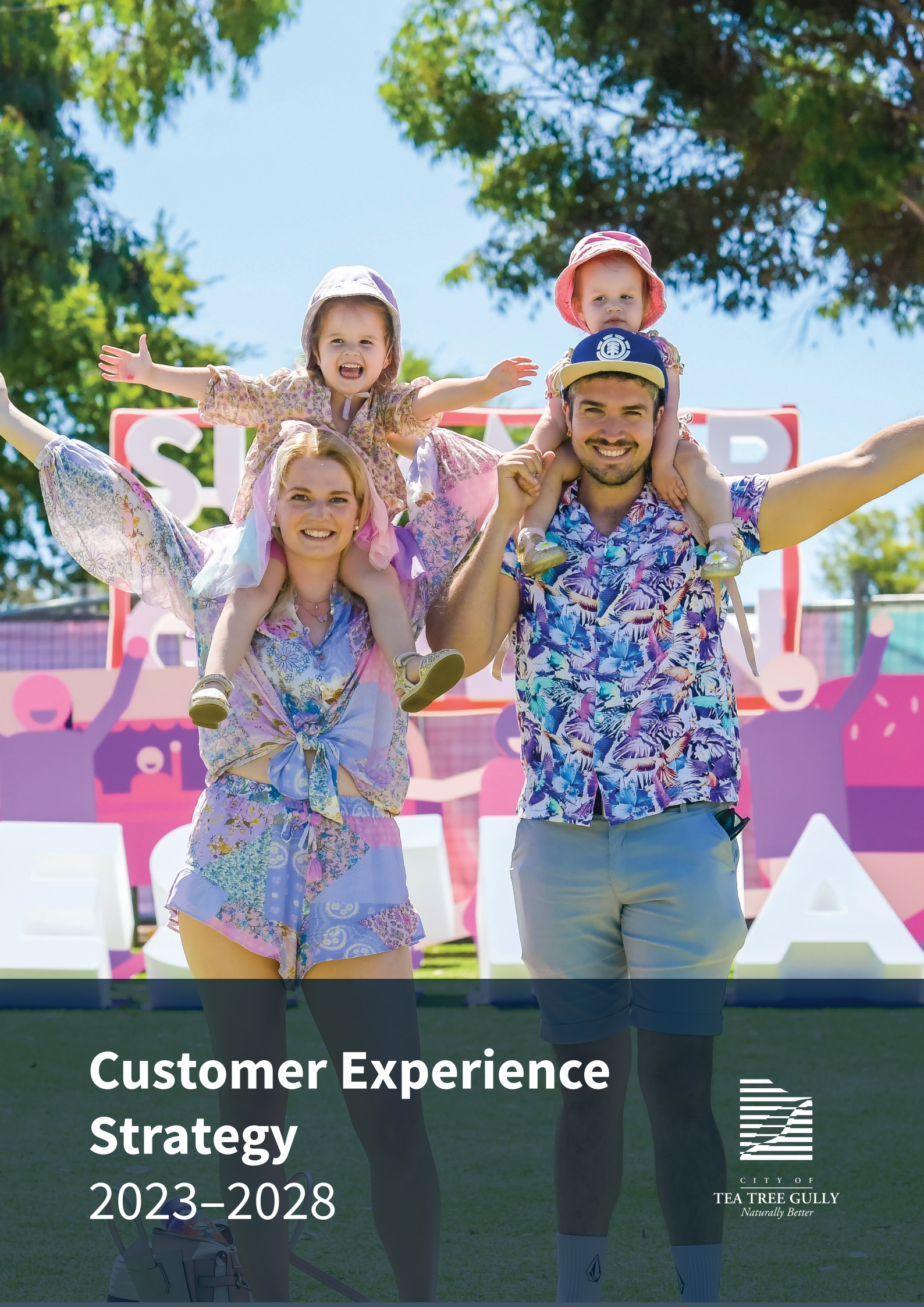




Customer Experience Strategy 2023–2028



CITY OF
TEA TREE GULLY
Naturally Better

Acknowledgement of Country

‘Ninna Marni’

We acknowledge the Kurna people as the Aboriginal traditional owners and custodians of the lands and waters in the area now known as the City of Tea Tree Gully. We respect the spiritual relationships with country and stories here that have developed over tens of thousands of years. We recognise that this rich cultural heritage is a living culture and remains important to Kurna people, other Aboriginal people and our non-Aboriginal communities today.

