



DRAFT CUSTOMER EXPERIENCE STRATEGY 2020



Contents

Welcome to the Customer Experience Strategy.....	3
Introduction	4
Purpose	4
Scope.....	5
Council's role.....	5
Our Community Promise	6
Background and Context.....	7
Rural City of Wangaratta.....	7
Our Community.....	8
Who are our customers	8
Customer Personas	9
What service we provide	10
How the Customer Service Strategy was developed	11
Assessment Methodology.....	12
Current Council Customer Experience Maturity.....	12
Desired Council Customer Experience Maturity.....	13
Voice of the Customer	14
Where are we going.....	15
Our Community Promises Commitments.....	15
Key Objectives.....	17
Delivery Roadmap.....	18
Budget.....	19
Key Performance Indicators.....	22
Risks & Dependencies	23
Appendices.....	24
Appendix A: Delivery Initiatives	24
Appendix B: Issues Analysis	38
Appendix C: Customer Experience Strategy – Survey Results 2019	39

Welcome to the Customer Experience Strategy

At the Rural City of Wangaratta we want you, our customers, to be at the heart of everything we do. We want to ensure your experience with us is friendly, easy, and convenient. We want to be known as a great council to work with.

Our newly developed Customer Experience Strategy has been defined in collaboration with you, our community. Surveys and workshops have been held to gather your feedback and to inform the future design and delivery of services.

This strategy provides a framework for us to achieve this change, to apply customer thinking to our processes and culture, whilst building accountability for customer service across all council functions.

To enable you to use council services anywhere, anytime – even from the comfort of your own home – technology is paramount. The Strategy anticipates and responds to technology developments and supports where we can make interacting with us even easier for you.

This Customer Experience Strategy is based on the foundation of Our Community Promise. It outlines our approach and ongoing journey towards ultimately delivering a great customer experience for all of you.



Brendan McGrath
Chief Executive Officer



Dean Rees
Mayor

Introduction

This strategy outlines the key principles, strategies, actions, and performance measures for improved customer service experience at the Rural City of Wangaratta.

A Business Health Check 2018 assessment identified opportunities for improvement including implementing a more customer centric service approach. To deliver a seamless customer experience, the Rural City of Wangaratta must focus on:

- Better understanding you, our customers, your journeys and preferred channels, and how to best deliver the services you require and develop the places you prefer to visit; and,
- Developing a more robust and consistent approach to service planning to ensure delivery is customer-led, effective and efficient.

Along with guiding our customer engagement to be the best it can be, this Customer Experience Strategy links with and complements Council's ICT Strategy that will likewise allow and continue to inform our work in delivering the best possible customer experience.

The Rural City of Wangaratta understands that both your needs and those of the organisation are ever evolving and require constant review and modification. The Customer Experience Strategy will ensure that service provision is designed and continues to be delivered to meet your needs, and that service improvements are customer led and outcome focussed.

Council also needs to embrace and invest in the technology and initiatives that will allow us to manage and deliver improved services to you. This strategy promotes the design and implementation of digital services that are responsive when customers are looking do more and more online, through a range of different devices. We will support and encourage you to increasingly interact with us online. We also believe that if you do not seek to use digital channels, you should continue to have the option to interact with us through other forms of service delivery such as via print, telephone or face-to-face.

In order to deliver this transition we have put together this Customer Experience Strategy. This strategy represents a significant organisational commitment to customer service and will guide us to further improve the customer experience at the Rural City of Wangaratta. This plan includes key objectives and supporting actions, which will be implemented to enhance customer service for you.

Purpose

The purpose of the Customer Experience Strategy is to inform how we will transform services to provide an excellent customer experience. It will also set out how we will measure performance and use customer insights and feedback to continuously improve our services.

For the purpose of this strategy, customers can be defined to include individuals and organisations to whom Council provides service. Customers include ratepayers, residents, asset users, daily visitors as well as people passing through the Wangaratta municipality

enroute to another destination. Internal customers include other Council departments and members of staff.

Council's dual role as a service provider and a regulatory body can create situations where not all customer requests can be met. However, Council has an obligation to provide customers with easy, convenient and equitable methods to access services, make requests for service and obtain help. Setting clear expectations of all Council representatives for professional and courteous conduct in all customer interactions, in conjunction with standardised procedures that ensure customers are central in our decision making, will help us achieve our commitment to customers, and will support the community's confidence in us.

The strategy will further support Council's commitment to being recognised as a customer focussed organisation and ensure that customers have an influence on how services are delivered through the opportunity to co-design individual services in collaboration with Council.

Scope

For the purposes of this strategy, customer service refers to contact between Council and those who want or need a product or service from Rural City of Wangaratta. These interactions take a variety of forms including online, telephone, written or in person contact. Customers access our service through various touchpoints – such as interactions at the library, Visitor Information Centre, Wangaratta Art Gallery, Children Services, Wangaratta Performing Arts and Conference Centre and cemetery. This strategy encompasses all service touchpoints and addresses the need to provide a consistent customer service approach.

This strategy also considers services provided between internal customers (employees of Council) to be within its scope. Training across all council employees, customer service statistics, and a common, understood and clearly explained customer service plan to guide all interactions needs to be developed. This strategy identifies the requirement to develop our people to ensure they have the right mindset and right skill to best serve all our customers, whether within or outside of the organisation.

Council's role

Council has a role in being a high-quality service provider, setting standards for customer service that address the needs and expectations of the community. As a service provider, we aim to provide an experience that aligns with the commitments outlined in Council's Community Promise, being to: communicate; involve; be extraordinary; plan and decide; and respond.

We will continually aim to improve service delivery through measuring performance to ensure the quality of service continually satisfies and meets the needs and expectations of customers and community.

Our Community Promise

We promise that we will work our hardest to be a team you can be proud of.

We will not settle for just being seen as the level of government closest to the community - because we see ourselves as part of the community. We will respond to the challenges that face us both as an organisation and as a community, and we will be courageous when hard decisions need to be made. We will lead when our people need us to, and we will work with others to help get the things that really matter happening. We will not be shy to celebrate our success and the success of people in our community – we are proud of what we achieve.

We may not always be able to give you the answers that you want to hear but we promise we will always tell you the truth. We will take the time to talk to you, to listen to you and to help you, and we will always keep you informed of the things you need to know. We will respect the past, and the things that have come before us – whilst being excited and focused on the future. We will look after your tomorrow.

We will acknowledge and respect our position as decision makers, rule enforcers and fee collectors, but we will do so with a humble and responsible approach. We will deliver the things that remind you every day why it's great to be part of our community.

As a team we will continue to look for ways to create, to imagine and to improve. We will focus on understanding ways we can be better at what we do, easier to work with and deliver our services more efficiently. Above all we promise that we will remain driven by the desire to work with you to build an exciting, prosperous and sustainable future.

Background and Context

Rural City of Wangaratta

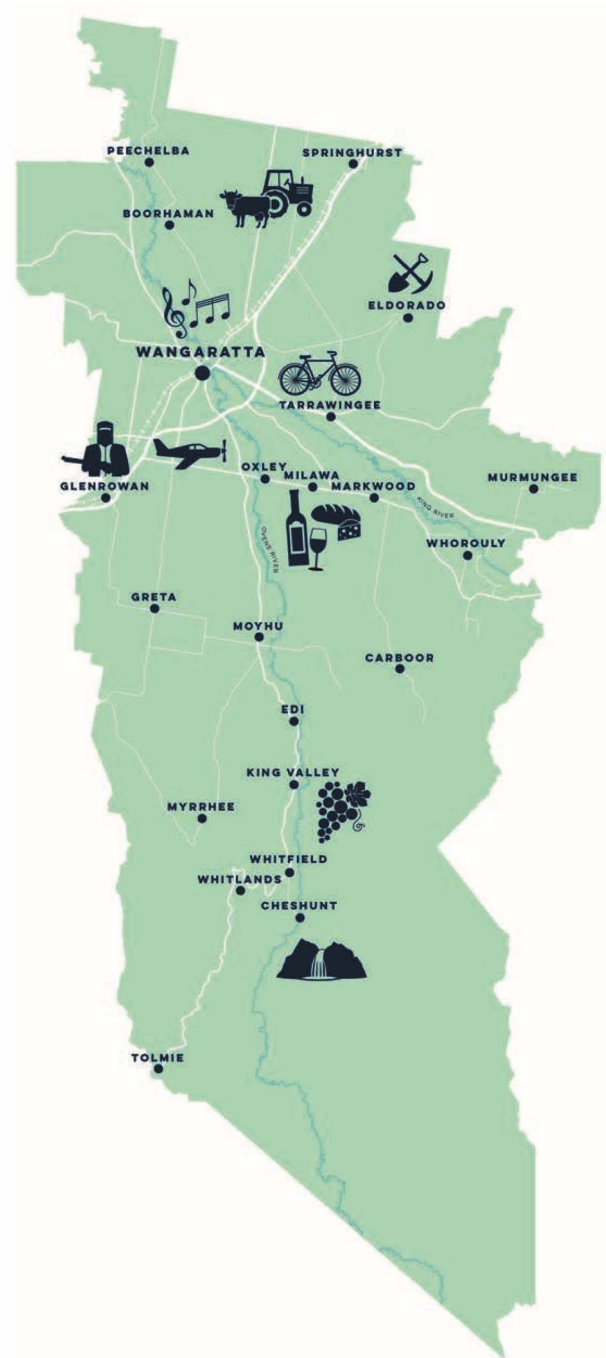
We are the Rural City of Wangaratta, but in truth, we're so much more than that. A municipality that includes both a vibrant city and distinctive rural towns.

