

# Customer Experience Review and Strategy Development 2026-29



# Foreword from the Chair Councillor Judith Garfield



**Cabinet Member for Strategy and Modernisation**

On behalf of the **Strategy and Resources Policy Development Committee**, I am pleased to present this report on our review of **Customer Experience** in the London Borough of Redbridge. The way residents experience our services whether online, on the telephone, or face to face shapes trust in the Council and has a real impact on people's day to day lives, particularly at times when support is most needed.

During 2025, the Committee undertook a **structured programme of workshops** and evidence gathering to understand what works well and where residents encounter barriers. We looked at customer journeys across services, the digital experience and website redevelopment, the interface between councillor casework and service delivery, and the vital contribution made by voluntary and community partners who support residents with complex needs.

Our work **highlighted** consistent themes: the need to make it easier for residents to find the right help first time; to reduce repeat contact caused by unclear processes or unresolved enquiries; to improve the accessibility and navigation of digital channels; and to communicate in a clearer and more consistent way. The **Committee believes** these themes support the Council's wider ambition

through Modernising Redbridge to become more resident centred, digitally enabled and financially sustainable.

This report sets out the Committee's findings and **recommendations** and explains how they have informed the development of the Redbridge Customer Experience Strategy and the associated delivery programme. Central to this is the move towards a **"single front door"** for accessing services, supported by modern technology, improved data and a focus on early intervention so that residents receive timely support and staff are better equipped to resolve issues at the first point of contact.

I would like to thank all those who contributed to the Committee's review, including officers, partners and residents who shared their experiences and insights. I also want to thank fellow Members of the Committee for their time and commitment. I hope this report provides a helpful and constructive contribution to the ongoing improvement of customer experience in Redbridge and supports the delivery of services that residents can access with confidence.

**Cllr Judith Garfield**  
**Chair, Strategy and Resources Policy Development Committee**



# Introduction

**The Strategy and Resources Policy Development Committee undertook a comprehensive review of Customer Experience across the London Borough of Redbridge during 2025.**

Chaired by Cllr Judith Garfield, the committee recognised that customer experience represents the point at which residents interact most directly with the Council. These interactions shape public trust, satisfaction and perceptions of the Council's effectiveness.

Residents interact with the Council during critical moments in their lives: when applying for housing support, reporting neighbourhood concerns, accessing social care services, or seeking advice during financial hardship. The quality of these interactions has a direct impact on residents' confidence in local government.

At the same time, the Council faces increasing demand for services, significant financial pressures and rising expectations regarding accessibility, responsiveness and transparency.

To address these challenges the Council has launched **Modernising Redbridge**, a whole council transformation programme designed to reshape how services are delivered.

Customer Experience sits at the centre of this transformation. The **Policy Development Committee** therefore undertook a structured programme of workshops and evidence sessions to examine how residents access council services, identify barriers and explore opportunities for improvement.

This report presents the findings of the **Committee's review** and explains how these insights have informed the development of the Redbridge Customer Experience Strategy and associated delivery programme.

# Executive Summary

**The Strategy and Resources Policy Development Committee conducted a detailed review of Customer Experience during 2025.**

The review examined how residents interact with council services, the effectiveness of existing systems and processes, and the opportunities to improve service delivery through digital transformation and organisational redesign.

Evidence gathered during the review identified several challenges affecting customer experience across the Council:

- **Fragmented** service access across departments.
- High levels of **repeat contact** and avoidable demand.
- Difficulty navigating digital channels.
- Inconsistent communication regarding service requests.

The committee heard that **baseline analysis** conducted as part of the Modernisation programme, identified several teams across the Council handling customer contact,

highlighting the fragmented nature of service access and the potential benefits of consolidation and improved coordination.

The Committee conducted three themed workshops examining:

- **Councillor casework and member support**
- **Digital experience and website redevelopment**
- **Partnership working with community organisations**

The findings and recommendations from these workshops informed the development of the **Customer Experience Strategy 2026-29**.

The strategy forms a key component of the **Modernising Redbridge** transformation portfolio, which aims to create a modern, resident centred and financially sustainable organisation.



## The **Customer Experience**

**Programme** introduces a new operating model that will:

- Create a **single front door** for accessing services
- Modernise **digital channels** and contact systems
- Expand community **engagement hubs**
- Introduce **data driven**

early intervention

- Reduce failure demand and repeat contact.

The programme requires investment over three years but is forecast to deliver significant financial savings while improving service quality and resident satisfaction.

# Recommendations

## The **Policy Development Committee** recommends that **Cabinet**:

- Approves the Redbridge Customer Experience Strategy.
- Endorses the Customer Experience Programme and its delivery approach.
- Supports investment in enabling technology and organisational redesign.
- Ensures ongoing scrutiny and monitoring of programme delivery.
- Receives regular progress updates through the Modernisation governance framework.

# Purpose of the Report

The purpose of this report is to document the work undertaken by the **Strategy and Resources Policy Development Committee** in reviewing Customer Experience across the Council.

## The report sets out the:

- Context for the review
- **Workshops** undertaken by the Committee
- Findings identified through engagement and analysis
- Development of the **Customer Experience Strategy**
- Structure and delivery approach of the **Customer Experience Programme**
- Intended outcomes for residents
- The report provides **transparency** regarding the Council's approach to **improving customer experience** and modernising service delivery.



# Strategic Context - Modernising Redbridge

Redbridge is undergoing one of the most significant transformation programmes in its history.

Population growth, increasing demand for services and long term financial pressures require the Council to rethink how services are delivered.

The **Modernising Redbridge** programme represents a whole council transformation designed to create a modern, digitally enabled and resident focused organisation.