Introduction

At the City of Tea Tree Gully, our purpose is to make a positive difference in people's lives. To deliver this, we aim to curate a deliberate customer experience so that we can become increasingly agile and efficient in achieving our goals.

Customer experience (CX) is how customers feel as a result of interactions with council services, facilities and our people and is much broader than just good customer service. Our CX is driven by each single touchpoint with council; channels, equipment, people, communications, events, activations, physical spaces and our standards and processes.

This strategy is built around four key strategic drivers:

1. remove as much of the customer effort as possible to ensure transactions with council are frictionless and can be self-managed where possible
2. our EX (or employee experience) is aligned with our CX efforts. Great customer experience is facilitated by teams who feel good in their roles
3. Salesforce develops into our key customer relationship management platform, becoming the primary source of truth for all customer services
4. incorporate the Voice of the Customer fully into our governance and processes to ensure we co-design relevant services alongside our community.

The project list is intended to be early activities to curate a strong and positive CX lens throughout the organisation.

Additional CX actions are encouraged from our people over the life of the strategy and we should remain responsive and agile to community need and digital opportunities that arise to build on these.

How our customers contact us

(based on 2022 data)



63,000
phone calls



1,650
development applications



28,000
emails



8,174
Rates portal primary users



313,700
website sessions



50,000
major event attendance (approx.)



23,000
customer requests



265,000
Library attendance



7,530
online forms



150,000
waterworld admissions



31,000
in person at Council office (2019)



*Just wanted to say thank
you and acknowledge the
kindness of your library staff.*

-Carolyn



*The tree was down
in minutes and they did
a great job of cutting it up
and cleaning up the shavings
on the road.*

-Geoff

Our customer products and services

City strategy and urban planning

Recreation and leisure incorporating facilities, Waterworld and council-owned buildings

City maintenance and cleaning

Major projects

Community safety including animal management, traffic control and food standards

A fleet of support vehicles

Rating services

Library services and learning programs

Parks, trees, playgrounds and maintenance services

Development applications, inspections and permits

Waste and water management

Emergency management and disaster recovery

Community programs including ageing, business, arts, culture and youth programs

Events, citizenship and awards

Activations and sponsorships

Our CX purpose

To transform the way our customers interact with council, by making it easy to find information and services they need to improve their lives.

Our customers feel cared for, important and part of our community by providing low-effort, relevant and integrated products and services.

Who owns our CX?

While CX is owned by our entire organisation, delivery of projects will be driven by a CX Committee with four aims:

1. review the customer journey
2. build sprint plans
3. review metrics
4. support cultural change.

How we developed the CX Strategy

1. Customer feedback including complaints, compliments, frequently raised issues, focus groups and consultation
2. Consultation with frontline teams and managers
3. Data about our customers that we receive from a variety of channels
4. Industry trends and reference to nearby councils
5. Reflecting on the achievements and challenges of previous strategies.

Future customer

Within the life of this strategy, our population is projected to increase by between 5,000 and 10,000 residents. The majority of the growth is female and with a slightly older median age.

The challenge will be to entice younger, metropolitan residents, families and visitors to strengthen our economy, enhance our open spaces and parks, create a quality lifestyle and foster a resilient and resourceful community.

This strategy builds a customer experience that meets the needs of these community members now and the expectations of those in the future.

Our CX principles

- The first priority is safety, always.
- We minimise customer effort.
- Our people are empowered to own the customer experience.
- Salesforce is our primary source of customer truth.
- Facilities and equipment are clean, tidy and in good order.
- We tell our customers about our services and plans.
- We do the right thing by the wider community.
- We develop our people to be the best in their field.
- We close the feedback loop and keep in contact when it matters.
- We recover quickly from service failures and learn from these.
- We do what we say we will and earn community trust.
- We shed projects or efforts that don't produce fruit.



