



CUSTOMER EXPERIENCE STRATEGY



PUBLISHED **INSERT DATE**





TABLE OF CONTENTS

OVERVIEW

MESSAGE FROM THE CEO

1.0	Customer experience vision	8
2.0	What is customer experience	10
3.0	Roadmap for the Customer Experience Strategy	12
4.0	Where we are today	14
4.1	Our customers	14
4.2	How you contact Council	16
4.3	Why you contact Council	18
4.4	Council services utilised	20
4.5	What you told us you wanted	22
5.0	Our strategy	26
6.0	Our action plan	28
6.1	People	30
6.2	Service delivery	32
6.3	Technology	33
6.4	Data	36
6.5	Continuous improvement	37
7.0	In summary	38

Council provides extensive services across 42 towns and locations in the region supporting local businesses, residents, visitors and communities. Our services are driven by the day-to-day needs of our communities.

Like any other organisation, East Gippsland Shire Council recognises the need for change. Council realises that there are gaps to be identified, opportunities to be created and room for innovation in being customer centric.

The Customer Experience Strategy has been developed to drive this commitment and proactively accommodate the new trends in customer expectations and deliver great customer experience from all areas of the organisation.

MESSAGE FROM THE CEO

At East Gippsland Shire Council we strive for excellence in the delivery of the customer experience in everything we do.

Providing a great customer experience is a shared responsibility, we are all accountable.

Recently we received customer satisfaction survey results that indicated we have made significant improvement in all our core measures, but we know we can do more.

I am confident that through delivering the commitments in this customer experience strategy we will provide a streamlined and improved end to end customer experience no matter what service or channel you engage with council.

We will listen to feedback from our community and staff and continuously look for opportunities to shape our services to meet community needs.

Anthony



1.0

**CUSTOMER
EXPERIENCE VISION**

***Create a better everyday
customer experience for
our residents and visitors.***

*Accessible Empathetic Customer centric
Responsive Open communication
Timely and accurate service delivery
Continuous improvement The right person
Choice and convenience
Innovative solutions Value for rates
Consistent positive experience
Flexible innovative and reliable services*

***We will listen to
your feedback***

Deliver on our promises

We will take responsibility for our actions

***Trustworthy, accountable
and provide quality services***

Approachable and friendly

Competent and knowledgeable

Cost effective, efficient and valuable services

2.0

WHAT IS CUSTOMER EXPERIENCE

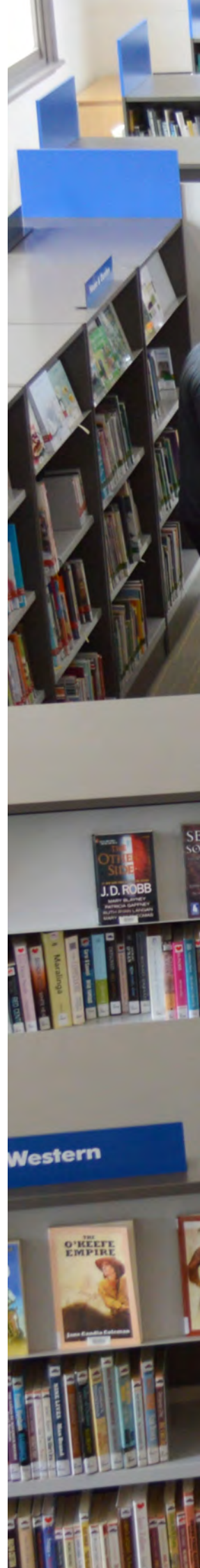
A customer's perception of the overall quality of encounters with Council's services, people, facilities and brand.

Every time a customer uses one of our services or interacts with us, it shapes their experience.

We understand that each customer has different expectations and many factors can result in how an experience will be rated.

Customers interact with us across multiple "service channels" such as online, telephone, front counter, by appointment, and with more than one person in the organisation.

A better understanding of those experiences helps us determine how we can make it easier for our customers.