We're known for our waterways, our rugged beauty, surrounds of different landscapes as well as being home to some of Australia's best local produce.

Industries include transport and logistics, health services, education and government agencies, small business and a nationally significant agricultural industry.

Our community is a hub for recreational, commercial, educational, tourism and health facilities.

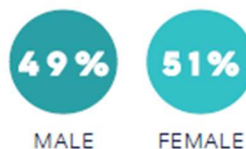
Families value access to childcare and kindergarten services, twenty primary schools, specialist schools and three secondary facilities. Tertiary education includes a TAFE Institute, a centre for continuing education and a campus of Charles Sturt University. The Rural City of Wangaratta is where you can have it all. A quality lifestyle in a vibrant, safe and caring community, at a pace you can enjoy while balancing family and career aspirations. We're the Rural City of more than you can imagine, and that's what makes us a Rural City like no other.



Our Community

29,087

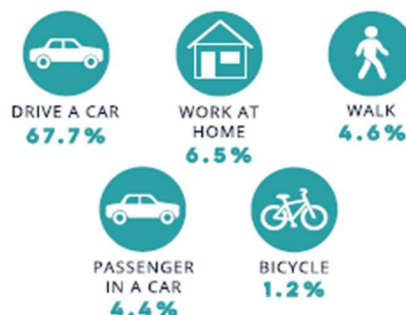
OUR POPULATION 2018



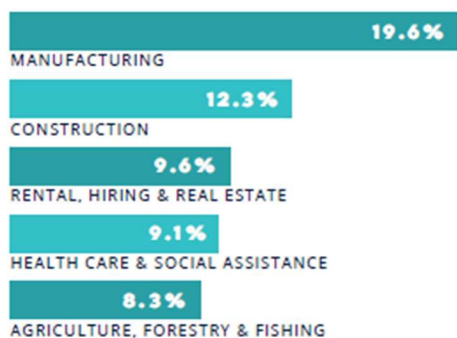
TOP 5 INDUSTRIES OF EMPLOYMENT



TOP 5 WAYS PEOPLE TRAVEL TO WORK



TOP 5 INCOME GENERATORS FOR WANGARATTA*



TOP 5 LANGUAGES SPOKEN AT HOME



25.7% Volunteer Rate

1.3% People who identify as Aboriginal or Torres Strait Islander

19.5% People with at least one parent born overseas

Statistics sourced from the Australian Bureau of Statistics website, Wangaratta LGA Region Data
*Figures from REMPLAN Economy

Who are our customers

Our Municipality is home to such a diverse community, who are provided with a wide range of services. Council's customer base is vast and with varying needs.

Our customers come from a diverse range of backgrounds and interests, therefore their needs and expectations regarding customer service will also be diverse. We at Council need to recognise these needs and deliver a high-quality customer service in order to maximise customer satisfaction.

From residents and ratepayers, to government departments, agencies, visitors and tourists, suppliers and Council's departments and employees. We recognise that not all our customers directly contact Council but still rely on us to provide direction to help our community and deliver essential services.

Customer Personas

These customer personas are an anonymised model that represent the key traits of a large segment of our customers based on the data we have collected. It gives you an insight into what our customers are thinking and doing as they consider potential options to improve their customer experience.

Customer Personas



Name: Amanda
Gender: Female
Age: 34 – 44
Employment Status:
Employed – working full-time

What Council services have you accessed recently?

Planning Application

How did you access these services?

- Website
- Phone
- Face to Face

Overall customer experience rating:

8/10

Pain Points:

- *Being able to access and understand all the information.*
- *Website is very challenging to navigate.*



Name: Norman
Gender: Male
Age: 45-54
Employment Status:
Employed – working full-time

What Council services have you accessed recently?

Customer Action Request

How did you access these services?

- Phone

Overall customer experience rating:

7/10

Pain Points:

- *I want to know that Council has completed my request.*



Name: John
Gender: Male
Age: 34 – 44
Employment Status:
Disabled, not able to work

What Council services have you accessed recently?

*Animal registration
Rates payment*

How did you access these services?

Face to Face

Overall customer experience rating:

8/10

Pain Points:

- *Ability to speak with someone face to face and build a relationship so I can ask for them next time I need assistance.*



Name: Danielle
Gender: Female
Age: 25-34
Employment Status:
Not employed, not looking for work

What Council services have you accessed recently?

Waste Services

How did you access these services?

- Website
- Email

Overall customer experience rating:

5/10

Pain Points:

- *Better customer engagement - Have more opportunities to be heard.*
- *Responses if things will happen or not - how & when.*

What service we provide

Local Government provides some of the largest and most diverse services of any organisation. Rural City of Wangaratta plays a vital role in the community providing services from cradle to grave.

The table below provides an insight into Council's complexity, delivering more than 100 services within the service categories described.

Theme	Service Categories
Community Services	
	<ul style="list-style-type: none"> • Social planning and community wellbeing programs • Partnerships with community organisations • Library services • Community events and festivals • Community grants program • Sporting and recreation facilities, including swimming pools • Arts and Cultural activities • Walking and cycling trails • Provide & support youth development programs • Facilitate high quality service to families and children, young people, the aged, the disabled and the disadvantaged
Public Health and Safety	
	<ul style="list-style-type: none"> • Animal registrations and management • Immunisation programs • Community compliance • Emergency management
Waste Disposal	
	<ul style="list-style-type: none"> • Provide waste, recycle and organics collection • Operate transfer station, organics facility and landfill
Roads, Parks and Public Works	
	<ul style="list-style-type: none"> • Building and maintaining roads and bridges • Providing and maintaining community centres and other public facilities • Caring for parks and gardens
Environmental Sustainability	
	<ul style="list-style-type: none"> • Regulation of activities that affect the quality of the environment • Natural resource management and sustainability programs
Development, Growth & Tourism	
	<ul style="list-style-type: none"> • Plan and regulate how land is used and developed • Regulate development and building compliance • Encourage and attract business and jobs • Regional tourism • Support existing business
Good Governance	
	<ul style="list-style-type: none"> • Community engagement • Financial and revenue management • Human resources and business excellence • Integrity of systems, data and processes that benefit the community • Advocate for services and infrastructure that meet the municipalities existing and future needs • Provide a motivated, responsive, innovative and performance-oriented workforce

How the Customer Service Strategy was developed

In developing this Strategy, Council engaged with the community to understand expectations of customer service provided by Council. Key objectives of the research included:

- Assessing and establishing the community's priorities and satisfaction in relation to their interactions with Council.
- Identifying the community's drivers of satisfaction with the customer experience delivered.
- Identifying current and future expectations of Council service delivery methods/channels.

To facilitate this, a Customer Experience Survey and a series of workshops were undertaken. The results enabled Council to understand levels of satisfaction and expectation within the community.

The survey addressed preferred communication / transaction options and gauged how satisfied customers were with a range of service aspects. The survey also gave customers the opportunity to generally comment on their concerns and service experience.

A questionnaire was made available for completion online via Council's website. A hard copy questionnaire was also available. Survey interviews were undertaken by a Council officer equipped with surface pros and hard copies at pop up stations in cafes throughout the municipality:

- Wangaratta Performing Arts Conference Centre
- Springhurst Hall
- Ineeta Café - Moyhu
- The PreVue - Wangaratta
- Glenrowan Bakehouse & Café
- We had 80 people attend the pop-up stations

The survey was promoted via the following methods:

- Published on Council's website
- Posts on Council's Facebook page promoting the survey
- Invitations to participate in the online survey were emailed to community groups, and
- Option to enter a prize draw to win a \$100 Christmas hamper of local produce.
- We received 142 responses to the survey. Survey results are attached in appendix C

The workshops were held with numerous community groups including:

- Accessibility Reference Group
- Northeast Multicultural Association
- Wangaratta Economic Development and Tourism Advisory Committee
- Youth Development
- Planning Services business customers
- We had 124 participants attend the workshops

We also reviewed Council strategic documents and performance data, analysed RCoW community profile, including future growth forecasts, reviewed internal systems and undertook an external environmental scan of best practice and new technologies.

