knox

Our Customer Strategy
2022-2025

Knox City Council

Contents

Message from the Mayor

Cr Marcia Timmers-Leitch
Mayor

Never have we valued where we live more. We've all spent more time closer to home in recent years, and we are all paying much more attention to what is happening around us.

Council services go well beyond roads, rates and rubbish to create this liveable place we are lucky enough to call home.

The moment you walk through your front gate onto the street, Council is there providing services many of us don't give a second thought to until something is not right.

Knox is a diverse community with many and varied needs and aspirations. Council has a long and proud tradition of providing services to help our community thrive and prosper. As our community changes, its expectations of the services we provide are also changing.

As custodians of this magical part of the world, we have a responsibility enshrined in law to balance the needs of everyone to achieve the best outcomes for the community, including future generations.

This includes ensuring the economic, social and environmental sustainability of Knox and the ongoing financial viability of Council. It means we may not be able to always give customers exactly what they want, as we balance these community obligations. First and foremost, we are a service organisation. We know our customers are mostly understanding of the needs we must balance and the complexity of some of the services we provide. For our part, we want to do the best thing for the community.

This strategy describes the steps we will take to truly understand the needs and priorities of our customers, and continually measure our effectiveness in delivering services. With this understanding, we can be calculated and proactive in how we direct our available resources to the things that matter most to our customers.

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Message from the CEO

Bruce Dobson
Chief Executive Officer

Putting the customer at the centre of what we do is a core responsibility of all Council staff, and is fundamental to delivering on the priorities set out in the new Council and Community Plan.

This strategy is a key deliverable on our commitment in the Council Plan to manage our resources effectively, to ensure financial sustainability and improved customer experience.

Whether we have a role on the front line interacting with customers daily or play an enabling role, we all have a responsibility for how our customers experience us.

We deliver a staggering number and range of services. As our services have evolved so have our ways of doing things, which we know can sometimes result in an inconsistent experience for our customers.

This strategy will guide a planned and pragmatic approach to building customer-centric practices in to the way the organisation operates, makes decisions and designs its services for the community.

It will guide our service delivery to focus on customer experience, meeting customer needs through digital innovation and redesigning services.

The rising costs of providing services to a growing community and compounding impacts of rate capping are putting pressure on Council's budget. We need to find new ways of releasing capacity to focus on the things that need more effort and add more value.

Understanding customer needs and priorities will be critical to achieving this. We have a committed and passionate team who, with the right tools, training and access to customer data and feedback, can achieve the vision set out in this strategy.

> **We have a committed and passionate team who, with the right tools, training and access to customer data and feedback, can achieve the vision set out in this strategy.**

1.3. Strategy development

This strategy has been developed following a rigorous research and consultation process, both with our customers and staff. To achieve a customer and data-driven final strategy, we conducted the following research:

- Review of recent customer research and performance results for various key services across Council.
- In-depth interviews of 11 senior managers and 11 frontline staff from a broad range of customer-facing functions.
- Online survey of all staff.
- Phone survey of 300 customers who had contact with Council within the previous three months.
- Online survey of 143 customers who transacted with Council via online channels within the previous three months.
- Workshops with key operational staff to journey map four services as case studies.
- Phone interviews of 40 customers of the four services to understand their experiences in depth.
- Demographic analysis and identification of the most dominant customer segments for Knox using Australia's most comprehensive consumer classification dataset, which provides household-level segmentation, including demographics, financial attributes, lifestyles, attitudes, values, spend behaviour and channel engagement.

Following the analysis of this research, the strategy was developed through an in-depth co-design process, with staff from a range of high-volume service areas working together to develop the core elements and direction of the strategy.

1.4. Strategy purpose

This strategy guides the transformation of how we deliver our services, to ensure focus on better meeting the needs of our customers and fostering a customer-centric service culture, to ultimately improve our customers' experience of our services. It ensures our focus on customers is at the centre of everything we do.

Over the last few years, we have all been reminded of the importance of community, connection and community services.