Non Fiction

Junior Fiction

3.0

ROADMAP FOR THE CUSTOMER EXPERIENCE STRATEGY

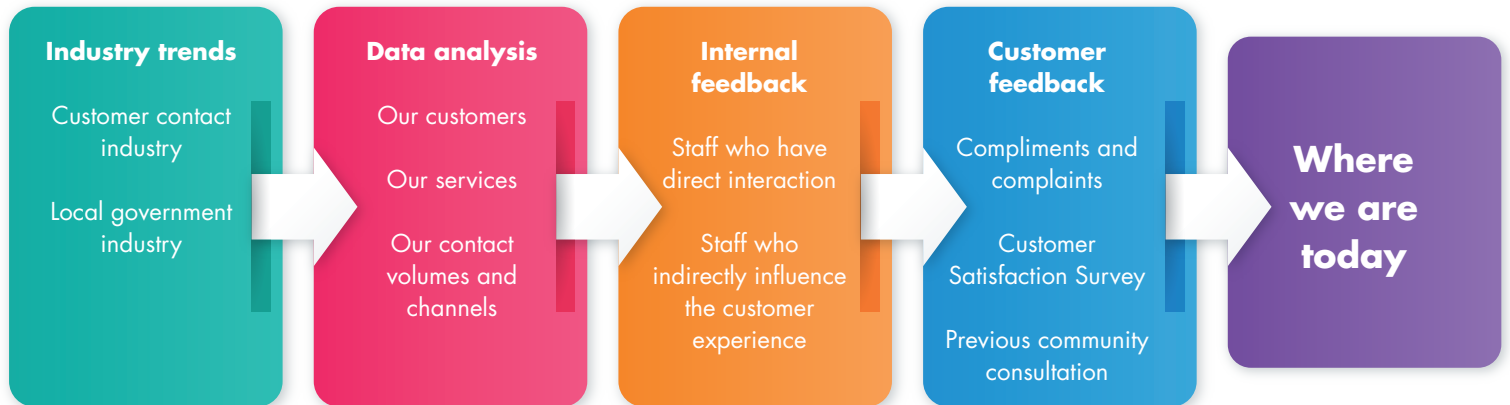
A customer driven culture requires a cross functional approach throughout the organisation.

In addition to understanding the customer's needs, it also requires an understanding of the relationships between people, systems, technology and governance. Each of these elements will influence the strategy to provoke changes or modifications to current practices, policies and processes.

The Customer Experience Strategy will complement and align to all strategic planning undertaken within Council, including economic development, waste service, assets and infrastructure, environment and community services.

The strategy will lead to a customer centric culture with increased ownership and accountability to deliver better outcomes for our customers. It will reshape 'the way we do things here' in the planning and delivery of our services.





We evaluated customer feedback, completed an initial analysis of our data, captured staff feedback and researched the latest industry trends.

We were able to define

- Our customers
- How you contact Council
- Why you contact Council
- Council services utilised

And most importantly listened to what you told us you wanted.





4.0

WHERE WE ARE TODAY

4.1 OUR CUSTOMERS

There are many types of customers who live, work, volunteer, invest, run a business or visit East Gippsland. They contact us for a range of different reasons, and each have varying needs.



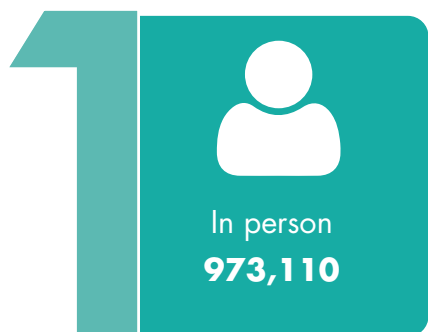


4.2 HOW YOU CONTACT COUNCIL

Customers interact with us in many ways.

We continually seek to develop and improve the channels that customers choose to use such as email, face-to-face, online forms, telephone and website.

Today's customers have better access to information and services at their fingertips and expect the same accessible and instant response or service from their local council.





4.3 WHY YOU CONTACT COUNCIL

Our customers are as diverse as the services we offer, and they contact us for a range of different reasons, and each have varying needs.

Council's role as a service provider and regulatory body can create situations where not all customer requests will be satisfied. In saying this Council does have an obligation to provide customers easy, convenient and equitable channels to access services, make requests and obtain assistance.



**AERODROME AND
AIRPORTS**

4.4 COUNCIL SERVICES UTILISED

We provide a wide range of services to our communities, residents, businesses and visitors.

As our region continues to grow, the demand for these and new services will also increase.

The way we design and deliver our services will need to be reassessed to ensure we can meet customers' needs and expectations, while doing so in an affordable and efficient way.