What our community has told us

Our community told us that:

- They need to continue to have multiple service channel options available, both when contacting Council and when receiving information from Council. The ability to speak to a 'real person' either on the phone or in-person is considered highly important
- Satisfaction with customer service received was high - in relation to aspects such as

- courtesy and friendliness of Council officers
- Some of the main issues identified by the community related to responsiveness, including lack of follow up and timeliness of responses
- The most common words that community members used to describe an ideal customer experience with Council include:
 - friendly, helpful and positive
 - knowledgeable, accurate and informative
 - streamlined, self-service
 - responsive, listened to, consistent
 - easy and simple

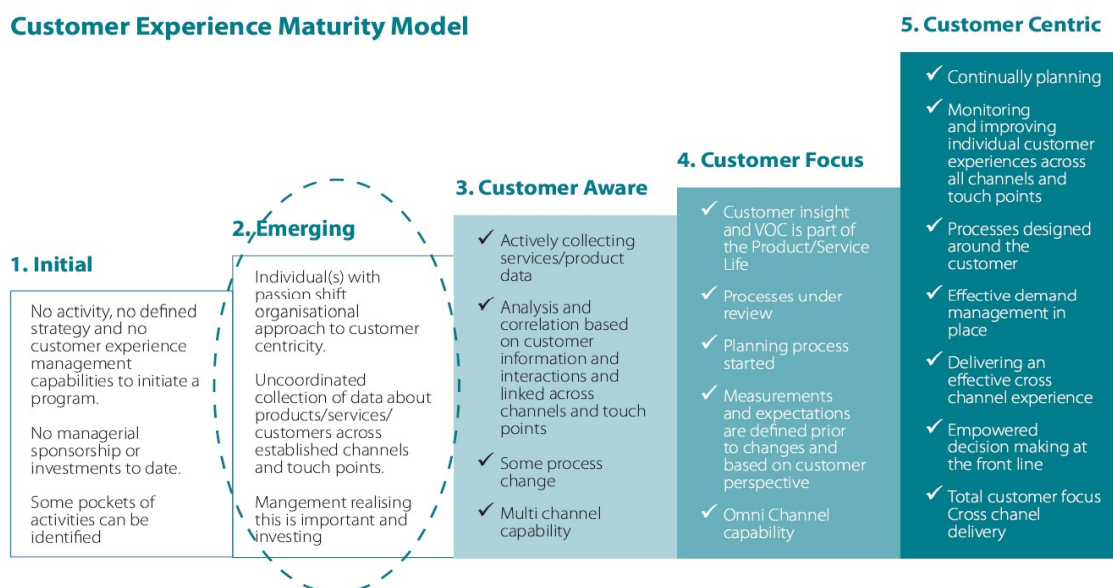
Assessment Methodology

We used the information gathered through the community consultation in conjunction with the below maturity assessment tool to rate council's customer service experience against a maturity scale which ranges from minimal (Level 1) to optimised (Level 5).

The Rural City of Wangaratta is currently in an 'emerging state', where touchpoints, (i.e. where the customer makes contact with the Council) are known across various departments but are generally uncoordinated and inconsistent. Centralising the touchpoints, while ensuring the customer enquiry can be managed at the point of contact is critical to growth in being 'customer aware'. Centralisation of customer touchpoints provides the opportunity for economies of scale, consistency in customer service approach, and visibility of the end to end customer enquiry journey for ongoing improvements. Easy access to, and search for knowledge to respond to customer enquiries, will be critical to success.

Current Council Customer Experience Maturity

Customer Experience Maturity Model



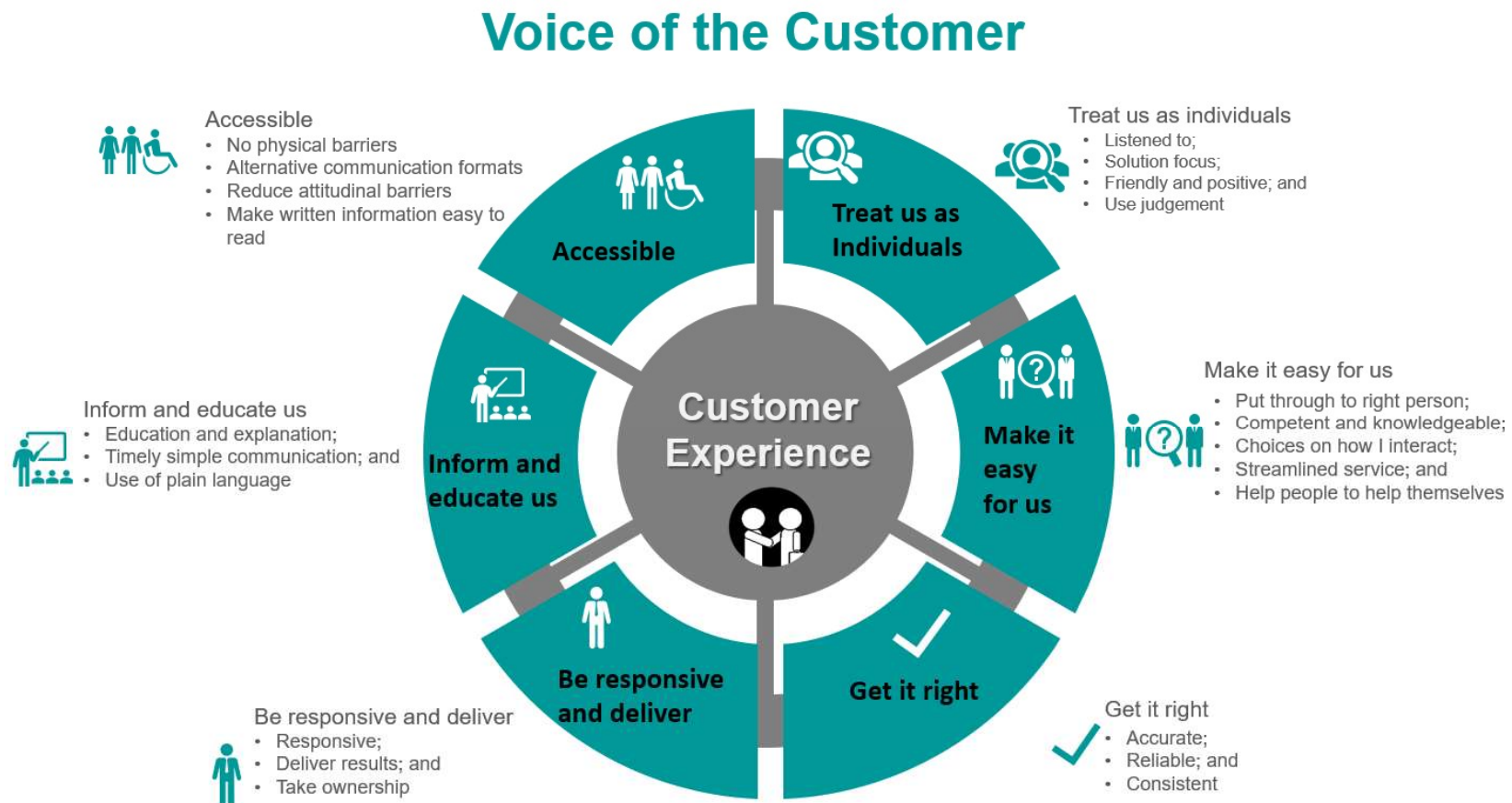
Desired Council Customer Experience Maturity

The framework is intended to represent a "whole of organisation" approach. Irrespective of where in Council people work, a common set of principles and behaviours should apply. The intention is to achieve a common commitment and understanding across the entire organisation, leading to consistency in our customer experience moving forward.

The aim is move from the maturity rating of level 1.5 (Informal and Reactive) to 4 (Customer Focussed) to align with the customer experience strategy principals. Whilst a higher index should be the long-term aim for RCoW, there are significant steps necessary for RCoW to improve its customer experience, thus this strategy identifies a workable target of 4 the organisation for the strategy period.

Voice of the Customer

Voice of the Customer (VoC) is a term that describes customer's feedback about their experiences with and expectations of service. It focuses on customer needs, expectations, understandings, and service improvement. The following illustration provides an overview from feedback that was provided through our community consultation.



Where are we going

A key part of the development of the strategy was through a series of workshops with customers to better understand the environment i.e. the culture, barriers and opportunities for transformation and external challenges facing Wangaratta.

Current State	Future State
Convenience and reliability of information <i>Customers don't trust Council's written information or find it difficult to find and understand.</i>	Convenience and reliability of information <i>Current and correct information is easy to access and understand.</i>
Poor communication and follow-up <i>Customers felt Council was poor in communicating the outcome of requests.</i>	Communication and follow-up <i>Customers are informed and understand how long a request will take to complete.</i>
Complicated or unclear processes <i>Customers indicated that some Council processes are overly complicated and inhibiting service delivery.</i>	Complicated or unclear processes <i>Simplified processes and interactions are seamless across Council</i>
Difficulty accessing Council services and information <i>When Customers require help from Council, they want it to be easy to access and guidance for a successful outcome.</i>	Accessing Council services and information <i>Easy to use multichannel options which are well sign posted and/or enable self-service where wanted.</i>
Lack of accountability and empathy <i>Customer felt passed around by Council and a lack of responsibility with request ownership.</i>	Accountability and empathy <i>Personalised and empathetic approach to every customer's needs. Aim to handle enquiries at first point of contact</i>

Our Community Promises Commitments

We will communicate

- We will be honest – we will tell you the truth even if we know it's not what you want to hear
- We will be transparent and forthcoming with information
- We will be consistent – you will get the same message from us regardless of who tells it
- We will make sense and communicate in a way that is clear and easy to understand
- We will communicate in a way that suits you – not just us

We will involve

- We will be respectful of everyone – you all have the right to participate in conversations with us
- We will be clear about what is possible and what is not – you will know the boundaries of what we do and what we can deliver
- We will encourage everyone to tell us their views – even if you don't agree with a decision we have made or a project we are delivering

- We will talk to you about the things that matter, decisions that will affect you, and changes that may happen
- We will give you a reason to involve yourself in our projects, discussions and plans – you will see how working with us can help benefit the way you live and how our community develops

We will be extraordinary

- We will always look for ways to improve – we will research, explore and review to make sure we are always getting better at what we do
- We will empower our team and the people we work with
- We will put people at the centre of how we make decisions and how we deliver projects and services
- We will learn from our mistakes – we will acknowledge and be accountable, and seek ways to make sure they don't happen again
- We will lead the way in innovation and creativity – we will be brave to try new things and be leaders in our community and our industry
- We will go out of our way to make your day – we will always be friendly, helpful and respectful