As community members we have:

- Spent more time at home
- Explored our local area more
- Reached out to help and be helped by our neighbours and community

As a Council and service provider we have:

- Seen an increase in residents' pride in their community
- Noticed increasing customer expectations of us
- Experienced an increase in need for some of our services
- Noticed customers wanting to interact with us in different ways

Knox's inaugural Our Customer Strategy has three main purposes.

1. Deliver better customer service by providing our customers with:

- Easier access to information and services, including self-service models for simple services
- A better user experience with online services
- More support with complex enquiries and complaints

2. Deliver a modern, cost effective and sustainable approach to customer service that will:

- Expand our offering of digital service channels
- Increase internal efficiencies through streamlining processes
- Deliver existing services more efficiently
- Improve customer service capabilities among staff

3. Give direction to our internal programs by focusing on:

- Digital innovation
- Customer-centric service redesign
- Building a customer-centric culture

2. Customer Profile

2.1. Our customers

We have a more diverse range of customers than most organisations across all life stages, abilities, needs and household types. Our customers include residents, non-resident ratepayers, business owners, local workers, visitors and community service users. Our services must accommodate this diversity.
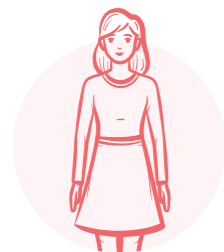
51%
of residents are female

18%
are aged 65 years and over

48%
households are families with one or more children

21%
of people in Knox live by themselves

82%
of dwellings are single detached houses

21%
rent privately

33%
of residents were born overseas

29%
speak a language other than English at home

14,046
businesses in Knox

30%
of residents work in Knox

5%
of people require assistance in their day-to-day lives due to disability

10%
have no internet connection at home

2.2. Customer needs

Our research indicates that there are opportunities to realign service delivery channels and reallocate resources to better meet the needs and priorities of our customers.

72%
of enquiries are simple
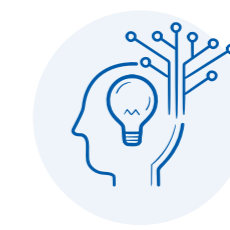
46%
use the website before calling

14%
prefer calling

Customers are increasingly using online channels for services and access to information. Almost 50% of customers now access the website before calling Council.

More than 70% of phone enquiries to Council are for information or simple requests. By increasing the availability and ease of our online services, we can transition the majority of these interactions to online channels to better meet the needs of these customers, while always preserving the option of calling for those who prefer. Surprisingly, only 14% of customers prefer calling Council to seek information.

Increased uptake of online channels will enable us to reduce the time staff spend on dealing with simple requests, and allow for more time to be spent on assisting customers with complex enquiries and complaints, and going the extra mile. Aligning our service delivery channels with customer preferences will provide a more efficient and sustainable customer service model.

Feedback from our customers shows the attributes they value the most are staff going the extra mile, being given the correct information and dealing with knowledgeable staff. Customers told us they value knowledgeable and professional staff who listen to, and understand, their needs and take accountability for resolving their requests.

Extra mile

Information

Knowledgeable

‘It was just prompt. Both people I dealt with were very professional. She was very friendly and helpful. She didn't know the answer but she got someone to call me back from the right department.’

‘I was given clear information and I didn't really have to ask further questions.’

‘We didn't have to follow up anything. It was straightforward.’

‘The consultant was excellent. They were able to listen to where the query needed to go, they let me know what was happening. They were very personable and fantastic communication.’

‘Because it was easy, they got on to me straight away. No need to call back.’

2.3. Customer segments

In order to provide a more personalised service and understanding of customer needs, we have identified six key customer segments for Knox.

Over time we will capture personal preferences and special needs for all of our customers. We will start refining our services based on customer segments and personas representing those segments. As we start to capture more data on our customers, and in the context of already increasing cyber security threats, it will be critical for our customers' trust in Council for us to be transparent about what data we collect and what security measures we have in place to protect their personal data.

As our customer relationship management capabilities improve, we will be able to track individual customer journeys, anticipate customer needs and help customers more proactively.