**ECONOMIC DEVELOPMENT
AND TOURISM**

Investment attraction
Visitor Information Centres
Agri-business and drought support
Business support
Workshops and training

COMMUNITY SERVICES

Libraries
Youth ambassadors
Seniors
Aboriginal Best Start
Early years

FACILITIES

Public toilets
Amenity blocks
Public halls
Bus shelters
Facility cleaning
Theatre

RECREATION

Pools
Gyms
Playgrounds
Skate parks
Public barbecues
Public gardens
Boardwalks
Walking tracks
Jetties
Marinas
Boat launching ramps
Fishing platforms
Fish cleaning stations
Viewing platforms

WASTE AND ENVIRONMENTAL SERVICES

Green waste
General waste
Recycling
Transfer stations
Education
Landfills
Environmental sustainability

REGULATORY SERVICES

Building services
Animal management
Fire prevention
Planning and development
School crossings

GOVERNANCE

Councillors
New citizenship ceremonies
Privacy
Rates

HEALTH

Environmental health
Food and accommodation
Business regulations
Immunisation programs

BUSHFIRE RECOVERY

Place management
Planning
Recovery
Emergency management
Vulnerable persons

ARTS AND CULTURE

Museums
Galleries
Performing arts
Art installations

INFRASTRUCTURE

Roads
Bridges
Footpaths
Ferry services
Livestock exchange



4.5 WHAT YOU TOLD US YOU WANTED

Customer expectations are rapidly evolving. Customers expect good service, but they also want it to be available faster than ever, through more service channels and to be kept up to date.

ABOUT OUR PEOPLE

- Improved customer service skills in people of all departments
- Emails answered promptly and telephone calls returned
- Have a better idea of the people and departments within Council
- Improved communication within the organisation to improve service



ABOUT OUR SERVICES

- Better roads more bitumen less dirt
- Have an after hours service in case of emergency situations
- Better services to outlying areas
- Being able to speak to the right person the first time

ABOUT OUR PROCESSES

- Assess planning applications promptly
- Less waiting time on the telephone
- To have more opportunities to be proactive on issues rather than complain
- Less red tape



ABOUT OUR TECHNOLOGY

- Online chat facility
- Make things easier to find on the website
- Access to information when I need it regardless of the time of day
- Easier payment solutions





5.0

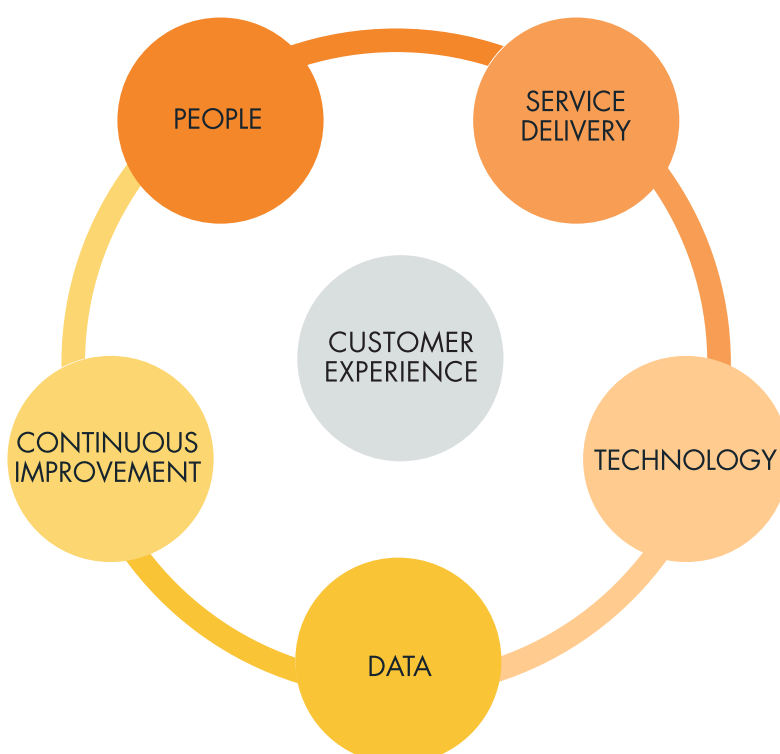
OUR STRATEGY

To build and embed a customer driven culture, requires a cross functional approach throughout the organisation.

The overall aim of the Customer Experience Strategy is to ensure that Council is:

- customer centric
- empathetic while developing processes, delivering services and communicating with our customers
- providing services that are timely, accurate and meet customer needs
- accessible to all residents, regardless of their geographic location, demography, preferences or needs

Our strategy identifies opportunities in five focus areas that will be reviewed annually to incorporate feedback from customer satisfaction surveys and community engagement forums.





PEOPLE

Customer focused culture

Our people playing a role in delivering great service, and leaders understanding that the customer experience is vital to Council's success.

SERVICE DELIVERY

Initiatives driven by customer intelligence

We understand our customers' needs through collaboration, feedback and understanding the customer journey and pain points to remove effort in providing a seamless customer experience.