We will plan and decide

- We will be thorough and considerate in how we make decisions – we will look at all the information and make sure we understand the options, impacts and potential outcomes
- We will make the tough decisions. We will proactively deal with issues, challenges and priorities as they arise – regardless of their difficulty or complexity
- We will tell you the reasons why we have made decisions and the information we have based them on – we won't have secrets. We know that we are here to make decisions that affect people's lives and the long-term development of our community and we take that responsibility very seriously
- We will be visionary and yet respect the past – we strongly believe that our community has an amazing future and we will make decisions to reflect that, but we value and appreciate the great work that has happened to this point

We will respond

- We will set standards for responding to you – whether it is in person, on the phone, via email or post and we will consistently meet those standards. Getting back to you is a priority
- If you ask us a question we will answer you – in a way that is clear, honest and thorough. You will walk away understanding what we said
- We will respond appropriately on behalf of you, our community. We believe passionately in the future and integrity of our community and we will be active in protecting our reputation
- We will respond to the challenges that face our organisation and community in innovative and effective ways. We will partner, collaborate and advocate to make sure that we all have a sustainable and vibrant future
- We will respond to opportunities with vigour to make sure our community receives all the attention and resources available

Key Objectives

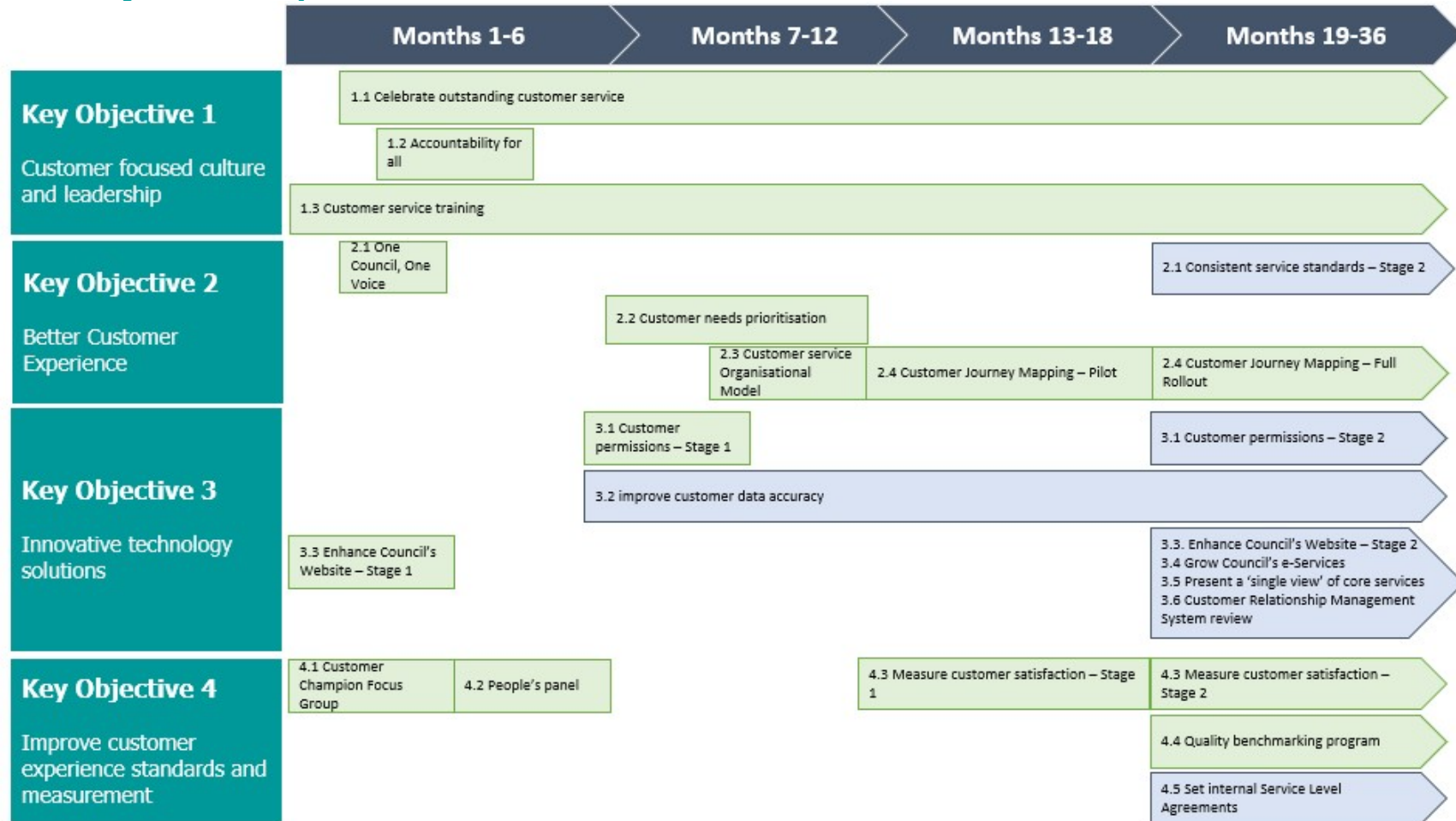
This Customer Experience Strategy sets out a range of improvements that work together to enhance the user experience through improved service delivery, efficiency gains and a holistic approach. These have been grouped together as specific objectives to enable the changes identified to improve the overall customer experience.

The objectives are key in driving the necessary actions to ensure we can deliver our commitments and achieve our vision.

Key Objective 1 Customer focused culture and leadership	Everyone plays their part in delivering a great customer experience. This is vital in delivering on our Community Promise
Key Objective 2 Better customer experience	We understand our customer needs, their satisfaction and customer journeys. We focus on continually improving and streamlining our services, so our customers are provided with an experience that is simple, seamless and easy
Key Objective 3 Innovative technology solutions	Customers can choose when and how they interact with us. Council provides customers with consistent and effective services, developing joined up end to end digital and technological solutions for customers and employees to support a great user experience
Key Objective 4 Improve customer experience standards and measurement	We manage, measure and report our customer interactions to help drive continuous improvement

For a detailed explanation of the actions proposed to deliver these Key Objectives, please see Appendix A.

Delivery Roadmap



Key: Aligned to implementation of Council's ICT Strategy

Budget

The following resources are required to implement the recommended actions. Council's ICT Strategy (Internal document) is also a key enabler and dependency in the delivery of this Customer Experience Strategy. All costs below are estimated and subject to approval via council's annual budget setting process and public consultation.

Actions	Resources	Month 1-6	Month 7-12	Month 13-18	Month 19-24	Year 3	Year 4
1.1 Celebrate outstanding customer service	<ul style="list-style-type: none"> Develop eye-catching collateral Awards 	\$2k (\$600 from P&C Reward budget)	(\$600 from P&C Reward budget)	(\$600 from P&C Reward budget)	(\$600 from P&C Reward budget)	(\$1,200 from P&C Reward budget)	(\$1,200 from P&C Reward budget)
1.3 Customer service training	Develop and deliver training program	(\$30k from Training Budget)	\$20k	\$5k	\$5k	\$10k	\$10k
2.1 One Council, One Voice	Customer Interactions Resource (part time)	(\$15k from Marketing Budget)				\$50k	\$50k
2.3 Customer service organisational model	Project funding to implement new organisational model			\$50k			
2.4 Customer Journey Mapping	<ul style="list-style-type: none"> 1x Customer Experience Analyst Program Launch Develop Training Materials Customer workshop costs 			\$67k	\$48k	\$100k	\$100k

Actions	Resources	Month 1-6	Month 7-12	Month 13-18	Month 19-24	Year 3	Year 4
3.1 Customer permissions	Stage 1: Specialist Privacy advice Stage 2: Update systems		Stage 1: \$7,500		Stage 2: In ICT Strategy Budget		
3.2 Improve customer data accuracy	Implement improved Wide Area Network Implement system improvements	In ICT Strategy Budget			In ICT Strategy Budget		
3.3 Enhance Council's website	Website development					Stage 2: \$50k	
3.4 Grow Council's E-services business model	Support more services and transactions online				In ICT Strategy Budget		
3.5 Present a 'single view' of core Council services	Online 24x7 customer portal Centralised customer database(s)				In ICT Strategy Budget		
3.6 Customer Relationship Management System (CRMS) review	Improved CRM system linked to end-to-end digital workflows				In ICT Strategy Budget		
4.2 People's panel	Panel meeting venue and catering costs		\$500	\$500	\$500	\$1000	\$1000

Actions	Resources	Month 1-6	Month 7-12	Month 13-18	Month 19-24	Year 3	Year 4
4.3 Measure customer satisfaction	Stage 2: Customer Satisfaction Program launch Ongoing licence costs				\$30k	\$20k	\$20k
4.4 Quality benchmarking program (Mystery Shopping)	Mystery Shopping service				\$10k	\$10k	\$10k
4.5 Set internal Service Level Agreements	1x Customer Experience Analyst, 6 months				Incl in 2.4 above		
Total (NEW – one off)		\$2,000	\$28,000	\$122,500	\$93,500	\$241,000	\$191,000

Key Performance Indicators

Collecting customer feedback is vital to ensure we continue to meet customer needs and expectations as they evolve. Customers know what they want and by collecting customer feedback to find out “what” customers are looking for, we will be able to provide a better customer experience. The Rural City of Wangaratta currently measures the time to provide an initial response to a customer but we are not currently able to systematically measure the time to resolve a customer request. We don’t currently measure customer experience and satisfaction. The below are proposed measures that we will implement to measure the successful implementation of this Customer Experience Strategy.

