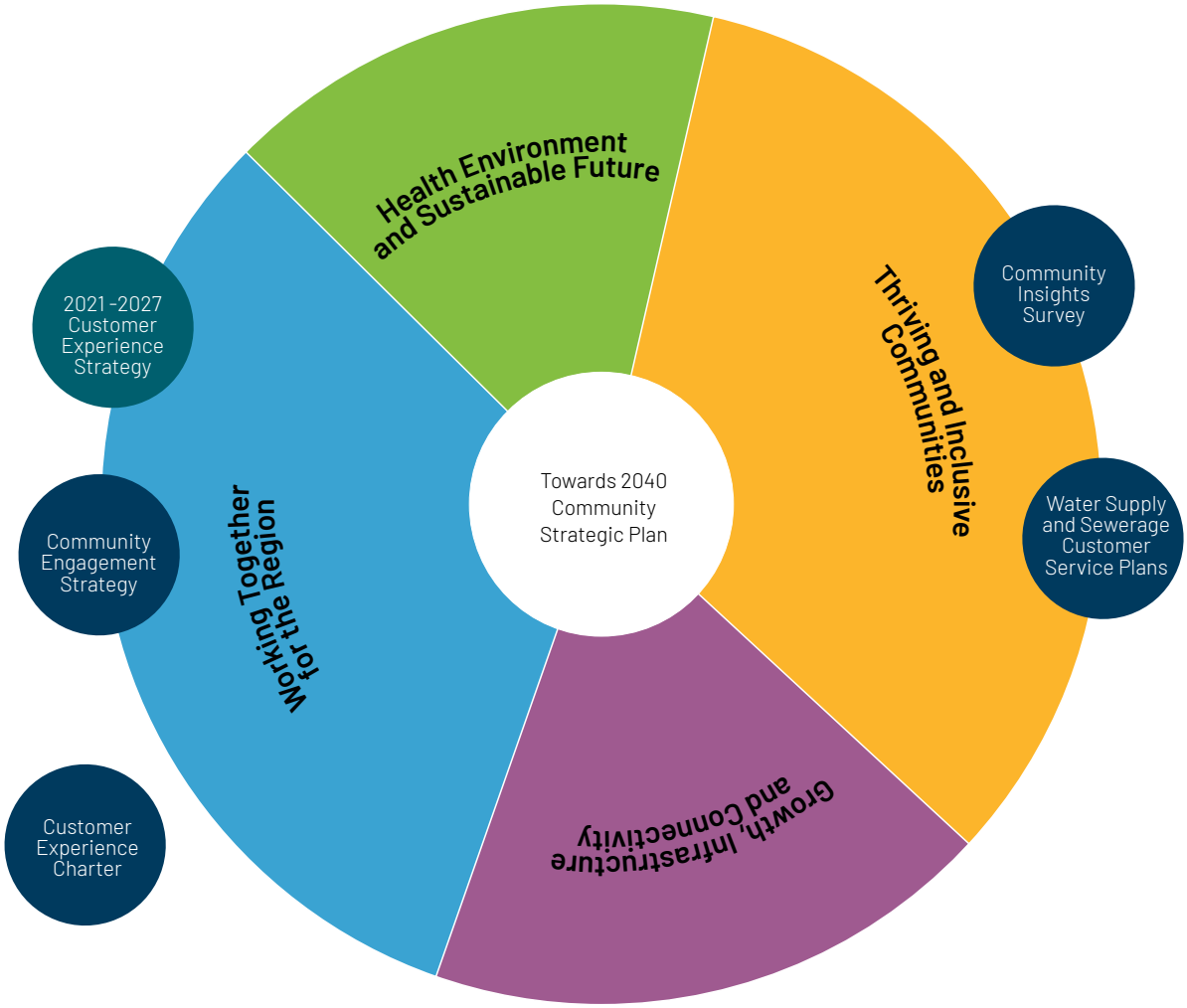
DUBBO REGIONAL COUNCIL

2021 - 2027 CUSTOMER EXPERIENCE STRATEGY

How the 2021 -2027 Customer Experience Strategy connects with our other strategic plans

The 2021 – 2027 Dubbo Region Customer Experience Strategy will form part of Council's integrated planning and reporting framework, ensuring that commitments are delivered through clear planning, performance monitoring and resource alignment.

At the core of this framework is the Towards 2040 Community Strategic Plan (CSP). The Customer Experience Strategy plays a key role in guiding how Council engages with and serves the community, and sits alongside a range of other strategic documents, as shown in the diagram below.



