WILLOUGHBY CITY COUNCIL
City of Diversity



2023 - 2025 Customer Experience Strategy

FEBRUARY 2023 DRAFT FOR PUBLIC EXHIBITION

Feedback closes on Sunday 12 March 2023



Willoughby City Council Customer Experience Commitment

The goal of our customer experience is to make life easier for customers through consistent and responsive services that build trust in us.

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Strategy Framework

The Strategy Framework is a visual plan outlining our Customer Experience Strategy and the associated initiatives that we will implement to elevate our customer experience, the intended outcomes for our customers and the expected timeline for this process.

Reading the Framework

Across the top of the Framework are our Customer Experience Outcomes – these are the outcomes predicted at the end of the time line after successful implementation of our Customer Experience Strategy.

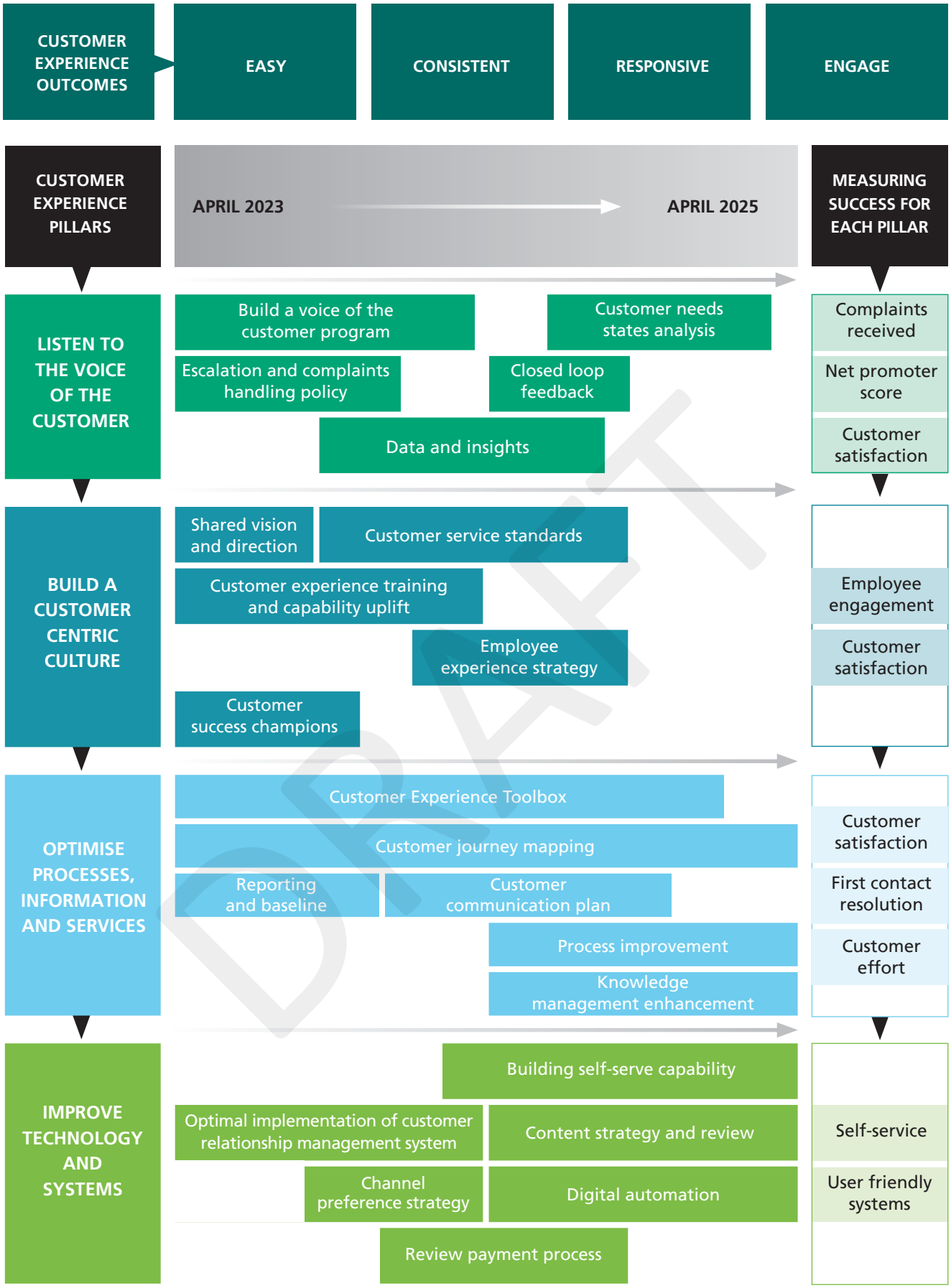
Down the left hand side of our Framework are the four Pillars of our Customer Experience Strategy; Listen to the Voice of the Customer, Build a Customer Centric Culture, Optimise Processes, Information and Services and Improve Technology and Systems. Each Pillar will guide us on our journey and inform our decision making.