Customer segmentation will help us to:

Improve service design by:

- Tailoring services to customer needs
- Enabling flexibility to deal with individual requirements

Improve service delivery by:

- Providing a better understanding of customer priorities
- Communicating with customers according to their preferences

Support a customer-centric culture by:

- Helping staff to 'walk in the customer's shoes'
- Encouraging staff to anticipate and respond to unspoken needs

The six customer segments were developed using a tool that collates more than a thousand commercially available data sets from various sources. This provides a detailed and granular view of socio-demographic profiles at a household and neighbourhood level to enable a rich and detailed understanding of consumer behaviours and preferences. The following six segments directly represent 56% of Knox residents plus another 26% of Knox residents who are in 'similar' segments.

Case study: Creation of business support service for local businesses

Local business owners told us that the process of starting a new business or expanding an existing one was a daunting task, requiring many decisions, actions and applications with various agencies, including multiple departments within Council.

We invited business owners who had recently gone through a start-up or expansion phase to share their feedback and tell us their story of navigating the range of Council applications, approvals and assessments they needed to comply with. We learnt of the struggles they faced when trying to get the right information from us in a timely manner.

The various Council departments involved in supporting business owners through

this process came together to better understand the needs of these customers. We mapped out the internal processes in place at the time, looking at barriers and better ways to do things. We designed a new process for assisting start-ups and expansions so they can get all the right information up front, and providing support along the way.

Out of this process, the Knox Permit Support team was born, creating a one-stop-shop for business owners to bring their proposal to Council and have the relevant departments provide advice on what permits are needed. This service aims to make it easier for business owners to find the information they need through a start-up or expansion phase of their business.

Profile	Description	% of Knox households	Aspirations	Pain points
Spacious traditions	Middle aged families with school children	14%	Work life balance Looking and feeling good	Getting the run around Wasting time
New found freedom	Established mature families with adult children	14%	Connection to community Reducing environmental footprint	Inconsistency in decisions and processes Disconnects between different Council services
Schools and bills	Younger families with young children	9%	Healthy fun for family Paying off the mortgage	Safety concerns around children growing up Things taking too long
Backyards and mates	Single, younger middle Australia	8%	Settling down and owning a home Making the local sporting team	Getting the run around Work-life balance around commuting
Realistic horizons	Couples and divorced or never married singles	7%	Rebuilding economic self-sufficiency Staying fit and healthy	Feeling isolated Lacking confidence to participate
Solo seniors	Single retirees living in outer suburbs	4%	Family time with grandkids Maintaining their independence	Adapting to change Being patronised due to age

3. Council Services

3.1. Our services

We provide services to support community members throughout their lives, and the range of services provided by local government is more diverse than any other sector. This diversity of services presents challenges and requires a complex range of capabilities, systems and skills.

This strategy will help us deliver dual aspirations for our services, that is, continual improvement of service delivery in each team and a more consistent organisation-wide approach to customer experience.

Aged and Disability Support

Animal Management

Aquatic Facilities

Bridges and Culvert Maintenance

Building and Property Management

Cemeteries

Children and Family Services

Civic Beautification

Community Care

Community Grants

Community Halls and Facilities

Customer Service

Drainage

Economic and Business Development

Emergency Management

Environmental Management

Events

Facilities

Footpaths and Pathway Maintenance

Home Support Care Services

Indigenous Affairs

Infrastructure Maintenance

Libraries

Local Law Enforcement

Maternal and Child Health

Parks and Gardens Maintenance

Performing Arts

Playgrounds

Public Health Services

Public Lighting

Recreation Development

Road Maintenance

School Crossings

Sports Facilities

Stormwater

Street Cleaning

Town Planning

Transport and Traffic

Waste Management

Water Management & Irrigation

Youth Services

Page 14 Statistics

- **57,621** — online service requests received
- **4,892** — visits to Council's Customer Service Centre
- **83,725** — phone calls received, with 82% resolved at the first point of contact
- **32,299** — hard waste bookings lodged
- **4840** — children provided with maternal and child health (MCH) services
- **1,559** — MCH four-week key age and stage visits
- **4,004** — infants and children immunised
- **1,965** — animal management requests received
- **696,928** — physical library items loaned
- **709,358** — digital library items loaned
- **1,073** — planning applications received
- **2,212** — community transport trips made
- **180,771** — visits to aquatic facilities
- **2,462** — trees planted
- **209** — playgrounds maintained
- **1,242km** — of footpaths maintained
- **40,979** — drainage pits maintained
- **725km** — of local roads maintained
- **64** — sportsgrounds and major reserves maintained
- **279** — Council-owned buildings maintained
- **21,575m²** — of graffiti removed from Knox Council's assets

3.2. Service performance

Customer research has shown encouraging baseline performance results across a number of key customer experience measures. Benchmarking results against 10 other participating councils revealed that we performed above average in several key metrics, including overall customer satisfaction, ease, first point of contact resolution and service delivery satisfaction, as shown below.