Strategic Context

- CSP Strategic Pillar 3: Working together for the Region
- 3.1: Our Council is open, fair and accountable in it's decision-making.
- 3.1.6: Provide cost-effective and timely services while meeting statutory requirements.
- 3.1.6.1: Monitor the Customer Experience Charter standards in relation to customer requests and correspondence.

The design of the strategy has a whole-of-community approach, to be used by everyone in the region, contributing to a thriving vibrant inclusive community.

For more information on Council's plans visit: dubbo.nsw.gov.au/About-Council

or scan the QR code

Disclaimer statement

The information is current at time of completing this strategy and some information may change during the lifetime of the 2025 - 2027 Customer Experience Strategy. Community members are advised to contact relevant service providers, organisers, authorities, and Dubbo Regional Council Customer Experience Team if they have any questions.

Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past and present of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

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Our vision

To make life easier for our residents, businesses and visitors by ensuring their experiences are positive, more often.

Our Purpose

To create seamless and positive experiences by understanding our customers and orienting our organisation to anticipate and respond to their needs.

Our purpose is inspired by, the voice of our customer, putting you first.

About the Dubbo Region

The Dubbo Region is home to a growing and diverse population whose broad skills and experiences enrich our cultural, social, and economic fabric. This diversity strengthens our community across key areas including population growth, economic development, lifestyle, housing, sport, arts, and culture. In a rapidly evolving environment, our approach to customer experience must remain agile and forward-thinking to meet the future demands of our community.

Dubbo Regional LGA

Service area of 7,534.5 km^2 including one city, town and villages.

