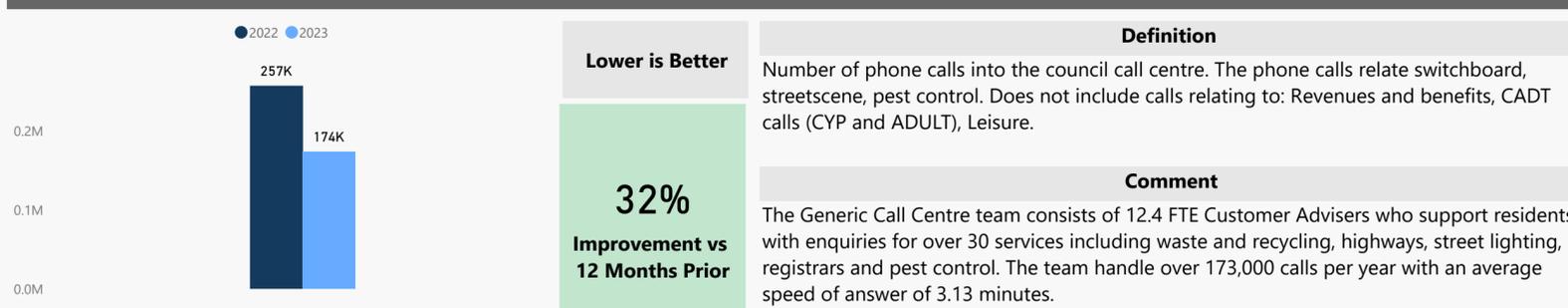
Higher is Better

Definition
Number of digital transactions completed via My Wirral. A digital transaction is any transaction through the account such as raising a service request, paying a service account.

-8%
Improvement vs 12 Months Prior

Comment
Important to note that interactions always increase in Qtr 1 due to garden waste service subscriptions.

Number of phone calls into the council call centre



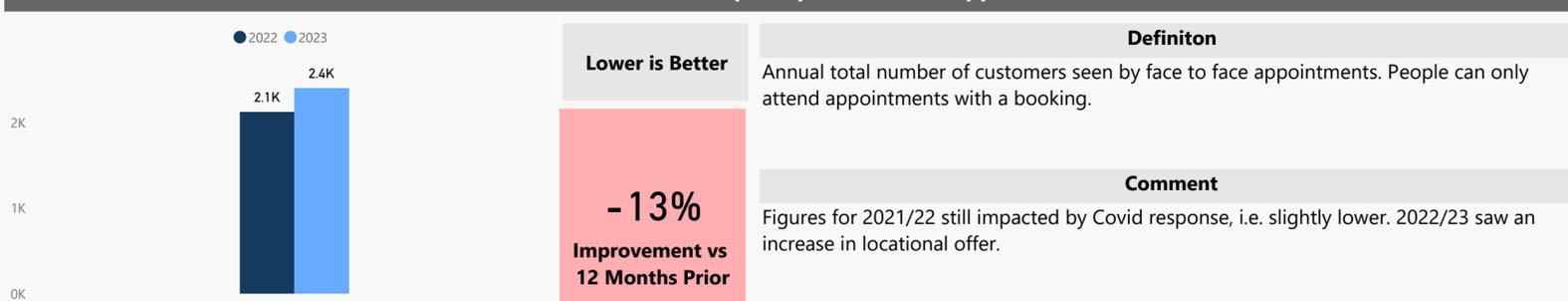
Lower is Better

Definition
Number of phone calls into the council call centre. The phone calls relate switchboard, streetscene, pest control. Does not include calls relating to: Revenues and benefits, CADT calls (CYP and ADULT), Leisure.

32%
Improvement vs 12 Months Prior

Comment
The Generic Call Centre team consists of 12.4 FTE Customer Advisers who support residents with enquiries for over 30 services including waste and recycling, highways, street lighting, registrars and pest control. The team handle over 173,000 calls per year with an average speed of answer of 3.13 minutes.