*Thank you to all the
Waterworld staff for
being so friendly throughout
the season and for our aqua
classes.*

-Christine

Our CX goals

- Available
Our website and customer portal is available 100% of the time between 7am - 10pm (peak time)
- Integrated
users have one login to access the portal and any subsequent systems used in a web session
- Responsive
We respond to 90% of requests within our Service Level Agreement
- Secure
all customers data and payment gateways are 100% compliant with our privacy policy and relevant legislations
- User friendly
90% of customer portal users can complete simple requests or rate payments tasks within 4 minutes
- Compatable
75% of our customer-related systems are CRM integrated.
- Accessible
100% of test users with impairments or disabilities can use the website and portal with relevant aids

2023
Establishing

2025
Performing

2026
Optimising

2028
Embedded



*A special
thank you to
Council for their support
and hard work maintaining
facilities for our players to
enjoy. Its a fantastic place to
call home.*

- Anon

CX strategic driver 1

We reduce the customer effort required to use our services

Our customers want transactions at a time and place that suits them, approaching life digital-first. They expect online functions to work well and have low tolerance for those that don't. At-home technology has improved during the pandemic and even traditional tech-holdouts are now adapting. Our future customer expectation is that the majority of our customer-facing work is online and it will become more onerous to transact via paper, in person or phone.

Initiative/project	By when	OP	SP
Digital customer self-service 24/7: - Via a single login, the CTTG website is the primary point of entry to the majority of council services and information - Customers only tell us once - we record information to support the outcome and to share with relevant teams - Our digital services are integrated and consistent across all CTTG services and functions where possible - We continually add to our online offering, making it easier for customers to use digital services than paper or phone. 100% of Council customer systems integrate with Salesforce to ensure seamless self-managed experiences. The exception is those that are managed externally including library books and DACO. - Our digital systems are an enabler of what our people and processes deliver - Digital payment and contact options enhanced to become the preferred method of customers, including sms and web chat - Customers can always speak to a real person if they want to.	2028	Customer Care Learning and Growth Future Capability Sustainable Operations	1.4 2.3 5.2
Let the customer know how to connect with us online: - We tell our customers about the online services through our marketing, in person contact and all council touchpoints - Promote participation in e-news, socials, events, via our Elected Members and other communications - Create supportive networks and assistance to enable vulnerable people have access and knowledge for digital services - Review and refine engagement for the elderly or vulnerable to ensure channels are relevant	2023–2028	Customer Care Future Capability Sustainable Operations	1.4

Initiative/project	By when	OP	SP
Digital experience review: - Roadmap website UX (user experience) - Refine our site to nurture typical customer journeys - Social media review - Refine Waterworld web user experience to ensure bookings and information is effortless - Review readability of web content - Evaluate emerging technology to meet future customer expectation.	2024	Customer Care Sustainable Operations	1.4 2.3
Digital signage project: - Phased roll out of digitising roadside banners, including for emergency management - Interactive information boards at key locations - Internal monitors for customer information and support.	2024	Customer Care Future Capability Learning and Growth	5.2
Events and facilities experience - Ensure that customers can easily engage with our events and facilities, including smooth ticketing and thoughtful information about access - We provide inclusion and access considerations in line with our DAIP to ensure Council locations have sensitive and appropriate experiences for all - Facilities such as toilets, catering and shelter is plentiful and appropriate - Out of hours services are convenient - We seek community feedback on how to further improve seamless experiences.	2023	Customer Care Future Capability Sustainable Operations	1.2 1.4 3.1

CX strategic driver 2

Great CX is facilitated by a great EX (employee experience)

The wellbeing and satisfaction of our people is prioritised to ensure that they can take great care of our customers. We curate ongoing training for our people to take ownership of the customer experience. Our culture means we are a happy team operating in a flat organisation that empowers any staff member to solve a customer problem in front of them without escalating. We build this strategy to enable channels for thinking, building an organisation of ambassadors that champion the customer voice.