TECHNOLOGY

Modern and effective channels to improve connectivity and information sharing

Prioritise digital and technological solutions along with traditional channels to support consistent and effective service across all channels and our customer-facing facilities.

DATA

Improve the customer experience through feedback and reporting

We will actively engage in ways to measure the experience you've had with Council and use this data with any additional feedback to improve your customer journey.
Customer insights and data will allow us to improve our service responses and align our service delivery priorities to meet those needs.

CONTINUOUS IMPROVEMENT

Continuous business improvement and innovation

We will focus on continually improving and streamlining our services so our customers are provided with an experience that is simple, seamless and easy to navigate.

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THE SIMPSON
THE SIMPSON
THE SIMPSON
THE SIMPSON

Trisha Ashley
JUDY ASITILE
JEAN M. AUUEL
LINWOOD BARCLAY
Julian Barnes
FABER
WARK BILLINGHAM
DIE OF SHAME

OSCAR WILDE
THE GOLDEN C
THE BURNING
DAN BROWN
CRACK WATER LILIES
CHAMBERS
TRAITOR

JAMES PATTERSON
THE HOUSE
NEXT DOOR
THREE CHILLING STORIES

Tom Clancy
Ann Cleeves
A Bird in the Hand
Tom Clancy
Ann Cleeves
A Bird in the Hand

Michael Dobb
MICHAEL DOBB
A GHOST AT THE DOOR
JANET EVANOVIC
WICKED CHARMS
JANET EVANOVIC
WICKED CHARMS
JANET EVANOVIC
WICKED CHARMS



6.0

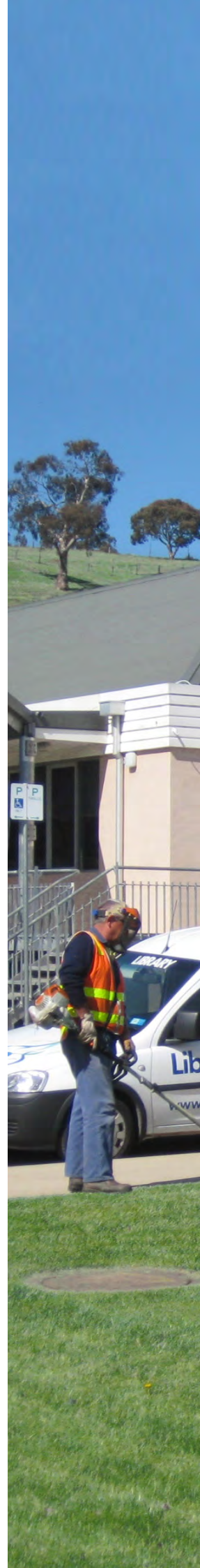
OUR ACTION PLAN

Mobilising the strategy is critical to enhance the customer experience culture.

Making targeted improvements will have the greatest strategic impact to the customer experience.

This is achieved through the development of an action plan and allocation of accountability.

Our action plan will accomplish this as we link specific improvements across these focus areas to a measurable improvement in the delivery of our services.





6.1 PEOPLE

Everyone in our organisation understands how their role contributes to the customer experience.

Staff are empowered through training and development opportunities to support their knowledge, skills and performance to improve the customer experience.

Customer experience and customer service fundamentals are embedded in our daily culture and improve accountability and ownership of customer requests.

What we need to do	How we plan to achieve this	By when
Embed a customer centric culture	All position descriptions incorporate customer service accountability in key selection criteria.	June 2021
Improve accountability and ownership of customer requests	Review customer performance measures and ensure they are added to all staff workplans including service level agreements and response timeframes.	June 2021
Customer focused training for our people	Develop and implement customer experience training for all staff to influence service delivery design. Design and develop an induction program promoting customer experience culture.	June 2021 April 2021

6.2 SERVICE DELIVERY

Our customers are at the centre of everything we do, when we plan, design and deliver our services.

We will continually improve and streamline our services, so our customer's are provided with simple, easy and seamless overall experience.

Processes, practices and policies are reviewed and or improved so they cater to our customers' needs to ensure that the organisation works together with the customer in mind.

