



REPORT: Action Plan Review Customer Experience Strategy 2021-2027

DIVISION: Strategy, Partnerships and Engagement
REPORT DATE: 14 July 2025
TRIM REFERENCE: ID25/1395

EXECUTIVE SUMMARY

Purpose	• Seek endorsement	
Issue	• Review and implement Action Plan for 2025-2027	
Reasoning	• Actions identified the first 3 years of the 6 year plan	
Financial Implications	Budget Area	Customer Experience and Engagement
	Funding Source	Customer Experience
	Proposed Cost	\$500
	Ongoing Costs	Nil
Policy Implications	Policy Title	There will be no policy impact.
	Impact on Policy	Nil
Consultation	Internal Stakeholders Community	Meetings and Presentations YourSay Advertising local media

STRATEGIC DIRECTION

The Towards 2040 Community Strategic Plan is a vision for the development of the region out to the year 2040. The Plan includes four principal themes and a number of objectives and strategies. This report is aligned to:

Theme:	3 Working Together for the Region
CSP Objective:	3.1 Our Council is open, fair, and accountable in its decision-making.
Delivery Program Strategy:	3.1.1 Continuously review and improve Council services to maintain efficiency and effectiveness.
Theme:	3 Working Together for the Region
CSP Objective:	3.1 Our Council is open, fair, and accountable in its decision-making.
Delivery Program Strategy:	3.1.3 Foster two-way communication between Council, stakeholders, and the community.

RECOMMENDATION

- 1. That Draft Customer Experience Strategy 2021-2027 and Draft Customer Experience Charter go on public exhibition for community feedback.**
- 2. That a report of the public exhibition outcomes be prepared for Council.**

Jessica Brown
Director Strategy Partnerships and Engagement

TP
Engagement and
Customer Insights
Coordinator

BACKGROUND

Previous Resolutions of Council

ELT 21/72 16 June 2021	<i>1. That the Customer Experience Strategy be adopted. 2. That the Graphic Design Officer be engaged to design the concept of the strategy and implements the design once adopted.</i>
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The Customer Experience Strategy 2021–2027 was formally adopted by the Executive Leadership Team on 16 June 2021. It sets out a clear vision: *“To make life easier for our residents, businesses and visitors, ensuring your experience is positive, more often.”* The accompanying Action Plan identifies key projects for delivery within the first three years of the strategy.

Prior to this, Council had not developed or implemented a dedicated Customer Experience Strategy or Action Plan to guide regular reviews or establish a structured reporting framework. This strategy marks a significant step forward in embedding customer experience into Council’s operations.

The current Customer Experience Strategy and Customer Charter is available for the public on Council’s website.

REPORT

The basis of the Customer Experience (CX) Strategy remains largely unchanged in this review. Minor updates are required to align with Council’s Brand Guidelines, along with refreshed statistical insights to reflect the most recent year of data.

The development of key projects within the 2025–2027 Action Plan continues to align with the four essential drivers of excellent customer experience: Personalisation, Engagement, Connectivity, and Collaboration.

Consultation

An Engagement Plan was developed to identify stakeholders and define engagement outcomes aligned with Council’s Community Engagement Strategy, specifically under the *CONSULT* level of engagement. Extensive consultation was undertaken to ensure all Divisions were reached and that every staff member had the opportunity to participate.

The following activities were undertaken to promote participation for internal stakeholders:

- Direct emails to Executive Officers, Senior Leadership and Executive Officers.
- An article was published on Intranet to raise internal awareness
- Presentations were delivered at all Divisional Manager Meetings across June and July.
- Presentation provided to corporate systems workshop in July
- Subject matter experts were consulted in Economic Development, Corporate Strategy and Building Development

- Regular Team and one-on-one meetings with the CX staff

To facilitate feedback, a staff-wide survey was made available. Feedback themes from the 23 participants are outlined below:

Feedback themes	Decision/Outcome
• Improve decision points to guide customer enquiries • Internal process improvement • More customer feedback opportunities for departments/facilities • Extend knowledge base & information sharing internally • Identified 2 new systems for implementation seeking Customer Experience support/facilitation • Improve knowledge articles for handover of caller details • Review website information • Refresher training on critical systems and policies.	All feedback will be allocated to either a Strategic Action or placed on the Customer Experience Annual Operations Prioritisation list.

A full snapshot of results from the internal survey can be found in **Appendix 3**.

Community engagement

The second phase of consultation focused on engaging community. A dedicated YourSay page was developed to encourage participation and gather feedback on the commitments outlined in the Customer Experience Charter. The page was designed to foster meaningful engagement and ensure community voices were reflected in the strategy. A full snapshot can be found in **Appendix 2**.

Overall, the following themes emerged and were considered from the 15 contributions:

Feedback theme	Decision/Outcome
10-day email timeframes need to be reduced.	Acknowledged. Weekend correspondence and processing within the records management system this maximum margin is acceptable. No action required.
Improve/increase frequency of correspondence with customer requests	Identified in Action Plan.
Assurance that staff return calls and emails	Identified in Action Plan.
Faster processing of Development Applications	Acknowledged. For the financial year 2024/2025 the average assessment time of 54 days for Development Applications. Council is committed to reducing timeframes. No action required.