Despite these encouraging results, detailed analysis of customer feedback shows distinct gaps in service delivery. There are two main opportunities for improvement.

1. Increase the availability and ease of online self-service options

We can increase the availability and ease of online self-service options to provide customers with the same levels of satisfaction as staffed channels, while encouraging customers towards lower cost online channels. Customers perceive our online services, including online forms and emails, as difficult and unsatisfactory:

- 37% of customers expressed dissatisfaction with our website, while only 31% expressed high satisfaction
- Customers rated our phone channel 8.0/10 for ease of use, while they rated our online channels only 5.8/10
- Customers rated our phone channel 7.8/10 for overall satisfaction, while they rated our online channels only 5.3/10

This disparity in service perceptions by channel is driving customers from using lower cost online channels to higher cost channels, such as phone and in person at the customer service counter.

Overall satisfaction		Ease		First contact resolution	
7.0	6.1	7.3	6.4	60%	53%
				% queries resolved in one call	

Service delivery satisfaction		Department satisfaction		First point of contact satisfaction	
8.0	6.7	6.8	5.8	8.0	7.3
n= 196		n= 158		n= 425	

■ Knox City Council result   ■ Average result of 10 other participating councils

Overall satisfaction		Ease		First contact resolution	
Average score	7.0	Average score	7.4	% of queries resolved in one interaction	60%
Phone	7.8	Phone	8.0	Phone	64%
Website	5.3	Website	5.8	Website	51%

Knox City Council sample: n=436

2. Provide customers with more support and assistance for complex enquiries and complaints

We can streamline complex services, enquiries and complaints with a concierge or case management approach to improve customer outcomes and satisfaction. Customer satisfaction with simple services is significantly higher than complex services:

- Customers rated their satisfaction with simple services 7.9/10, while their satisfaction with complex services only 6.3/10
- Sentiment analysis of customer verbatim feedback shows that human factors have an overwhelmingly positive sentiment, whereas process factors have as much negative as positive sentiment

These insights indicate that expert staff should focus their attention on supporting customers with complex services, enquiries and complaints, rather than spend time processing simple service requests. With 72% of customer contacts being either requests for information or simple requests that may be completed online, this presents a significant opportunity to redirect staff resources to deliver higher value customer service for our customers.

"I just rang and she organised everything straight away. Gave me information of when to put it out. Told me what I could and couldn't put out. It was just easy. I don't even think she put me through to anyone else. She organised it all herself."

"Because they were able to resolve what I needed to know. It was a little bit complicated. I got a return email within the 10 days specified."

"Because the guy I spoke to contacted me after I put my complaint in and went through a dot point of my concerns. It took him a few weeks to contact the owner, but he persisted and came up with a resolution and then he contacted me back. The issue is now resolved because of his persistence -they have gotten rid of the rats."

3.3. Balancing customer expectations with the roles of Council

Council has many roles, each with obligations and responsibilities. Sometimes we may not be able to give an individual customer the outcome they desire, as sometimes an individual request clashes with our obligations to the community or our legal obligations. When this occurs, we need to spend time with the individual customer to help them understand what we can do and what we can't do.

We want to offer individual customers the best experience that we can, while balancing our obligations to the wider community. Setting realistic expectations is important so that customers have an understanding of what is realistic and actionable, and are less likely to have cause for disappointment, which may lead to escalations.

Case study: Balancing different customer needs and regulatory roles

Sathya and Raj's adult children have recently moved out of the family home. They want to subdivide their property so they can build a new townhouse in the backyard, and then sell their family home to downsize their mortgage so they can retire sooner.