What we need to do	How we plan to achieve this	By when
Develop a customer service charter	Review customer engagement processes and delivery methods, benchmark against industry peers, and develop a customer service charter.	March 2021
Look at our services from a customer's perspective	Use customer journey mapping to truly understand our services from a customer's perspective and to drive customer-oriented improvements, which will reduce effort and improve experience.	June 2021
Provide customers with consistent and accurate responses regardless of enquiry channel	Promote the development of a centralised knowledge base with real time information on the Council Intranet. Business units to work together to forecast customer service needs through corporate calendars and frequently asked questions.	June 2021 March 2021
Undertake a review of after hours service delivery	Define customer service requirements for afterhours service, including contact channels, required services and delivery model.	June 2021
Communication channels are utilised to proactively promote service level agreements and achievements	Communication planning and briefing documents are used for business initiatives to identify stakeholders and manage expectations for customers regarding progress and delivery of projects.	December 2021

6.3 TECHNOLOGY

We take a customer focused view of our technology needs, ensuring we make the right investments in new technologies

Prioritise digital and technological solutions along with traditional channels to support consistent and effective service across all channels and our customer-facing facilities.

Demonstrate efficiencies through technical solutions to meet customer trends and expectations.

What we need to do	How we plan to achieve this	By when
Continue to grow our online service offerings	Upgrade of website to provide improved digital functionality. Promote use of self service platforms to capture community service requests such as Snap Send Solve.	June 2021
Improved payment functionality options	Enhanced digital payment facilities through secure portals.	June 2022
Develop a single view of customer across all service channels	Customer Experience and Information Technology partnering to scope a combined customer request module and electronic document management system.	June 2022
Emerging service channel review	Engage in industry forums to understand opportunities for apps, social media and digital functionality to support customer self service.	December 2021

6.4 DATA

We use our data to understand customer behaviour, improve their experience, measure success, and inform investment.

Customer experience data should be used to challenge and inform decision making and help define the customer's perspective.

Data and analysis should help to focus on areas where the greatest impact can be seen. Every interaction with the customer is an opportunity to anticipate, understand and meet or exceed expectations, and receive feedback.

What we need to do	How we plan to achieve this	By when
Monitor and report on customer response experience	Review the current response timeframes and response quality through customer request module and electronic document management system and develop reporting by business service.	June 2021
Use data to improve customer experience	Use our data to better understand who our customer's are, services they use, and seek opportunities to use that data for the purpose of improving process and communication.	June 2021
Improve quality of data collection for compliments and complaints	Facilitate the capture of all compliments and complaints data using the customer request module system and identify trends to improve experiences.	June 2021
Enhance the use of data from customer feedback	Ensure the review of Customer Satisfaction Survey results are utilised to identify opportunities to improve key processes. Capture customer feedback through deliberative engagement forums and assess trends to inform reporting.	June 2021 December 2021
Report on customer experience delivery performance measures	Capture data on customer interaction methods including, communication response times, request resolution and complaint resolution. Customer request module first contact resolution and electronic document management system response times.	June 2021

6.5 CONTINUOUS IMPROVEMENT

We will develop a culture of evaluation and improvement.

We will collect and analyse feedback to understand how well we are meeting our customer experience objectives, develop meaningful customer experience key performance indicators and translate them into tangible customer experience improvements.

As a result of utilising accurate and useful data to deliver insight-driven improvements we will see improved customer feedback and improved staff satisfaction.

What we need to do	How we plan to achieve this	By when
Evaluate data from customer experience performance measures	Complete analysis of customer experience performance data to identify opportunities for training, resource management and workflow improvements.	May 2021
Review customer feedback to inform future improvements	Utilise data gathered from surveys and community engagement to develop a roadmap for year on year improvements and include in Council plan initiatives and budget.	August 2021
Undertake benchmarking	Conduct a customer benchmarking program that will help the Council understand the customer's experiences not just through the contact centre, but as they move through the organisation.	June 2021
Utilise valuable data obtained through compliments and complaints to inform our improvements for customer experience	Review the Compliments and Complaints Policy and procedures.	April 2021
	Quarterly review of trends identified through reporting data of compliments and complaints with service stakeholders.	June 2021
	Identify process improvements to implement.	June 2021



7.0

SUMMARY

This Customer Experience Strategy supports the direction of the Local Government Act 2020 for community engagement, transparency and informs the Council Plan. In addition, it aligns to Council's Information Communication Technology Strategy, Community Engagement Strategy and Integrated Communications Strategy to focus our organisation on customer centric service delivery.

Our Strategy aligns to best practice standards to start with the customer, show empathy for the customer, have an agile approach and ensure that customer experience underpins organisation culture and design.

East Gippsland Shire Council understands that the customer's needs and those of our organisation are ever evolving and require constant continuous improvement.

The Customer Experience Strategy will ensure that we continue to deliver a customer led and outcome focussed experience for our customers.





We strive to make life easier for residents, businesses and visitors.

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 deal with.

Local government should be the epitome of customer centricity. Elected by the people, to serve the people and funded by the people, it is hard to see what other focus there could be.

- Change Associates



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EastGippyShire



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