

**EXECUTIVE  
COMMITTEE**

12th January 2011

**CUSTOMER EXPERIENCE STRATEGY 2011 - 2014**  
**- EVERY CUSTOMER, EVERY TIME**

Relevant Portfolio Holder	Cllr Michael Braley, Portfolio Holder for Corporate Management
Relevant Head of Service	Amanda de Warr, Head of Customer Services
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

To agree the Every Customer, Every Time, Customer Experience Strategy.

**2. RECOMMENDATIONS**

**The Executive Committee is asked to RECOMMEND that**

**the Every Customer, Every Time Customer Experience Strategy, attached at Appendix 1 to the report, be approved.**

**3. BACKGROUND**

- 3.1 This is the first joint customer experience strategy and aims to build on the achievements of the customer access strategy previously in place in Redditch.
- 3.2 Ongoing actions from the previous strategy as well as customer service actions identified in individual service business plans have been pulled into this Strategy, along with new initiatives aimed at improving the overall customer service we provide as an organisation.
- 3.3 The strategy does not intend to be exhaustive, because in reality almost everything the council does contributes to the overall customer experience.
- 3.4 It focuses on the key principle that 'everybody matters' and pulls together our transformation aspirations and our commitment to developing staff - because great customer service starts with our people. It also covers the basics of excellent customer experience, and understanding our customers.
- 3.5 Whilst customer 'access' is important, this forms only part of the overall customer experience, therefore this strategy looks at the wider picture.

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- 3.6 The strategy aims to be a living document and one which anyone can easily understand. This document will be supported with a staff handbook as well detailed guidance on specific areas of customer interactions.

### **4. KEY ISSUES**

The four key themes in the strategy are already well established within our organisations. The Every Customer, Every Time strategy establishes the link between the themes in respect of our customers but also recognises that great customer service starts with our staff and ends with 'right first time, every time' service delivery.

### **5. FINANCIAL IMPLICATIONS**

The only specific financial implications are in respect of the cost of Customer Service Excellence accreditation, and gathering customer feedback. However, the lack of budget would not entirely prohibit activity in these areas and we can find ways of managing within the resources available.

### **6. LEGAL IMPLICATIONS**

There are no specific legal implications.

### **7. POLICY IMPLICATIONS**

As set out in the Strategy at Appendix 1.

### **8. COUNCIL OBJECTIVES**

The recommended strategy is in line with the Council's vision in respect of putting the customer first

### **9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS**

- 9.1 Failure to adopt a clear strategy aimed at improving the customer experience would indicate a failure to understand customers needs and an unwillingness to drive customer service improvement. This could have a negative impact on the Council's reputation.
- 9.2 Identified risks have been included in the Customer Services Risk Register.

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**10. CUSTOMER IMPLICATIONS**

This strategy puts the customer at the heart of everything we are doing and aims to ensure we become a truly customer' obsessed' organisation evidenced through our actions, our staff, the way we behave, and the decisions we make in respect of service delivery.

**11. EQUALITIES AND DIVERSITY IMPLICATIONS**

The strategy applies to all customers and recognises that some customers have individual needs. An impact assessment based on the proposed strategy has been completed and there are no specific actions arising.

**12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT**

Improvements in customer service generally results in a reduction of preventable contact which increases value for money, by increasing capacity to deal with other issues. The transformation work in particular will not only improve customer service, but also identify savings,

**13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY**

Development of improved online service will enable more customers to do their business on the internet thus potentially reducing travel to the Customer Service Centre and One Stop Shops.

**14. HUMAN RESOURCES IMPLICATIONS**

This strategy impacts on every member of staff and also future members of staff as we set out clear expectations of the team in respect of their behaviour.

**15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

Improving the customer experience improves general satisfaction with the Council.

**16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998**

None.

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**17. HEALTH INEQUALITIES IMPLICATIONS**

None.

**18. LESSONS LEARNT**

Not applicable.

**19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

The strategy has been distributed to members of the Community Forum for feedback and also some staff consultation has taken place via a newly formed staff customer focus group. Senior Managers and Heads of Services have been consulted. Wider consultation was not considered necessary at this time, as customers are unlikely to disagree with the aims or actions which will provide for a better customer experience for all. We will use customer feedback to help establish future actions.

**20. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (S151 Officer)	Yes
Deputy Chief Executive/Executive Director – Leisure, Environment and Community Services	Through CMT
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Through CMT
Director of Policy, Performance and Partnerships	Through CMT
Head of Service	The Author
Head of Resources	Through CMT
Head of Legal, Equalities & Democratic Services	Through CMT
Corporate Procurement Team	Not applicable

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**21. WARDS AFFECTED**

All Wards.

**22. APPENDICES**

Appendix 1 - Draft Customer Experience Strategy.

**23. BACKGROUND PAPERS**

Not applicable.

**AUTHOR OF REPORT**

Name: Amanda de Warr  
E Mail: a.dewarr@bromsgrove.gov.uk  
Tel: 01527 881241 or 01527 64252 ext 3177