Sathya makes a planning application to build the townhouse and subdivide.

Their neighbours, Emily and Zac have three children under eight years old. They are concerned that a two-storey townhouse at the rear of the block will overlook their backyard where their children play and they entertain friends and family.

Emily lodges an objection to the planning application to build a townhouse at the back of the block.

Lily has lived most of her life on the same street and is fond of two large trees within Sathya and Raj's backyard. Lily lodges an

objection to the application in response to plans to cut down the two large trees to make way for the new townhouse.

Kylie is the Council planning officer who assesses the planning application and objections. Kylie must ensure that the planning application complies with the rules set out in the Knox Planning Scheme for the property. She considers all the objections and seeks to mediate a solution that meets the planning scheme and all customer needs, even though they are conflicting. She approves the application with conditions that require windows overlooking Emily's backyard to be obscured and replacement trees must be planted.

While Sathya, Emily or Lily may not get exactly what they want, they all get a fair hearing, they understand the reasons for the decision and the service experience is respectful, clear and timely.

4. Strategy

4.1. Vision

Our vision will guide our aspirations and journey.

Our customers are highly satisfied because we are easy to deal with, our services meet their needs and our people go the extra mile to help while balancing our community obligations.

4.2. Values

Our values are the foundations to our success and culture at Knox. They represent what we stand for, inspire us and create a shared understanding to align the way we work with our vision and purpose. This is how they can be applied to achieving great customer outcomes.

Make a difference daily

We are friendly and helpful. We listen to understand our customers' needs. We return calls and respond to emails promptly and tell customers what we can do to help or where else they can get help.

We help customers understand what happens next and the likely timeframes. We do what we say we are going to do and keep customers in the loop of our progress. We encourage customers to provide feedback when something isn't right and we take quick action to resolve problems.

Inspire and facilitate success

We actively seek feedback from customers to help us design services and processes to match their needs. We are curious about how well our services are meeting these needs. We use customer feedback to make changes and improve our services.

We measure our performance and our customers' satisfaction to understand how we can make the best use of our resources. We analyse complaints to learn and improve and empower our frontline staff to resolve problems. We celebrate great customer moments and inspire our teams to achieve outstanding customer outcomes.

Think big act bold

We see opportunities to improve how our customers experience our services and feel compelled to try new things. We challenge the status quo and actively seek out ways to reimagine how we deliver services.

We share our success, learn from each other and build on ideas to achieve better outcomes for our customers. We reach beyond our own remit, collaborate with each other and find a way to make our ideas come to fruition.

Do what is right (not what is easy)

We are all accountable for upholding our customer promises. We encourage positive and negative feedback. We respond promptly and professionally, even when delivering bad news or having difficult conversations.

We provide our customers with a coordinated response, when there are multiple related issues or considerations involved in achieving a resolution, and help them navigate the complexity of Council.

4.3 Customer promises

Our customer promises are our commitments to our customers.

- We care: we listen and take the time to understand you and what you need
- We're helpful: we're easy to deal with, professional and focused on clear, practical outcomes
- We're fair: we work to meet your needs, while balancing our community obligations
- We're knowledgeable: we'll let you know what we can do to help and help you anticipate what else you might need
- We're accountable: we'll guide you through the next steps, always follow through and work with our colleagues to keep you informed of our progress

4.4. Goals and strategies

Our goals and strategies summarise the key areas of focus for us over the next three years. These strategies will strengthen the foundations for a more sophisticated approach to customer experience, an approach that will provide customers with a better experience and be more cost effective and sustainable for Council. They will define our ongoing programs of work throughout 2022-2025 that support our goals and coordinate our actions.