Customer Service KPIs:

- **Time to initially respond to a request:** (in place today but only for requests channelled directly via the Customer Service Team)
- **Time to resolve a request:** (requires Action 3.6 below)
- **Number of attempts made to resolve a request (‘First Point of Contact Resolution Rate’):** (requires Action 3.6 below)

Customer Experience KPIs:

- **Customer Satisfaction Score (CSAT)**

CSAT, evolved from market research surveys, is easy to understand, simple to use, and can be rich in insight. By asking: ‘How would you rate your overall satisfaction with the service you received?’ we find out how satisfied customers feel.

- **Customer Effort Score (CES)**

CES, as the name suggests, focuses on the effort customer needs to put in to interact with you. Typically, the lower the effort, the more satisfied the customer. CES asks a question like: ‘How easy was it to deal with our organisation today?’

- **Employee Service Score (ESS)**

ESS, measures how satisfied a customer was with the specific interaction they had with a member of staff. By asking: ‘How would you rate the service provided to you by <name> today?’ we are able to find out well our customers feel they’ve been served by our employees, enabling sharing of best practice between colleagues and creation of personalised coaching and development plans within teams.

Collection of Customer Feedback

Actions 4.3 and 4.4 below set out projects to capture these new KPI measures. We will begin with a pilot to obtain feedback from customers using periodic satisfaction surveys sent to customers who have recently accessed specific service(s). In line with Council's ICT Strategy, we will then implement an integrated Customer Service Survey tool which will enable us to proactively survey customers in a personalised way immediately after a service interaction, ensuring feedback to the organisation is timely, relevant and specific.

Risks & Dependencies

The following are key risks and dependencies which may influence the successful implementation of this Customer Experience Strategy:

- Availability and allocation of funding may reduce the scope or slow down implementation of the planned activities.
- Capacity and prioritisation of key resource may slow down or reduce the quality of the planned activities.
- Other key organisational programs may slow down embedding activities across the organisation.
- Delivery of council's the ICT Strategy may slow down or require re-ordering of the planned activities.
- Existing budgets may be unable to fund the proposed activities resulting in reduced scope or delivery timelines.
- Lack of visible leadership support may reduce the ability to embed cultural change.
- Data privacy requirements may require key compliance activities to be undertaken before activities requiring proactive customer contact can commence.

Appendices

Appendix A: Delivery Initiatives

Key Objective # 1 - Customer focused culture and leadership

It is vital that we provide customer focused leadership across the whole of the Council. This needs to ensure that we achieve excellent customer experiences from first point of contact to service resolution. Whilst we want to resolve as many issues as possible at first point of contact, we must recognise that the service delivery chain will often cut across different council services and external contractors and we must ensure that for the customer any hand offs are seamless.

This requires effective implementation of a one team culture, a collective ownership of this strategy and a collective commitment to provide the leadership needed for implementation. We want to make sure staff feel empowered to solve problems, make suggestions and continuously improve.

(* Denotes items that can be delivered as Quick Wins)

Actions	Description	Benefit	Resources	Lead
1.1 *Celebrate outstanding customer service	<p>The organisation and leadership demonstrate commitment to delivering the Community Promise.</p> <p>Outstanding service is reinforced by recognising and celebrating staff going the extra mile for our customers.</p>	<p>Drives an outstanding customer experience mindset.</p> <p>Shares with staff real examples of 'extraordinary' customer service (as per our Community Promise).</p> <p>Increases celebration and awareness of positive customer feedback.</p>	<ul style="list-style-type: none"> • Officer time • \$2k Design work to develop eye-catching collateral • \$1,200 reward budget p.a. (from existing P&C Reward budget) 	<ul style="list-style-type: none"> • Customer Experience • People and Culture • Corporate Management Team • Senior Management • Coordinators
1.2 * Accountability for all	<p>Include performance and accountability for customer experience and satisfaction within each job Position Description and Performance Review at Council.</p>	<p>Drives staff behaviour and accountability in job roles.</p>	<ul style="list-style-type: none"> • Officer time • Updated Position Description templates • Redevelopment of Position Descriptions 	<ul style="list-style-type: none"> • Customer Experience • People and Culture • Corporate Management Team • Senior Management • Coordinators

1.3 * Customer service training	<p>Develop a corporate customer service training program that enables our staff to consistently deliver on our Community Promise commitments.</p>	<p>Provide a foundation of customer service skills to all staff</p> <p>Consistent approach across all services</p> <p>Builds a customer first culture</p> <p>Give confidence in managing challenging customer interactions</p>	<ul style="list-style-type: none"> • \$50k to develop and deliver training Budget (\$50k total: \$20k additional funding, \$30k from existing Training Budget) • Staff time 	<ul style="list-style-type: none"> • Customer Experience • People and Culture
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Key Objective # 2 - Better customer experience

Whichever channel people choose to use we will expect customers to have a great experience from initial access to complete service resolution.

We will ensure that where services cannot be fully resolved at first point of contact that any hand offs are smooth and efficient, and that service staff or contract staff contribute appropriately to deliver resolution to agreed service standards.

It is imperative to have processes designed with customer needs at their core. An important consideration is to minimise any unnecessary parts of a process so that duplication and other inefficiencies can be removed.

Council is committed to 'continuous improvement' and will endeavour to streamline and simplify our processes wherever possible. Council will continue to utilise process reengineering techniques having an emphasis on delivering efficient and effective outcomes.

It is also important for Council to engage with its customers when seeking their participation in the redesign of services. Service transformation, while having an aim to improve service accessibility and usability for our customers – has a focus on the design of the service and how they are delivered for the customer.

Actions	Description	Benefits	Resources	Lead
2.1 * Consistent Service Standards (One Council, One Voice)	<p>*Stage 1: One Council, One Voice.</p> <p>Design and implement a 'standard' approach for how we communicate and interact with customers across the organisation.</p> <p>Roll out in conjunction with council's Brand & Marketing Strategy.</p> <p>Stage 2: Centralised and consistent ongoing development of the full customer communications suite (emails, letters, forms etc).</p>	<p>Sets clear expectations and accountabilities for all staff as to how to communicate with customers with 'one voice'.</p> <p>Common tone of voice and standard supporting suite of customer communication templates with consistent branding (letters, face-to-face interactions, emails etc).</p> <p>Customer communication is aligned to Council's Marketing & Branding Strategy.</p>	<p>Stage 1:</p> <ul style="list-style-type: none"> Customer interactions resource to develop templates and training (\$15k from Marketing budget) Brand Strategy Communication Style Guide (dependency) <p>Stage 2:</p> <ul style="list-style-type: none"> ICT Strategy Customer module delivery (dependency) In-house customer communications resource \$50k p.a. x 2 years P/T 	<ul style="list-style-type: none"> Customer Experience Creative Marketing Specialist People & Culture (Training)
2.2 * Customer needs prioritisation	<p>Undertake customer service data gathering and analysis to understand the range and volumes of customer requests and service needs across all of council. This will enable us to</p>	<p>Identify quick-win opportunities to improve and/or eliminate high volume, high complexity and/or high touch-point customer requests.</p>	<ul style="list-style-type: none"> Officer time 	<ul style="list-style-type: none"> Customer Experience Information Technology

	identify which services need to be target for greatest opportunity and impact first.	Expand upon CRMS data which does not currently capture all customer interactions with council.		
2.3 * Customer service organisational model	Investigate different customer experience organisational support models e.g. concierge, one stop-shop, case-management, or hybrid model and develop recommended model for RCOW.	<p>Establish best way for the organisation to optimize first point of contact resolution and how best to support customers through more complex processes.</p> <p>Provide a systematic approach in our delivery of services to customers</p> <p>Clearly articulated employee responsibilities.</p>	<ul style="list-style-type: none"> • Stage 1: Customer Service & Information Management Coordinator • Stage 2: \$50k project funding to implement a new organisational model 	<ul style="list-style-type: none"> • Customer Experience • Corporate Management Team
2.4 Customer Journey Mapping	<p>With our customers, visually map the key experiences they have with us when engaging with council services in 'as-is' and 'go-to' states. Then develop supporting transition plans.</p> <p>This includes capturing customers' motivations, points of interaction, needs and pain points.</p>	<p>Clearly documented and understood services through the eyes of our customers, both where we are today and where we need to get to.</p> <p>Better understanding of customer experience including communication channels and touchpoints for end to end customer journey.</p> <p>Ability to derive insights from customer behaviour which can be</p>	<ul style="list-style-type: none"> • \$100k p.a. covering: • 1x Customer Experience Analyst (\$95k p.a.) • Initial development of training materials (\$15k) • Customer workshop running costs (c.\$5k p.a.) 	<ul style="list-style-type: none"> • Customer Experience • People & Culture • Information Technology • Corporate Management Team • All Directorates •

	Commence with a pilot and further develop approach, training and resourcing model into a rolling program.	<p>used to better design and personalise experiences.</p> <p>Look for value by understanding pain points and avoid costly rework with systems and processes.</p> <p>Identify opportunities to streamline and automate services for customers and employees.</p>	<ul style="list-style-type: none"> • Staff time (note, backfill not included) • Customer time 	
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Key Objective # 3 - Innovative technology solutions

Increasing electronic accessibility to joined-up end-to-end Council services is another core area for customer service improvement. The main way we will do this is through our corporate website. It is important for customers to have easy access to the right information, as well as easy access services to such as making payments, lodging applications and submitting and tracking service requests (e.g. repairing potholes, animal complaints).