The number of One Stop Shop face to face appointments



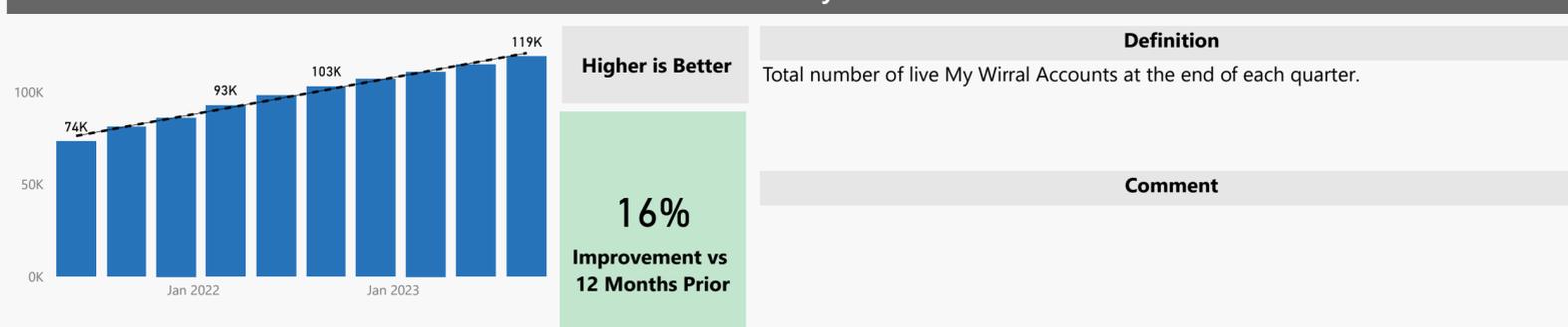
Lower is Better

Definition
Annual total number of customers seen by face to face appointments. People can only attend appointments with a booking.

-13%
Improvement vs 12 Months Prior

Comment
Figures for 2021/22 still impacted by Covid response, i.e. slightly lower. 2022/23 saw an increase in locational offer.

Total number of live My Wirral Accounts



Higher is Better

Definition
Total number of live My Wirral Accounts at the end of each quarter.

16%
Improvement vs 12 Months Prior

Comment

Priority 4: Embedding Customer Experience Across the Whole Organisation

Customer experience goes far beyond the customer services team-as an organisation we recognise that every employee, contractor, and stakeholder have a part to play in delivering a positive experience. Every phone call, email, social media or face to face interaction provides the ability to shape the perception of the Council and what it is trying to achieve.

Priority Milestones

Priority	Milestone	Responsible Officer	Original Completion Deadline	Status	Current Completion Date	Weeks Delay vs Original Deadline	RAG Status	Reason :	Comments
Embedding customer experience across the whole organisation	1. Develop and launch a Customer Charter for all staff in the organisation to provide a consistent experience for all customers	F Adams	5/31/2023	Delayed	12/20/2023	29	Amber	Delayed	Customer Charter has been socialised via DMTs, it is now on the Intranet with some staff learning to follow. Move to new build key to reinforcing the charter in new physical space, internal Coms colleagues working with OD to plan this.
Embedding customer experience across the whole organisation	2. Develop, launch and embed mandatory customer experience training for all staff utilising the council's training platform (FLO)	S Thelwell	1/31/2024	On Track	1/31/2024		Green	On Track	Staff Learning Framework developed by end of Dec 23
Embedding customer experience across the whole organisation	3. Review all external contracts that involve an element of customer engagement. Ensure all delivery partners have a comprehensive working knowledge of Wirral's values and monitor their effectiveness in disseminating the message to their frontline staff. Engage with Colleagues in Corporate Procurement to include compliance with core values in future contract tenders	F Adams	3/31/2024	On Track	3/31/2024		Green	On Track	

Milestone Gantt

Legend ● Amber ● Green



Measures work in progress for this priority