Goals	Strategies
1. Understand our customers' needs and priorities	1.1. Develop an ongoing customer listening program
	1.2. Create and maintain a single view of customer interactions
	1.3. Develop a more personalised customer understanding
2. Improve our customer service capabilities	2.1. Increase choice and flexibility of channels for contacting Council and receiving updates
	2.2. Develop more user-friendly self-service options
	2.3. Provide more visibility of the status of requests and complaints
	2.4. Build capability to design services that meet customer needs
3. Build a customer-focused culture	3.1. Embed a customer experience focus in organisational strategy and planning
	3.2. Establish customer experience service delivery standards and expectations
	3.3. Build a positive culture and good practice in complaint handling
	3.4. Promote clear accountability for customer satisfaction among staff
	3.5. Invest in improved staff customer experience awareness and skills
4. Use data to drive better performance	4.1. Establish an organisation-wide customer experience performance measurement and monitoring program
	4.2. Enable transparency of customer experience performance
	4.3 - Develop a better understanding of the economics of service

5. Way forward

5.1. Actions

Actions have been identified to progress each strategy in pursuit of our goals and long-term vision. The actions form our roadmap with timeframes, costings and accountabilities. They have been selected to align with, and leverage, other organisational initiatives and business planning practices to embed customer focus in our everyday work. They are pragmatic and practical for teams to implement. Actions that require upfront investment of time and resources will have a significant return on investment, with resource savings from improving customer experience and reducing administrative effort, enabling resources to be redirected to more high value work.

5.2. Metrics

We will use metrics to track our implementation progress and customer experience improvements. Key Performance Indicators (KPIs) will focus on a few metrics that matter most, and will apply at a service, departmental, divisional and organisational level. This will include metrics focused on:

- **Customer satisfaction:** This measures the sentiment, feeling and emotion of a customer interaction or relationship.

- **Ease:** This measures how easy a customer found it to deal with us or use our services.

- **Success:** This measures service delivery, service outcomes and includes a measure of time and a measure of quality.

- **Cost to serve:** This measures how costly our services and channels are, and will be included once we build the technology capabilities and data collection regimes to support accurate measurement.

Measuring and monitoring our performance on these metrics, and analysing the underlying data, will allow us to better understand the drivers of what satisfies our customers and how easy they find our services. These insights will provide guidance for our continuous improvement initiatives across Council, which are critical to our success in a resource constrained environment.

5.3. Key success factors

The implementation plan will include a change management plan, which is considerate of:

- Ensuring the organisation-wide customer experience initiatives are practical for each team and embed a customer focus in our ways of working, rather than adding customer experience as an extra requirement.

- Providing staff with ongoing training and support to make and sustain changes.

- Aligning the roadmap with other major organisational strategies and initiatives, including the Council Plan, Thrive, the ICT Strategy and the Community Engagement Framework.

- Utilising our existing capabilities and leveraging examples of internal best practice.

Addressing these key success factors within the implementation of the Our Customer Strategy and Roadmap will increase the probability of successful outcomes.

5.4. Progress monitoring

We will monitor our progress in two streams:

- Roadmap management monitoring
- We will monitor the progress of our roadmap actions to schedule and budget, and against milestones and deliverables
- Customer experience monitoring
- We will monitor the customer experience outcomes, improvements and benefits we have realised as a result of implementation of our roadmap actions

We will communicate our progress regularly to the organisation and the community. We will conduct a midpoint review of the roadmap to ensure the actions we have identified are still achieving the goals of the strategy.