Located to the right of each Pillar are a number of related Initiatives. These Initiatives form the specific steps that will be taken to deliver on our commitment.

On the right hand side of our Framework are tools to measure the outcomes of each Pillar of work.

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Strategy Framework



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Acknowledgement of Country

Willoughby City Council acknowledges the Traditional Owners of the lands on which we stand, the Gamaragal people. We pay our respects to their Elders past and present.

Overview

Our ambition is to put our customer at the heart of everything we do and provide excellence in customer experience. The goal of our customer experience is to make life easier for customers through consistent and responsive services that build trust in us.

We have continued to make changes and improvements to the way we do things to improve the customer experience, including significant investment in new technology, which upon completion (early 2024) will provide us with a single view of the customer.

We recognise that we are still in the early phase of our customer experience improvement journey and this strategy is an interim step in our process. A process, which will create a firm foundation and lead to greater transformational change in the future.

The Customer Experience Strategy includes a roadmap of practical customer commitments and initiatives that will be undertaken.

Upon the delivery of this strategy, a five-year strategy will be developed after our technology is in place to further drive continued improvements of our customer experience into the future.

The Customer Experience Strategy is a key project, which delivers upon the Community Strategic Plan 2032, responding to Outcome 5 – A City that is effective and accountable: 5.7 Deliver excellent customer service.

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What is Customer Experience?

Customer experience is the sum of all interactions our customers have with us via different channels over time. It is the feelings, emotions and perceptions the customers experience when they are having those interactions. The customer service we provide is only one element of this customer experience.

CUSTOMER EXPERIENCE

How customers feel about us

Organisation wide

Sum of all interactions in different places, via different channels over time



CUSTOMER SERVICE

It's the direct help you get from us at a specific time, place and channel



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It will deliver the following for our customers and for us:

Customers

- Greater sense of trust
- Feeling valued and supported
- Simpler systems and process
- A consistent experience
- Fast resolution of enquiries
- Greater connection and engagement

Council

- Greater customer focus
- Increased synergy and internal alignment
- Better connections between departments
- Greater efficiency and productivity
- Streamlined organisational process

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Our Customers

We have a diverse range of customers sometimes with different expectations of service.
We reviewed the common expectations from all our customers.

CUSTOMER TYPES

Residents, property owners, tenants, licence and permit holders, animal owners, business owners, investors, solicitors, developers and builders, private certifiers, planners, trades people, students, seniors, volunteers, community groups, families, visitors, service requesters, regulators.

9 million
visitors



12,800
businesses

36,000
rate payers

1 million
visits to our services



in a year

Source: Australian Bureau of Statistics Census of Population and Housing 2022 and Willoughby City Council Internal Reporting

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Our Community

We have a diverse community living within the local government area.

WILLOUGHBY CITY AT A GLANCE

Population

82,000

41%

of residents speak another language



Median age is 39, with

58%

of the population couples with children.

Birth places include:

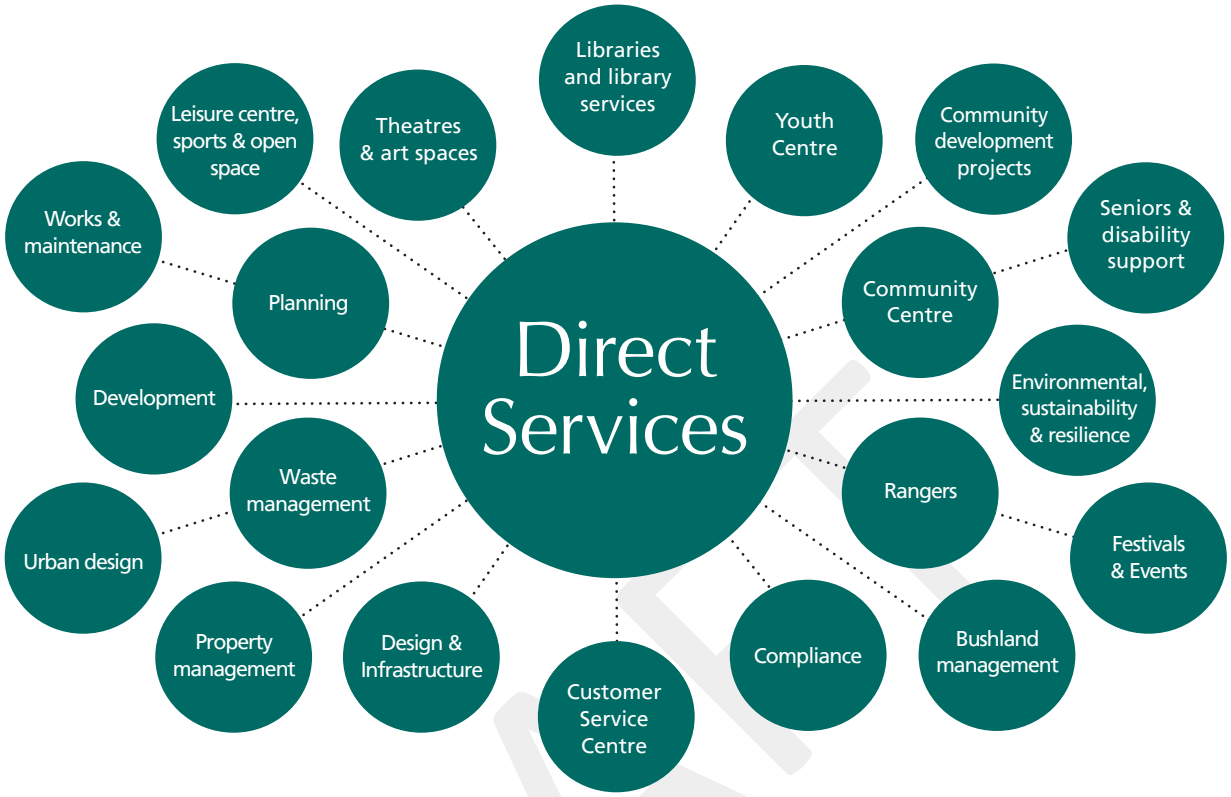
Australia	49.4%
China	10.6%
UK	4.2%
Hong Kong	3.3%
Korea	3%

Source: Australian Bureau of Statistics Census of Population and Housing 2022 and Community Perception Survey 2020

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Our Services

Council's services are vast and provide a certain level of complexity when providing customer experience delivery. Council has a wide range of services, which deliver across multiple channels, contributing to delivering on our customer experience commitments. These include:





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Our Customer Experience Outcomes

CUSTOMER EXPERIENCE OUTCOMES	EASY	CONSISTENT	RESPONSIVE	ENGAGE

We have identified four customer outcomes, which reflect our customer's needs and how customers would like to experience working with us.

These outcomes have informed the initiatives we will deliver and are the basis for our commitment: To make life easier for customers through consistent and responsive services that build trust in us.

Prioritised customer outcomes

- **Easy** – Make it easy for me
- **Consistent** – Be consistent for me
- **Responsive** – Respond to me
- **Engage** – Make me feel heard



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Our Customer Experience Pillars

Our customer experience pillars guide the development of our customer initiatives, which will deliver customer experience outcomes that aim to make life easier for our customers through consistent and responsive services that build trust in us.



Listen to the voice of the customer

Increase customer understanding and use it to design services that improve our customers' lives

Building a customer centric culture

Build a customer centric culture that encourages empathy and understanding, with values and behaviours that focus employees on delivering great customer experiences

Optimise processes, information and services

Ensure our processes, procedures and roles have the right capability in place to manage expectations and deliver what we promise

Improve technology and systems

Use technology to share knowledge and to design interactions that are seamless and easy for customers and staff

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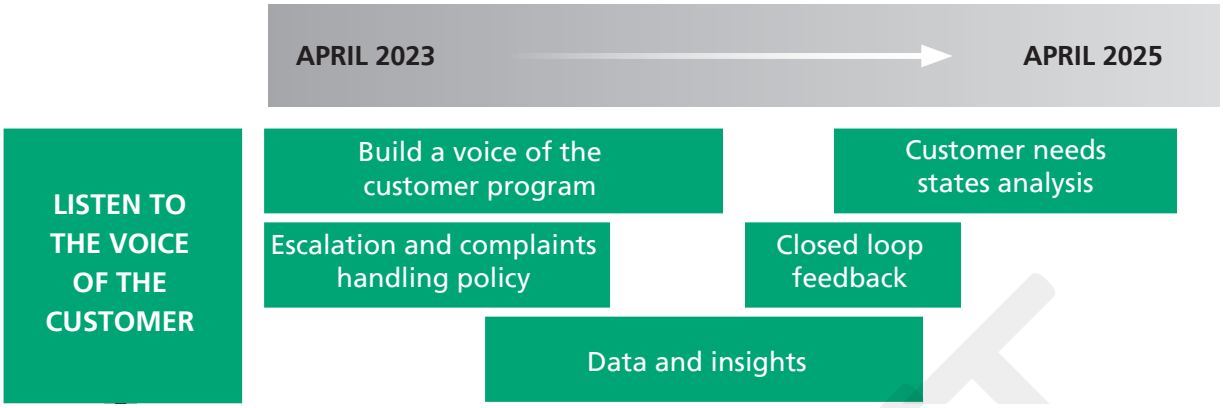
Our Initiatives