For the organisation to be able to understand and report on end-to-end customer request resolution times, it will be essential for our digital services to be joined up in end-to-end workflows.

The future direction of this service channel will involve increased electronic access by a customer to their information to improve self-service capabilities such as viewing past requests or account transactions. The aim is to have all personalised online council services located in one location behind a single customer log-in.

Enhancing Council's e-business capabilities will both meet the increasing needs and expectations of customers in this area, as well as reduce pressure on our traditional channels of customer contact via telephone and service counters.

Actions	Description	Benefit	Resources	Lead
3.1 * Customer permissions	<p>*Stage 1: Define the customer permissions required to ensure Council's adherence to Data Privacy legislation. Review existing Council services, their privacy notices and associated Terms & Conditions to ensure compliance.</p> <p>Stage 2: Update systems to capture the required customer permissions.</p>	<p>Ability to better promote council events and inform our community of the services available to them.</p> <p>An enabler to providing our customers with joined-up digital communications from Council (e.g. e-newsletters, events, rates notices, memberships).</p> <p>Ensure compliance with Data Privacy legislation.</p>	<p>Stage 1:</p> <ul style="list-style-type: none"> \$7,500 Privacy specialist advice Governance and Reporting Advisor Officer time <p>Stage 2:</p> <ul style="list-style-type: none"> ICT Strategy Customer module delivery (dependency – planned) 	<ul style="list-style-type: none"> Governance and Reporting Advisor Information Management Services
3.2 * Improve customer data accuracy	<p>Run an ongoing program to validate customer data records and capture customer phone numbers and email addresses.</p> <p>This requires Customer Service Officers to have instant access to council's CRMS system which is dependent upon delivery of improved IT network capacity (work currently underway).</p>	<p>Improve the completeness and accuracy of customer data.</p> <p>Enable the shift from paper-based to digital communications and processes (e.g. rates, newsletters, e-marketing), helping to keep customers up-to-date, and reducing environmental impact and paper/postage costs.</p>	<ul style="list-style-type: none"> Officer time ICT Strategy Wide Area Network improvements delivery (dependency – in progress) 	<ul style="list-style-type: none"> Current customer data business owners (e.g. Customer Services, Economic Development, Sports & Recreation, PACC, Events, Gallery, Library, Children's Services) Customer Experience

3.3 Enhance Council's website	<p>Enhance council's website with updated branding and a 'mobile first' approach throughout. Make it more intuitive and appealing, with information that's easy to access and understand.</p> <p>*Stage 1: Develop roadmap for website development requirements, including phasing and costings.</p> <p>Stage 2: Commence website development</p>	<p>Promote council's services to the community, businesses and visitors.</p> <p>Drive efficiencies in the management and use of the site by all users.</p> <p>Improve the look and feel, usability and search function.</p> <p>Single source of truth for internal and external customers.</p> <p>More community members look to self-serve online thanks to an intuitive customer experience.</p>	<p>Stage 1:</p> <ul style="list-style-type: none"> • Media and Communications Coordinator • Officer time <p>Stage 2:</p> <ul style="list-style-type: none"> • Website Rebuild \$50k • Brand Strategy (dependency) • Delivery of ICT Strategy modules (dependency) 	<ul style="list-style-type: none"> • Information Technology • Media and Communications • Customer Experience • All directorates • Corporate Management Team
3.4 Grow Council's E-services business model	<p>Design for mobile-first (i.e. ensure all new services can be accessed via a mobile phone, not just on a desktop).</p> <p>Ensure we consider digital transactions and payments via Council's website when designing new, or reviewing existing, customer interactions.</p>	<p>Increased online self-service and transaction volumes. Council's website becomes the first point of reference for more and more community members.</p> <p>Increase the delivery of online forms and transactions on Council's external website.</p> <p>Increase the number of transactional services made available to customers via council's website and emerging technologies.</p>	<ul style="list-style-type: none"> • Delivery of ICT Strategy modules • Application of Council's new ICT Governance Framework (ensure applications for new customer-facing projects optimise e-services) 	<ul style="list-style-type: none"> • Customer Experience • Information Technology • Media and Communications • All Directorates

3.5 Present a 'single view' of core Council services	<p>Enable customers to apply for core services and undertake transactions online 24/7 via a customer portal.</p> <p>This requires centralised customer database(s) for a consolidated view of the customer and core services.</p>	<p>Customers able to access all their information and manage their interactions with the Council through an easy customer portal interface, making it quick and easy to utilise council services.</p> <p>More effective and proactive communications with customers via a central messaging centre.</p>	<ul style="list-style-type: none"> • ICT Strategy Customer module delivery (dependency – planned) 	<ul style="list-style-type: none"> • Information Technology • Customer Experience • Media and Communications
3.6 Customer Relationship Management System (CRMS) review	<p>Implement a solution to manage end-to-end customer interactions with Council, both in terms of lodging and tracking requests and the ability to draw information and intelligence from the system with ease and speed.</p> <p>This requires our services to be supported by digital end-to-end workflows.</p>	<p>Advise customers proactively of the status of their requests throughout the process, through to completion</p> <p>360 view of customer interaction</p> <p>Expand use of CRMS to integrate mail, email and social media platforms onto the one system for requests</p> <p>Able to provide Service Level Agreement reporting on end-to-end customer request resolution times and handover volumes by service.</p>	<ul style="list-style-type: none"> • ICT Strategy Customer module delivery (dependency) 	<ul style="list-style-type: none"> • Customer Experience • Information Technology • Media & Communications • All Directorates

Key Objective # 4 - Improve customer experience standards and measurements

In order to continue improving the customer experience, we need to measure the effectiveness of end-to-end service delivery and to make meaningful evidence-based decisions on who our customers are, their needs and where we can improve. We don't currently measure the overarching customer experience. Today our CRMS data only measures time to respond (not to resolve) a customer request, and a small part of the annual Local Government Community Satisfaction Survey gives us more general community feedback just once per year.

We ultimately want more timely and comprehensive information, to be able to test and improve on what we do and how we do it to benefit our customers and our staff. This gives customers an opportunity to voice their support or concerns. If we do not measure customer feedback, we have no way of testing the success or the validity of any of the work we do.

Actions	Description	Benefit	Resources	Lead
4.1 *Customer champion focus group	Establish a focus group of key customer experience champions. These will regularly meet to align customer experience, business excellence and promote improved customer experience outcomes across all areas of Council.	Understand and identify customer needs Engage and empower passionate members of staff Test and learn approach to improving customer experience	<ul style="list-style-type: none">Officer time	<ul style="list-style-type: none">Customer Experience
4.2 People's panel	Establish a people's panel to ensure direct customer feedback in informing efforts to improve Customer Experience	Change the way we engage with customers Improve services with an "outside in" approach	<ul style="list-style-type: none">Officer timeCustomer time\$1k p.a. for panel meeting catering and venues	<ul style="list-style-type: none">Customer Experience

<p>4.3 * Measure customer satisfaction</p>	<p>*Stage 1: Undertake in-house pilot to capture more relevant and timely customer experience and satisfaction data.</p> <p>Define options, costs and benefits to scale this across the organisation.</p> <p>Stage 2: Implement a cross-organisational Customer Satisfaction survey program for both internal and external customers.</p> <p>Note: This project will be dependent upon having the correct customer permissions and email details.</p>	<p>Ongoing and consistent measurements enable continuous review of our customer needs.</p> <p>Customised insights provided to teams so they understand exactly how they are performing and specific opportunities and pain points to improve for their area.</p>	<p>Stage 1:</p> <ul style="list-style-type: none"> • Customer Experience Coordinator • Office 365 Specialist • 1x internal and 1x external pilot team <p>Stage 2:</p> <ul style="list-style-type: none"> • \$30k for customer satisfaction program launch • Possible ongoing customer satisfaction survey tool licence costs \$20k p.a. • Customer Data Permissions (dependency) 	<ul style="list-style-type: none"> • Customer Experience • Information Technology • Media and Communications • 2x Business Unit Teams • People's Panel
<p>4.4 Quality benchmarking program (Mystery Shopping)</p>	<p>Initiate the introduction of a Mystery Shopping program for relevant Council Services.</p> <p>Service to be undertaken using local and in-house resource.</p>	<p>Setting standards of customer engagement and driving behaviour change</p> <p>Specific analysis for the relevant channels/departments</p> <p>Coaching tool for staff</p>	<ul style="list-style-type: none"> • \$5k initial set up cost • \$10k p.a. ongoing 	<ul style="list-style-type: none"> • Customer Experience • People and Culture • Information Technology

4.5 Set internal Service Level Agreements	<p>Implement Service Level Agreements between internal service providers to ensure external customer service commitments can be delivered in an effective and timely manner.</p>	<p>Continual improvement of Council's products and services.</p> <p>Ongoing monitoring of processes and systems.</p> <p>Decrease in total effort by switching from reactive to proactive.</p>	<ul style="list-style-type: none"> • 1x Customer Experience Analyst, 6 months (already accounted for in 2.4) • Officer time • ICT Strategy delivery (dependency) 	<ul style="list-style-type: none"> • Customer Experience • Information Technology • All Directorates • Corporate Management Team
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Appendix B: Issues Analysis

Customers want more choice and flexibility in how they interact with us

The key to effective communication is a consistent, proactive and seamless service experience across all interactions. There is a need to offer a diverse service, for our different customer types and identify the preferred communication channels for each customer.