5.5. Roadmap

Goal	Strategy	Action	Y1	Y2	Y3	Cost	Partners
1 - Understand our customers' needs and priorities	1.1 - Develop an ongoing customer listening program	1.1.1 - Implement a Voice of the Customer program and roll out organisation wide, automated customer listening surveys	✓	✓	✓	$50k (year 1) $40k (p/a ongoing) within budget	Chief Information Officer
		1.1.2 - Identify opportunities through business planning and service review processes to capture customer feedback at the service level	✓			Within existing resources	Strategy and Transformation
	1.2 - Create and maintain a single view of customer interactions	1.2.1 - Improve master data management, include consolidating the NARs (name and address registers)		✓	✓	$1.25m budgeted in ICT Strategy	Customer and Communications
		1.2.2 - Implement a CRM (customer relationship management) system			✓	$1.68m budgeted in ICT Strategy	Customer and Communications
	1.3 - Develop a more personalised customer understanding	1.3.1 - Build a library of customer personas	✓	✓	✓	Within existing resources	
		1.3.2 - Develop a customer profile standard to inform CRM design		✓		Within existing resources	
2 - Improve our customer service capabilities	2.1 - Increase choice and flexibility of channels for contacting Council and receiving updates	2.1.1 - Capture individual customer contact preferences	✓	✓	✓	Within existing resources	
		2.1.2 - Conduct a trial of live chat		✓		Within existing resources	
	2.2 - Develop more user friendly self-service options	2.2.1 - Develop a Digital Roadmap	✓			$66k within budget	
		2.2.2 - Improve the user experience of ePathway forms	✓	✓	✓	Subject to prioritisation in Pathway program ($90k p/a within budget)	Customer and Communications
		2.2.3 - Replace PDF forms with online forms	✓	✓		Within existing resources	
		2.2.4 - Integrate online forms with Pathway to eliminate ePathway			✓	$525k budgeted in ICT Strategy	Customer and Communications
	2.3 - Provide more visibility of the status of requests and complaints	2.3.1 - Set up automated email and SMS progress updates for customer requests	✓	✓		Subject to prioritisation in Pathway program ($90k p/a within budget)	
		2.3.2 - Set up automated emails on next steps and timeframes tailored to each service	✓	✓		Within existing resources	Chief Information Officer
		2.3.3 - Review web content to ensure that next steps and timeframes are clear for all request and application types	✓			Within existing resources	
		2.3.4 - Integrate Confirm with Pathway	✓			$1.5m budgeted in ICT Strategy for Confirm project	Chief Information Officer
		2.3.5 - Develop functionality on the website to allow customers to check the status of their requests online without having to log on	✓	✓		Cost to be confirmed	Chief Information Officer
		2.3.6 - Establish an online customer portal for customers to view progress of requests and personal transactions			✓	$525k budgeted in ICT Strategy	Customer and Communications
	2.4 - Build capability to design services that meet customer needs	2.4.1 - Develop a customer journey mapping methodology and program linked to ICT investment, service reviews and business planning		✓		Within existing resources	
		2.4.2 - Develop service design capability		✓	✓	Subject to future budget deliberation	

Goal	Strategy	Action	Y1	Y2	Y3	Cost	Partners
3 - Build a customer-focused culture	3.1 - Embed a customer experience focus in organisational strategy and planning	3.1.1 - Recruit a Customer Experience Lead to lead implementation of the strategy	✓			$137k within budget	
		3.1.2 - Develop a communication and change management plan to implement the Our Customer Strategy internally	✓			$5k within budget	
		3.1.3 - Incorporate customer experience in scheduled reviews of other organisational strategies e.g. Thrive, ICT Strategy	✓			Within existing resources	Chief Information Officer
		3.1.4 - Incorporate a customer experience focus in the annual business planning process	✓	✓		Within existing resources	Strategy and Transformation
		3.1.5 - Incorporate a customer experience focus in any service reviews	✓	✓	✓	Within existing resources	Strategy and Transformation
		3.1.6 - Build a customer experience focus into existing reward and recognition programs	✓	✓	✓	Within existing resources	People, Culture and Development
	3.2 - Establish customer experience service delivery standards and expectations	3.2.1 - Develop a Customer Charter and promote internally among all staff	✓			Within existing resources	
		3.2.2 - Establish standard timeframes for all services	✓	✓		Within existing resources	
		3.2.3 - Publish the service standard timeframes of all key services on our website	✓	✓		Within existing resources	
	3.3 - Build a positive culture and good practice in complaint handling	3.3.1 - Review the Complaints Policy	✓			Within existing resources	Governance
		3.3.2 - Develop a complaints handling procedure and train all staff	✓	✓		Within existing resources	Governance
		3.3.3 - Provide insights on complaint data to service managers to identify opportunities for improvement	✓	✓	✓	Within existing resources	
	3.4 - Promote clear accountability for customer satisfaction among staff	3.4.1 - Add customer responsibilities to all new and existing position descriptions	✓			Within existing resources	People, Culture and Development
		3.4.2 - Investigate opportunities to extend the case management approach for complex services	✓	✓	✓	Within existing resources	Governance
		3.4.3 - Include customer metrics in the roadmaps of all staff	✓			Within existing resources	
	3.5 - Invest in improved staff customer experience awareness and skills	3.5.1 - Deliver customer experience awareness training to all staff	✓			$30k within budget	
		3.5.2 - Deliver ongoing customer experience training to all staff	✓	✓	✓	Within existing resources	People, Culture and Development
		3.5.3 - Capture, share and celebrate examples of best practice	✓	✓	✓	Within existing resources	
4 - Use data to drive better performance	4.1 - Establish an organisation-wide customer experience performance measurement and monitoring program	4.1.1 - Refine organisation-wide customer experience metrics and targets	✓			Within existing resources	
		4.1.2 - Develop a quarterly customer experience performance report		✓	✓	Within existing resources	
		4.1.3 - Set up a formal customer experience improvement program to improve customer satisfaction results			✓	Within existing resources	
	4.2 - Enable transparency of customer experience performance	4.2.1 - Develop customer experience dashboards with performance results at a service, departmental, divisional and organisational level		✓	✓	Within existing resources	Customer and Communications
		4.2.2 - Explore opportunities to expose customer experience dashboards on new corporate intranet			✓	Within existing resources	Chief Information Officer
		4.2.3 - Make customer experience performance results available publicly			✓	Within existing resources	
	4.3 - Develop a better understanding of the economics of service	4.3.1 - Calculate and track the cost per transaction for each contact channel		✓	✓	Within existing resources	