Our initiatives are informed by the customer outcomes and customer experience pillars. Many of the initiatives in this strategy are elevating what we are doing well, and others are about trying new ways of delivering customer experience.

The initiatives identified will be developed with our customer's in a co-creation process and continuously reviewed once implemented to ensure they continue to meet customer needs.



Our Initiatives



Voice of the customer (VOC) program

A measurement framework and tool that captures real time customer feedback and insights, including compliments and complaints.

Escalation and complaints handling policy

A new complaints handling policy and associated processes, delivering greater efficiency in the handling and resolution of issues.

Customer needs states analysis

An understanding of what drives our customers, their visceral needs and resulting behaviors, to provide them with service that aligns with these and meets their expectations.

Data and insights

Customer feedback is gathered in real time and insights are developed and actioned appropriately.

Closed loop feedback

Closing the loop processes, improved and clear communication to the customer regarding the status of enquiry including use of templates used.

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Our Initiatives



Shared vision and direction

Staff members understand the connection between their roles and our customers and work collaboratively to uphold and promote a shared customer experience vision.

Employee experience strategy

Alignment of employee expectations with customer expectations, placing the customer at the heart of our culture.

Customer service standards

New Customer Service Standards, including internal and external service level agreements.

Customer success champions

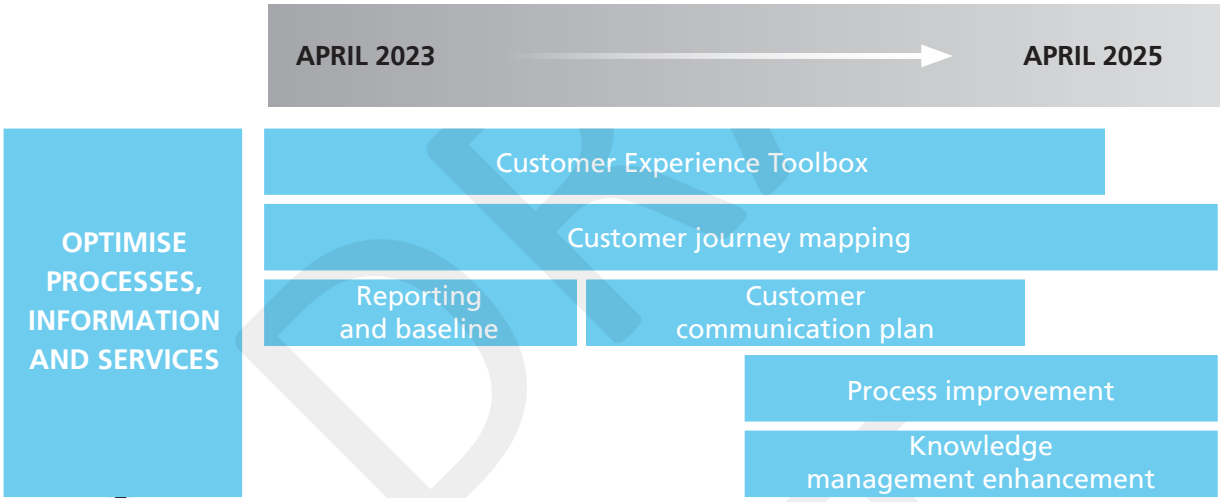
A dedicated team of 'Customer Success Champions' who will support the development of a culture that keeps the customer at the heart of service design and delivery.

Customer experience training and capability uplift

A clear framework of supporting staff training and building customer experience capability, focusing on proactive and efficient service and the creation of positive outcomes.

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Our Initiatives



Customer Experience Toolbox

A 'Customer Experience Toolbox' to guide our internal teams, providing them with the information and tools needed to best support our customers throughout their journeys and interactions with us.