Initiative/project	By when	OP	SP
CX has purposeful actions for our staff: • CX committee established to enable projects and evaluate • Portfolio / department CX in 90 day plans • Visits to other councils to view processes and practices • Create a public-facing Customer Charter to commit to our CX principles and service standards • CX included in each strategy, position description and business plan • Share, act on and celebrate customer feedback.	2023–2028	Customer Care Learning and Growth Future Capability Sustainable Operations	5.1 5.3
Building CX capacity in our people: • CX Improvement Coach position established • Source and procure a CX training package to improve customer management, address skills gaps and ongoing development, train managers to deliver this alongside CX Improvement Coach • Develop a CX toolkit/framework for all staff • Support and recognise departmental CX projects • Facilitate sharing of projects including process, success and learning • Our people can attend customer and Salesforce training as often as they want • We ask our people what we should do to improve CX • Identify business efficiencies or process improvements.	From 2023 and ongoing	Customer Care Learning and Growth Future Capability Sustainable Operations	5.2
The Nest is our source of truth for internal Council information: • Utilise the expertise in our organisation to create information and resources to support better customer experience • Internal communications providing channels for information flow • Continue to revise and review content periodically.	2023	Customer Care Learning and Growth Sustainable Operations	2.3 5.2

Initiative/project	By when	OP	SP
City Ops CFS workflows review and continuous improvement:	2023	Customer Care	1.4
• Customer request management improvement		Future Capability	2.3
• Close the loop of requests and communicate with the customer when it counts			4.1
• Communication to the customer by any team member including sms and email via Salesforce			4.6
• Quality and reporting/evaluation framework			5.4
• Visible proactive work schedules are available to the customer.			
Improving the employee experience:	2024	Learning and Growth	5.4
• The TTG Way is visible in our day to day work		Future Capability	
• Work to become an employer of choice by retention and recruitment programs and positioning			
• Build opportunities for teams to come together and collaborate, such as field meetings, go and see's, teams at the point of the customer experience			
• Volunteers valued, celebrated and trained			
• Build a project together such as charitable support, volunteering or day of action			
• People and Capability learning management system, development and leadership programs in place.			
Empower team members to take ownership of a customer problem or experience:	2023	Customer Care	5.2
• Initiate a staff innovation challenge with winning projects funded and piloted		Learning and Growth	
• Great ideas, moments or finding gaps in our service is acknowledged, rewarded and celebrated			
• Channels to harvest ideas from our people			
• Create ways for our customers to share their stories with our people			
• Develop a high tolerance for failure in the innovation of CX and learn from every action.			
New resident program:	Activated	Customer Care	1.1
• Welcome pack and web page developed with relevant information contributed to by departments	from 2023		1.3
• Volunteer welcome calls.			

CX strategic driver 3

Our CRM is the single platform for holistic customer relationships

Salesforce is our priority customer platform, ensuring all customer interactions are managed efficiently via one system. Our customers expect us to do more with less via our digital economy, including maintaining maximum security of their data and providing streamlined work flows for our teams. We optimise the platform as the majority of our customer-facing work is done via one, frictionless system that we can build and develop to meet the needs of the future.

Initiative/project	By when	OP	SP
Foundations of Customer Relationship Management and the roadmap:	2023	Customer Care	1.4
KPMG to analyse business needs and current systems		Future Capability	2.3
Review delivery partner(s) to enable appropriate future support and timely improvement rollout		Sustainable Operations	2.4
Establish a resource model, Salesforce project team, roadmap and foundations (including policies & procedures)		Learning and Growth	
Develop a CRM framework and business process designs			
Master Data Management framework to professionally manage customer data, integrating with TechOne			
All customer systems migrated to a native Salesforce app or integrating well, we agree to deprecate systems that do not integrate			
A library of dashboards / reporting built on Salesforce for managers			
CRM target state communicated and promoted to all staff			
Ongoing news and progress updates published monthly to all staff or more often to focus teams			
Formal reports to Executive periodically.			
Case / CFS request management	2023	Customer Care	5.2
Workflows reduced to less than 3 optimised flows (ie automated, correlation with SLA's, links and accurate queues)		Future Capability	5.4
Case deflection tools engaged ie. planned work schedules visible and communicated on enquiry		Sustainable Operations	
Customer email, webchat and SMS sending only from Salesforce			
API integration with Snap Send Solve , CM and ArcGIS			
Adjust auto updates to the customer and enable customers to view progress of requests			
Investigate digital forms and knowledge management.			