5.6 Roadmap on a page

Goal	Strategy	2023	2024	2025
1. Understand our customers' needs and priorities	1.1 Develop an ongoing customer listening program	Implement VOC program and roll out organisation wide (automated customer listening surveys)		
		Capture feedback at service level		
	1.2 Create and maintain a single view of customer interactions		Improve master data management (including name and address registers)	
				Implement CRM system
	1.3 Develop a more personalised customer understanding	Build library of customer personas		
			Develop customer profile standard	
2. Improve our customer service capabilities	2.1 Increase choice and flexibility of channels for contacting Council and receiving updates	Capture individual customer contact preferences		
			Conduct a trial of live chat	
	2.2 Develop more user-friendly self-service options	Develop a digital roadmap		
		Improve user experience of ePathway forms		
		Replace PDF forms with online forms		Integrate online forms with Pathway
	2.3 Provide more visibility of the status of requests and complaints	Automated email and SMS progress updates for customer requests		
		Automated emails on next steps and timeframes tailored to each service		
		Ensure next steps and timeframes are clear		
		Integrate Confirm with Pathway		
		Functionality to allow customers to check request status online		Establish online customer portal
	2.4 Build capability to design services that meet customer needs		Develop customer journey mapping	
			Develop service design capability	
3. Build a customer-focused culture	3.1 Embed a customer experience focus in organisational strategy and planning	Recruit CX Lead		
		Develop change management plans		
		Incorporate CX in strategy reviews		
		Incorporate CX focus in annual business planning process		
		Incorporate CX focus in any service reviews		
		Build a CX focus into existing reward and recognition programs		
	3.2 Establish customer experience service delivery standards and expectations	Develop Customer Charter		
		Establish standard timeframes for all services		
		Publish the service standard timeframes of all key services on website		
	3.3 Build a positive culture and good practice in complaint handling	Review the Complaints Policy		
		Develop a complaints handling procedure and train all staff		
		Provide insights on complaint data to service managers to identify opportunities for improvement		
	3.4 Promote clear accountability for customer satisfaction among staff	Add customer responsibilities to all PDs		
		Investigate opportunities to extend case management approach for complex services		
	3.5 Invest in improved staff customer experience awareness and skills	Customer metrics in staff roadmaps		
		Deliver CX awareness training		
		Deliver ongoing CX training to all staff		
		Capture, share and celebrate examples of best practice		
4. Use data to drive better performance	4.1 Establish organisation-wide customer experience performance measurement and monitoring program	Refine CX metrics and targets	Develop quarterly CX performance report	
				Formal CX improvement program
	4.2 Enable transparency of customer experience performance		Develop CX dashboards with performance results for all levels	
				Include CX dashboards on intranet
				Make CX performance results public
	4.3 Develop a better understanding of the economics of service		Calculate and track cost per transaction for each contact channel	

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