There is an expectation from customers their requests are resolved in a timely manner. The customers value knowledgeable employees who can answer questions directly or refer them onto the right person for a resolution. This will add greater value to each customer interaction.

Customers progressively value self-service technologies and mobility

While face to face contact will remain a vital part of our customer interaction, many customers want to find more information themselves as they seek greater autonomy and control over their interactions, information, and service delivery use. Customers expect access to self-service communication tools that are efficient, easy to use and available 24/7 on mobile devices such as Tablets, Smartphones and other emerging devices.

Integrating self-service products and optimising the website for mobile access will greatly improve the customer experience and reduce our cost to serve customers. We will need to engage customers in the design process to ensure the usability and value of our self-service products.

Customers require clarity about our role, our brand and our processes

Customers are looking for a single trusted advisor to provide accurate information to assist them in making informed decisions. Many customers are confused as to who we are and what we do.

Local Government, being a highly regulated organisation operates under a highly complex compliance framework, comprising of many codes and practices within Australia. This makes the task of being able to keep customers informed, updated and educated about our functions and processes a key challenge.

Gaining a greater understanding of the methods our customers use to communicate will allow us to release targeted messages and campaigns to boost brand awareness. Online communication channels such as the website and social media present an opportunity to improve our brand perception. The use of rich media content engages and educates our customers.

Highly valued customer service attributes

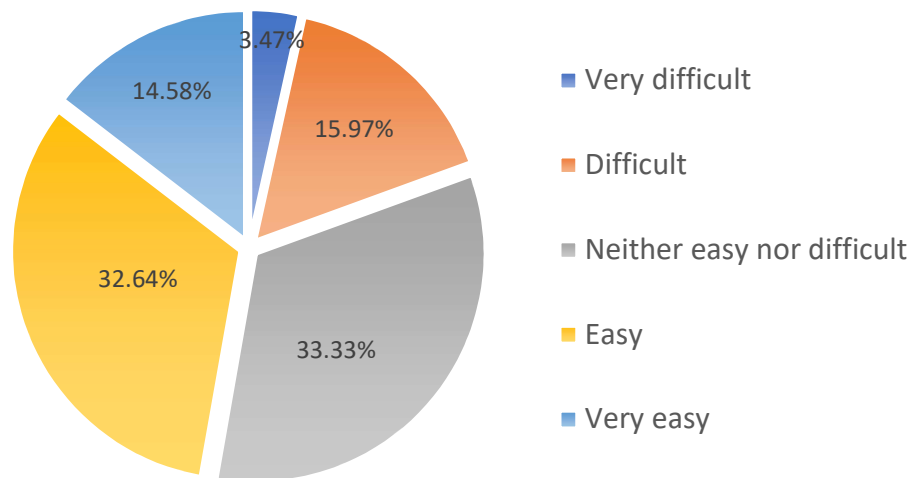
Research indicates there is a set of service attributes all customers highly value. These insights help us to determine where we should place emphasis in our service delivery and changes, we may need to make to serve our customers in a way they most value.

Not all customers are the same

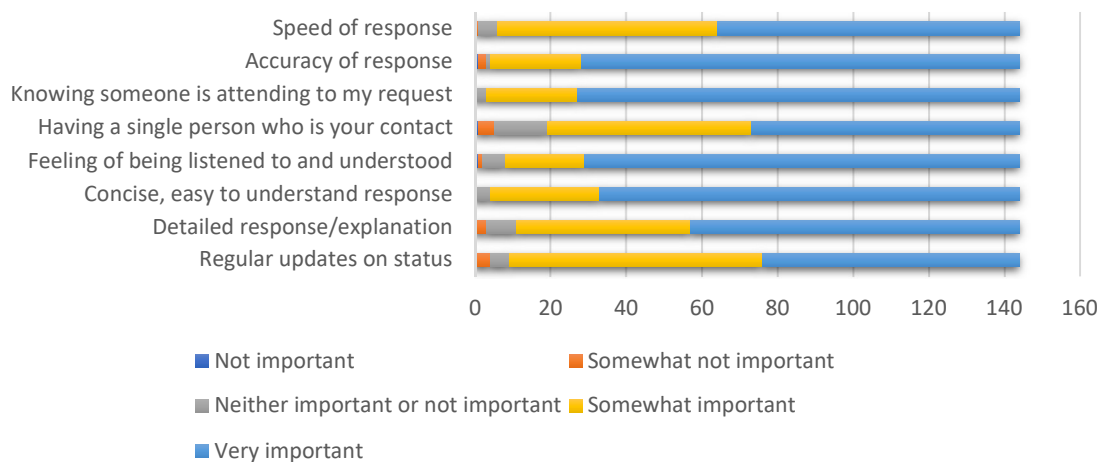
While there are common needs and service attributes across all customers, there are also specific needs that will improve the customer experience. For example, commercial and business customers will have complex development applications that will see their preference for face to face guidance throughout the planning processes. Whereas a customer wanting to book a sporting facility will want to be able to view what is available and when, with the ability to book and pay online without speaking to a Customer Service Officer. It is important we identify our diverse range of customers and have targeted conversations, to identify evolving needs, wants and issues. This will enable delivery against changing expectations.

Appendix C: Customer Experience Strategy – Survey Results 2019

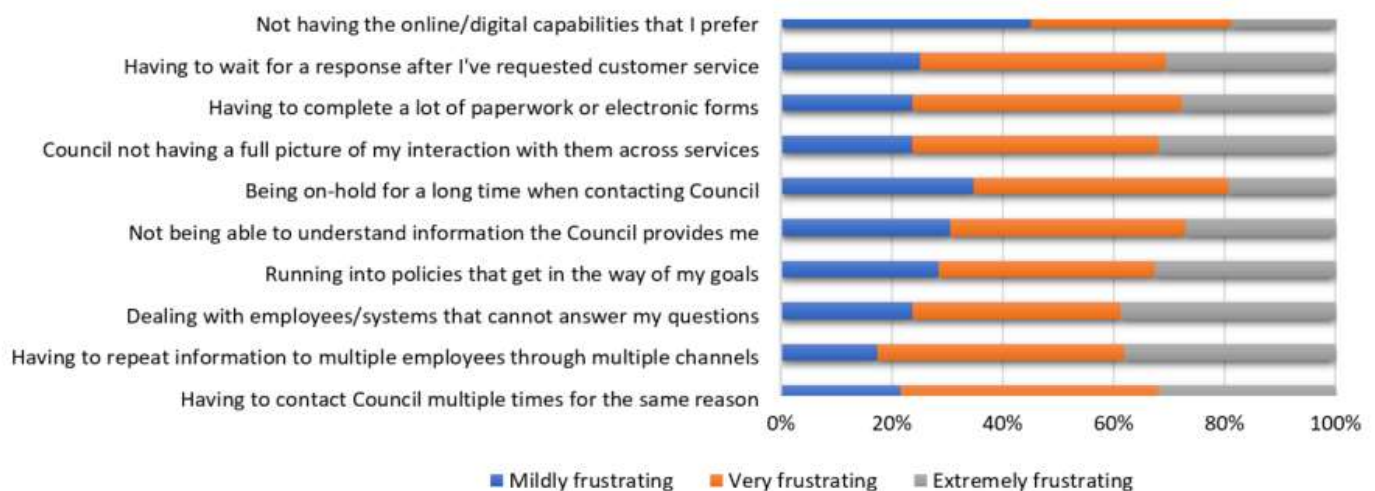
How easy is it to do business with us?



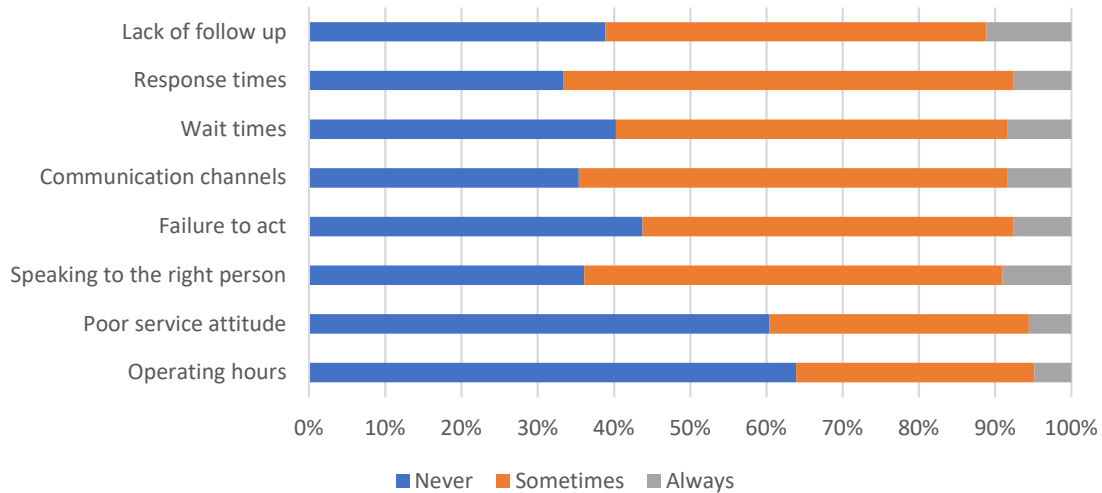
Customers expectations when contacting Council for service, statements rated of importance to customer.