Process improvement

Clear and streamlined processes in preparation for our new enterprise wide customer relationship management system, providing improved customer experience.

Customer journey mapping

A comprehensive picture of all customer interactions organisation wide - a clear understanding of where we meet, exceed or fail to satisfy our customers expectations in order to improve our services and offerings.

Knowledge management enhancement

Centralisation of stored information for greater ease of access by all departments, reducing duplication and retention of information.

Customer communication plan

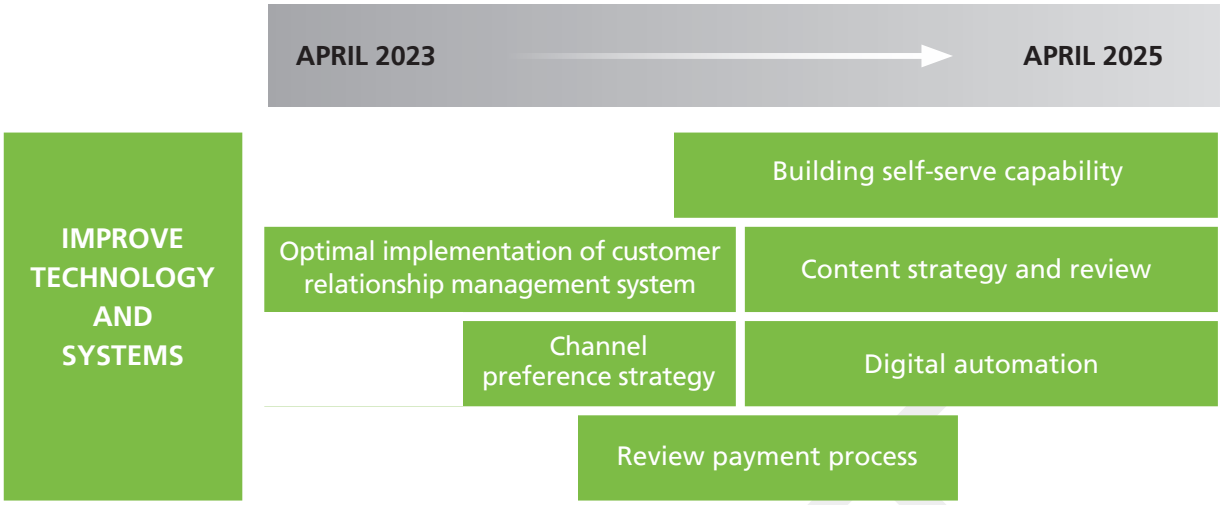
A communication plan that is consistent, accessible and responsive to our diverse customers.

Reporting and baseline

Customer reporting insights framework to help inform the business of real time customer experience opportunities to improve knowledge and responsiveness.

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Our Initiatives



Channel preference strategy

Our channels are aligned to customer expectations providing efficient and effective experiences.

Digital automation

Systems and process are fully automated improving efficiency.

Building self-serve capability

Self-serve options are available which save time for our customers and are easy to use.

Content strategy and review

Information provided to our customers is consistent, correct and easy to understand through all channels, including redesigned forms and documents on our website.

Optimal implementation of customer relationship management system

Customer insights gained through research and customer journey mapping are utilised in the implementation of the customer relationship management system, creating a single view of each customer.

Review payment process

Fast, efficient and seamless payment options available for our customers via a suite of digital products.

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Managing Delivery

Our Customer Experience Strategy is a step by step process working collaboratively across Council departments.

Council will receive an annual review of this strategy to show progress of initiatives.
A full review of the impact of this strategy will occur toward the end of the second year of the strategy to understand the success of the program and to inform the development of the Customer Experience Strategy 2026 – 2031.



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WILLOUGHBY CITY CO
At Home with Will
Out and Abo
9777 7824

Appendix 1

Methodology

In developing our strategy, we have completed the following actions to inform the customer experience outcomes, framework and initiatives.

1	**RESEARCH**
	Community Perception Survey 2020
	Community Strategic Plan 2032
	Disability Inclusion Action Plan 2022 – 2026
	Existing Customer Service Charter
	Emerging customer experience best practice
	ABS (Data) census data 2022
2	**WORKSHOPS**
	Community Perception Survey 2022
	Staff workshops
	Community consultation
3	**INTERVIEWS AND SURVEYS**
	15 customer feedback surveys and interviews
	20+ staff interviews
	Community engagement surveys
4	**DATA**
	Complaints, compliments and voice of the customer feedback
	Customer service reporting

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WILLOUGHBY
CITY COUNCIL

Published February 2023

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