## The programme aims to deliver five core outcomes:

- Resident centred services
- Financial sustainability
- Digital transformation
- A skilled and motivated workforce
- Stronger engagement with communities

Customer Experience plays a **central role** in achieving these outcomes because it represents the interface between residents and the Council.

# Role of the Policy Development Committee

Policy Development Committees provide detailed scrutiny and policy development within the Council's governance framework.

The Strategy and Resources Policy Development Committee undertook a focused review of Customer Experience to support the development of a new council wide strategy.

## The Committee's role included:

- Examining current customer journeys
- Reviewing performance and contact data
- Engaging with officers and service managers
- Identifying opportunities for improvement
- Contributing to the development of the Customer Experience Strategy



# Methodology and Evidence Gathering

The Committee adopted an evidence based approach to its review.

## Evidence was gathered through:

- Themed workshops with officers and stakeholders
- Analysis of service performance and customer contact data
- Councillor **casework insights**
- Engagement with voluntary sector partners
- Review of **digital services** and website functionality

This approach ensured the Committee developed a comprehensive understanding of the current customer experience landscape.



# Role Overview of the Workshop Programme

Three workshops were conducted as part of the Committee's review.

## These workshops examined key aspects of customer experience:

- The role of councillors in supporting residents
- Digital experience and **website redevelopment**
- Partnership working with community organisations

Each workshop involved presentations from officers, discussions with members and the development of recommendations.



# Policy Development Committee Workshop 1

## Improving the Role of Councillors

The first workshop examined how **councillors** support **residents** in resolving service issues.

Councillors frequently act as intermediaries between residents and the Council, raising casework on behalf of constituents and advocating for timely resolution.

### Members identified several challenges including:

- limited access to real time service information
- difficulties navigating internal casework systems
- resident dissatisfaction regarding certain services

### The Committee recommended:

- improvements to the councillor casework system.
- enhanced training and improved digital information for residents.



# Policy Development Committee Workshop 2

## Digital Experience and Website Redevelopment

The second workshop focused on the Council's digital services and website redevelopment.

The Council website represents the primary entry point for many residents seeking information or requesting services.

### The workshop identified opportunities to:

- improve navigation and accessibility
- introduce online tracking of service requests
- implement AI enabled support for routine queries

Members participated in testing the redeveloped website to ensure it meets residents' needs.



# Policy Development Committee Workshop 3

## Partnership Working and Community Engagement

The third workshop explored how the Council works with voluntary and community organisations.

Community partners provide critical support for residents experiencing complex challenges.

The workshop highlighted the importance of Community Engagement Hubs that bring together council services and community organisations in accessible locations.



# Cross Cutting Themes Identified by the Committee

## Several key themes emerged across the workshops:

- Empowering councillors through improved tools.
- Digital transformation of service access.
- Stronger partnership working.
- Improved communication with residents.
- Digital inclusion.

These themes informed the development of the Customer Experience Strategy.



# Development of the Customer Experience Strategy

The Customer Experience Strategy was developed through engagement with residents, staff, councillors and partners.

The strategy sets out a vision for a connected and customer focused organisation where residents experience services that are accessible, responsive and easy to navigate.

## The strategy focuses on three priorities:

- Modernising the customer service model.
- Eliminating failure demand.
- Strengthening early intervention and prevention.

# The Customer Experience Programme

The Customer Experience Programme forms a central component of the Modernising Redbridge portfolio. Its purpose is to deliver the Customer Experience Strategy and as such transform how residents access services and how the Council manages customer contact.

The programme includes multiple projects designed to modernise technology, redesign services and improve customer journeys. The committee received an update on the programme plan to deliver on the strategy.



# Customer Experience Programme Delivery Approach

The programme will be delivered through a phased approach combining strategic design with early implementation of improvements.

**The Customer Experience Programme includes several core projects including:**

- Engagement Hubs and Pre Front Door Support.
- Cross Organisation Early Intervention Pilots.
- Customer Experience Technology Platform.
- Bringing Customer Contact Teams Together.
- Failure Demand Reduction Programme.

## Engagement Hubs and Pre Front Door Support

Engagement Hubs will provide accessible locations where residents can receive advice and support from council services and partner organisations. The hubs will provide early intervention support and help residents navigate services.

## Eliminating Failure Demand

Failure demand refers to repeat contact resulting from unresolved issues or unclear processes.

The programme includes targeted service reviews to identify root causes and redesign processes to resolve issues at the first point of contact.

## Technology and Digital Transformation

Technology will underpin the transformation of customer experience.

Key developments include:

- Modern telephony systems.
- Customer relationship management platform.
- Automation and artificial intelligence.
- Improved data analytics.

# Workforce Transformation and Culture Change

The programme also focuses on workforce development.

Staff will be supported through training, new tools and improved processes that enable them to resolve issues more effectively.

# Governance and Programme Oversight

Programme governance will be provided through the Modernisation Board and Executive Leadership Team. Regular updates will be provided to the Cabinet member and relevant committees.

Reporting and monitoring will ensure effective oversight of programme delivery.

# Stakeholder Engagement

Stakeholders include councillors, staff, trade unions, residents, community organisations and programme sponsors.

Structured engagement and communication plans will support adoption of the new operating model.



# Monitoring Delivery - Benefits Realisation Framework

Benefits will be tracked through a formal benefits register and monitored through programme governance.

Benefits include financial savings, improved customer satisfaction and increased service efficiency.

## Conclusion

The work of the Policy Development Committee has provided valuable insight into how residents experience council services and how those experiences can be improved.

The Customer Experience Strategy and programme provide a strong foundation for delivering modern, accessible and resident focused services across Redbridge.



If you have any feedback on the strategy, please visit the following page:

<https://www.redbridge.gov.uk/customer-experience-strategy>