Requests for online services included: • Online booking for garbage • Complaints for roads • All services made available	Acknowledged. Waste and Road requests are currently available on DRC&ME. Identified in the Action plan.
Website improvements	Identified in Action plan.
Accepting cash at waste facility	Acknowledged.
Allowing seniors to access things in person	Acknowledged. Our Customer Experience Centres have self-service kiosks and access to staff for assistance. Hard copies can be made available upon request.
Always have staff available for visits	Acknowledged. Our Customer Experience Centres are open 5 days from 9am to 5pm.
Increase call centre capacity	Acknowledged.
Improve wait times by phone.	Acknowledged. Staff answer calls within 60 seconds on average 88% of the time.

A Communications Plan supported the Engagement intent and included the following promotional activities:

- Radio promotions
- Newspaper advertisement
- Social media campaign

The outcomes from the Engagement and Communications Plans are summarised in the Engagement Snapshot, **Appendix 2**.

Customer Experience (CX) conducts regular surveys to gather feedback across phone, email, and web channels. In alignment with the CX Strategy and Charter, customer satisfaction results for the 12-month period from June 2024 to July 2025 are as follows:

- Call Centre: 95% satisfaction from 9,000 participants
- Counter Services: 96% satisfaction from 2,117 participants
- Webchat: 92% satisfaction from 236 participants
- Email: 80% satisfaction from 195 participants

All qualitative feedback was thoroughly reviewed and considered in the development of this Action Plan.

Resourcing Implications

- All staff resourcing aligned with the Community Engagement Strategy 2023-2027
- Promotional expenses of \$500 were within the 2024/2025 Budget
- Customer Experience Budget 2025/2026 provides the source for all actions identified.

Proposed Action Plan 2025-2027

The Draft 2021-2025 Customer Experience Strategy document can be reviewed in **Appendix 1**. The following actions within each strategic driver have been included in the Draft Strategy for public exhibition:

PERSONALISATION

- Implement a text message feedback survey for customers contacting the call centre to increase conversion rates on completed surveys.
- Investigate more opportunities for customers to provide qualitative feedback and to seek overall experience on resolved customer service requests.
- Support service areas in their review of existing customer feedback systems to identify opportunities for more efficient collection and actionable insights.
- Support website redevelopment to ensure a cohesive and functional experience for the customer.
- Review remaining manual processes for the development of interactive online services
- Enhance communication of customer requests to improve and align understanding and expectations

ENGAGEMENT

- Explore a Customer Effort Score measurement that complements our existing measure for Customer Satisfaction (CSAT) and for loyalty through the NET Promoter Score (NPS)
- Consider internal commitment and accountability for the customer experience within Council's performance assessment program.
- Review and implement performance monitoring strategies to support ongoing staff development.
- Partner with customers in co-design opportunities across the scoping, development, implementation and evaluation of service delivery.
- Consult, review and renew the Customer Experience Strategy and Service Level Agreements for adoption.
- Establish a Customer Experience working group with roles to promote and uphold a progressive customer-centric culture.
- Develop an education program for community on the different channels available for submitting requests to Council.
- Use insights from customer interactions to shape and support community engagement and outreach activities.

CONNECTIVITY

- Implement software to allow our systems to integrate and provide a single view of the customer.
- Support the rollout of a digital booking solution for Council's community spaces and facilitate an intuitive process for bookings and payments.
- Expand customer options in secure digital payments to meet diverse user preferences.
- Ensure staff actions underpin legislative obligations and Council's policies and procedures through training and awareness activities.
- Expand knowledge sharing capability within the organisation by creating Customer Experience Knowledge champion groups.

- Investigate communication technologies and systems to improve efficiencies for staff and outcomes for community.

COLLABORATION

- Introduce organisational wide resources and sessions for a consistent approach and ongoing engagement with Council's Customer Experience Charter.
- Create knowledge banks that support a variety of learning styles, making information more accessible, engaging and practical for staff.
- Develop and design an induction program that embeds a customer experience culture.
- Review, define and streamline customer request processes to strengthen accountability and drive a consistent and positive experience for staff and customers.
- Create diverse and inclusive ways to share information to support staff accessibility, engagement and a range of learning styles.
- Establish a Community Interest Group for a customer led consultation in the scope, design, test and ongoing review of customer-based processes.

Next Steps

- The Draft Customer Experience Charter includes minor formatting and content updates for public exhibition.
- Internal service area requests will be incorporated into CX's operational prioritisation schedule.
- Both draft documents will be placed on public exhibition for a period of 28 days.
- Report to Council outcomes from the public exhibition.

APPENDICES:

- 1 Draft 2021-2027 Customer Experience Strategy
- 2 Community Engagement Snapshot CX Strategy 2025
- 3 Internal Feedback Summary CX Strategy