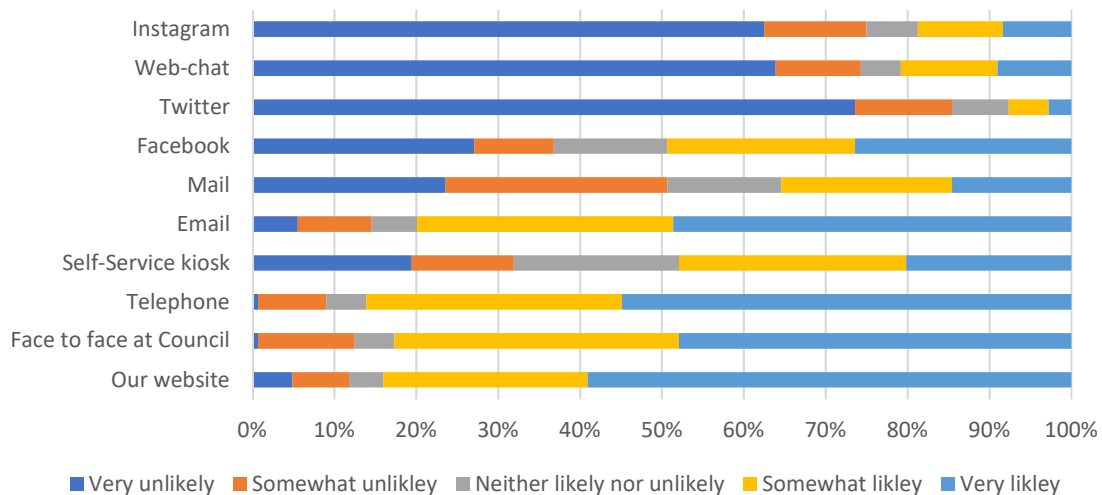
Level of frustration with our services, ranked according to experience.



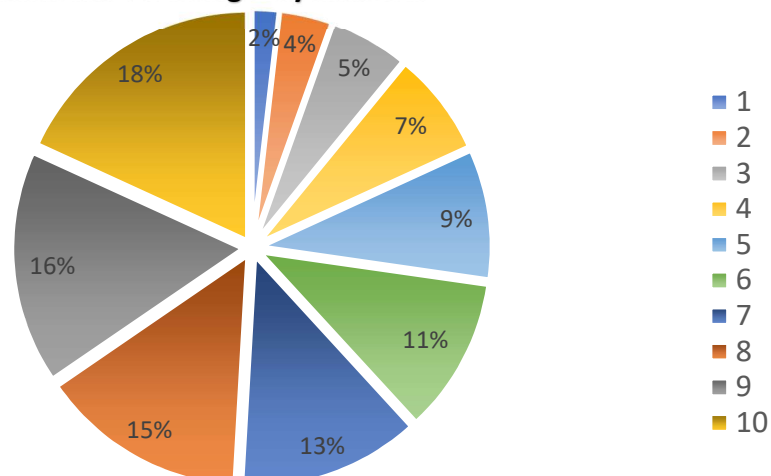
Have any of the following hinderend your interaction with Council?



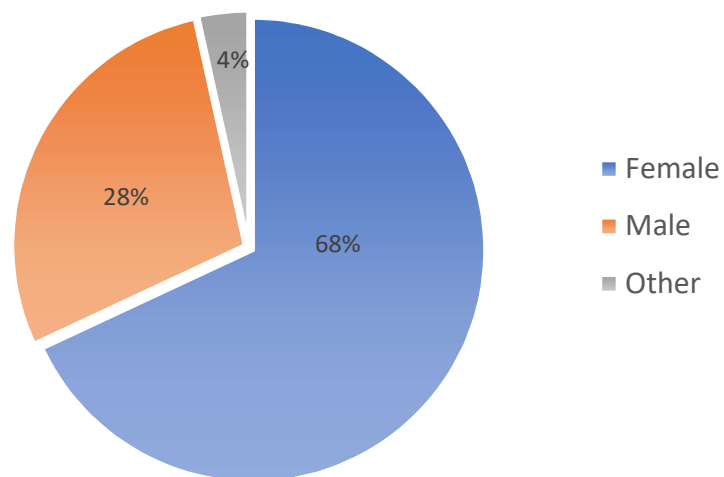
How likely to access Council Services via the following methods?



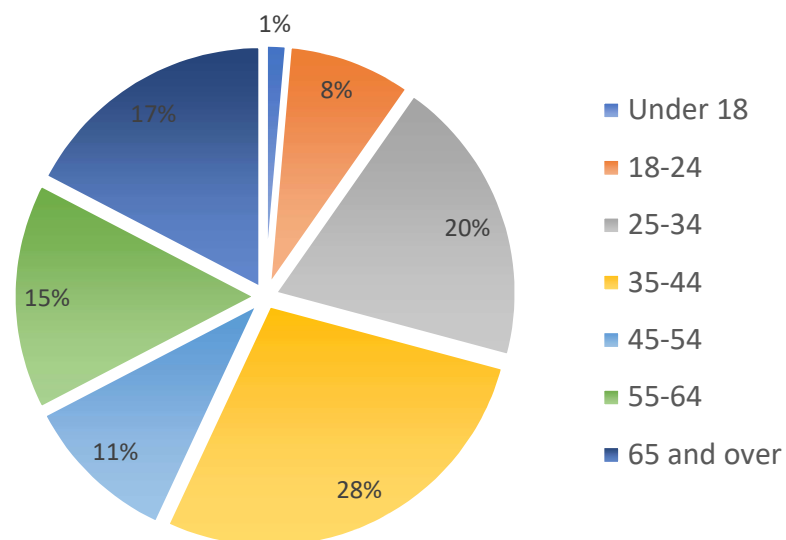
Overall rating of customer experience over the past year? 1 being least satisfied and 10 being very satisfied



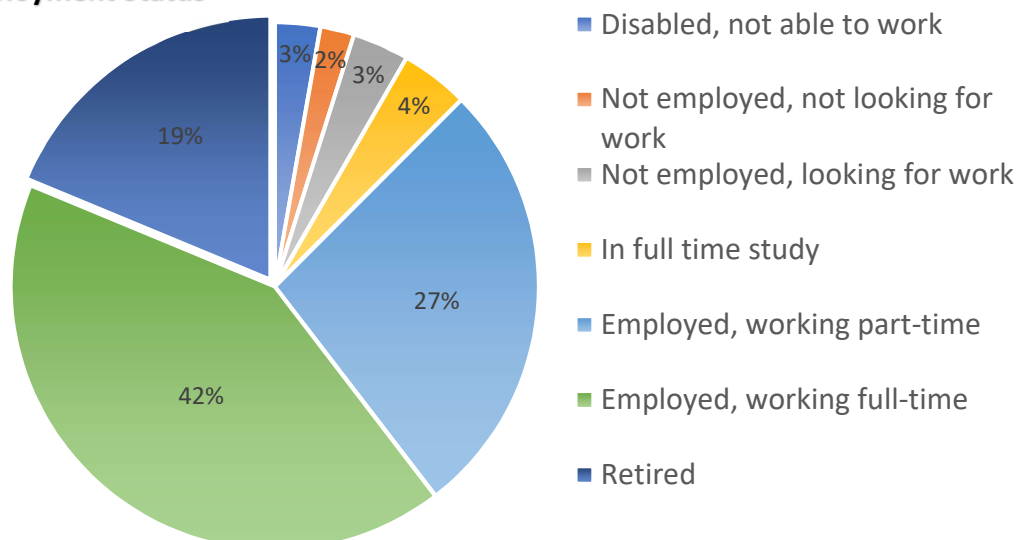
Gender



Age



Employment Status



Do you have any additional needs to improve your access to council services?

- I know council rotate their meetings between areas - but your timetable doesn't always fit in with my timetable so therefore unable to attend - that doesn't mean that I am not interested.
- Some huge expenses that are not run past rate payers is a problem.
- The only thing I will mention is that the steps to access the offices are far too steep.

Are there any Council services you would like us to make available online?

- I prefer the face to face initially with someone I trust. Then happy to be referred by them to the correct person to deal with my interaction.
- I would like council to email me the information page that is submitted to the Chronicle each Friday as I do not regularly purchase the Chronicle but like to stay informed. As I already receive emails from the PAC, there is already a database available. With the unsubscribe button people can easily unsubscribe if required.
- Yes, Home and Community care services and appointments.
- Rate notices.

What changes would we have to make for you to give us a higher rating?

- Listen to the people - More community engagement.
- Staff to carry out responses they make to you. If they say they will get back to you then they should.
- Making sure I know the people who represent council and what they do. Behind the scenes doesn't cut it (In the roles that they perform).
- I have not had a negative experience when dealing with council for many years.
- Perhaps specialist staff to be more aware of customer service.
- More public consultation and knowledge before decisions are made.
- Pleasant front of house people.
- Keep good staff available.
- Phone calls returned when you leave a message or have a question.
- Staff to know what they are talking about.
- I've been very happy with my service, could not have been better. Prompt and informative.
- Continue with the improvement I asked for and not just done once and then never done again.