Initiative/project	By when	OP	SP
Training and change management - Engage and communicate with teams about transformation - Roles and responsibilities defined and communicated - Investigate current utilisation, future potential and pain points for teams that might be addressed - Establish timelines of changes - Develop recurring training programs and workshops, user toolkit and change management plan for the whole of organisation including volunteers - Develop key users to be Salesforce champions and create a visible identifier for staff.	2024	Learning and Growth	5.1
Event Management: - Event management and ticketing system evaluated and implemented for whole of organisation use - Integrate with Salesforce so customers can view events, generate tickets and manage bookings in their customer portal - Ongoing training for users - Dashboards built for community engagement, feedback and ROI of events.	2024	Customer Care Future Capability Sustainable Operations	1.4 2.3 1.4
Communication and engagement - Customers only need to tell us once – interactions are documented including call logs, webchat and face to face - Introduce document generation systems, contact templates, web chat and sms functions - Salesforce or integrated outlook for Elected Members to log contact with customers - Replace feedback and surveys with native SF applications / Qualtrics - Enable customer-managed, preference based comms via the portal ie Pardot	2024	Customer Care Future Capability Sustainable Operations	5.2 5.3 1.4
Volunteers - Volunteers supporting new resident management in Salesforce through personalised contact, assisting data integrity - Relationships with our volunteers managed through Volunteers for Salesforce.	2024	Customer Care Sustainable Operations	3.4 1.4

CX strategic driver 4

The voice of the customer leads our design and planning

We are constantly curious about the experiences of our customer, seeking expectations and feedback and using this to improve. We prioritise the best interest of the greater community, including the application of resources and have a customer lens on all that we do. Our customers have pride in, and connection to, their city. We shed projects or processes that don't produce results and our customers see the values of CTTG through our places, people and services. Our quality is a moving target, and we're agile to meet changing customer expectations.

Initiative/project	By when	OP	SP
Customer feedback enhancements:		Customer Care	1.4
Evaluation framework established, including Customer Effort Score, Value Enhancement and Satisfaction Scores prompt after contact (qualtrics or similar)		Learning and Growth	5.2
Benchmark periodically against previous scores and create relationships with other councils to share ideas.			5.5
Share feedback with teams via formalised channels and celebrate wins for people or departments			
Service channel testing with customer focus groups with the view to meet CX goals (page 9)			
Share feedback with our customers and close the loop 'you said, we did'.			
Contact channels review:	2024	Customer Care	1.4
Periodic review of utilisation rates for each channel		Future Capability	5.2
Instigate chat bot and sms functions for customers		Sustainable Operations	5.4
People can still talk to a human if they want to and we continue to provide services in person			
Any council facility is a consistent CX service point			
Volunteers become a key part of our customer's experience, including concierge service and new resident welcome.			
Inclusion and access:	2024	Customer Care	1.1
Evaluate new channels and customer services via the DAIP		Learning and Growth	1.2
Celebrate and support Sister City projects and activities			1.4
Review translation services/support staff list			3.2
Events and activities target a diverse range of customers			
Reconciliation Action Plan in effect			

Initiative/project	By when	OP	SP
Facility improvements:	2024	Customer Care	1.4
• Civic Centre redevelopment and repurpose for customer use, including customer spaces, JP booth and volunteer concierge service		Future Capability	3.1
			3.3
			4.6
• Keyless access for facility hires			5.4
• Civic Park activation maximised (for major events and community use)			
• Civic Centre redevelopment for community and commercial use.			
Communications strategy:	2023–2028	Customer Care	1.1
• e-news segmented by interest		Sustainable Operations	1.2
• We tell customers about the work we do and why			
• We share stories about our community			
• Increased video communications			
• Invest in paid ads where appropriate			
• Strengthen community by connecting one another			
• Utilise influencers and community leaders.			
Customer participation:	2023–2028	Customer Care	1.3
• We follow IAP2 core values for public participation			1.5
• Build a customer advisory group to help us advocate for the customer, engage early and often			5.6
• We meet the community where they are and give options on how they participate, not just surveys			
• Continue to improve engagement and consultation to co-produce our services and investments with the customer, not after.			



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