Population

56,997
Estimated residential population Dubbo Region

16.58%
Aboriginal and/or Torres Strait Islander

11.68%
Aged between 50-59 years

84.8%
of residents are Australian citizens

9.63%
Born overseas

5.99%
Stated they have a need for assistance with core activities

7.81%
Speak a language other than English

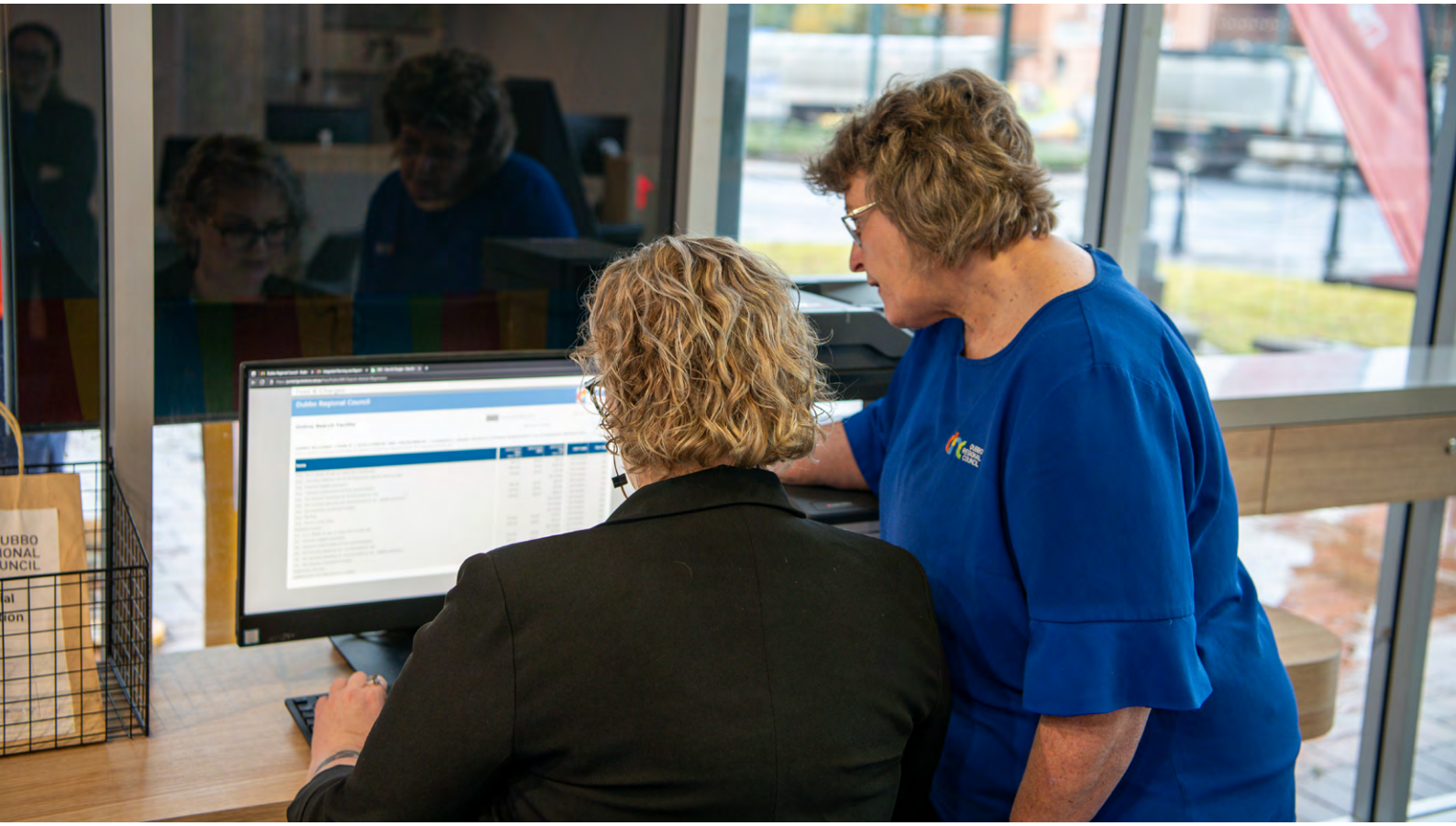
36 Years
Median age

By 2036, a further 8,045 people are expected to make the Region home. The number of residents aged 50 years and below is projected to be 63% of the population. 63,563

ABS Census 2021 *ABS 2024 Estimated residential population

Gender Ratio

Female	Gender ratio	Male
50.6%		49.4%



How our customers interact with us

Our Customer Experience Centre received:

43,863
Customer calls

15,034
Counter enquiries

1,809
Customer emails

649,251
Unique website visits
(286,100 website visits)

5,526
Service requests via DRC&ME

37,147
Service requests

*Statistics are for the calendar year, January to December 2024

Why our customers interact with us

Our Customer Experience Centre supported 43,115 requests.
Here are our top interactions:

11,988
Rates enquiries

7,875
Waste enquiries

2,720
Water and Sewer enquiries

2,610
Animal related, ranger enquiries

1,391
Road related

967
Tree related

821
Animal registrations (counter only)

Our purpose is inspired by, the voice of our customer, putting you first.

Our facilities and businesses

The Customer experience extends across all areas of Council:

Macquarie Regional Library

184,568
Visitors
(All LGA's)

Aquatic Leisure Centres

103,473
Visitors
(Dubbo, Wellington,Geurie)

Dubbo Regional Theatre and Convention Centre

77,541
Visitors

Wellington Caves

29,534
Visitors

Dubbo Regional Airport

189,309
Passengers
(* July 2024-May 2025)

Western Plains Cultural Centre

149,553
Visitors

Visitor Information Centres

44,827
Dubbo Visitors

7,409
Wellington Visitors

Old Dubo Gaol

46,113
Visitors

Statistics are for the 2024/2025 Financial Year.

Trends and opportunities

An emerging and changing region

Our region's population is projected to grow by 9,500 people by 2036, creating significantly higher demand for our services.

To successfully manage this increasing demand, we must maintain and enhance access to these services, as well as driving cost effective service channels and technology. Our region's culturally diverse community is growing. We are committed to providing appropriate, equitable and accessible services for all our customers. Access and inclusion is critical.

Customer expectations

Our customers' expectations and abilities are evolving. Increasingly, our customers expect to be engaged in the design of our services, and that our services adapt to change.

We will respond by creating opportunities to co-design services with our customers and respond to their ever-changing technical abilities. A seamless experience through any communication channel will be non-negotiable, while personal connection will be paramount. We will need to react to feedback with agility to predict our customers' future needs and expectations.

Technological change

Technological change will continue to transform the way we live, work, communicate and innovate.

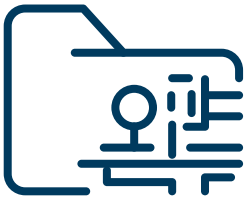
Keeping pace with these changes will be a key challenge for our council.

The way we capture, access, share and use data from these technologies is critical to that evolving transformation.

Staying human in a digital age

With new technologies enabling more automated and self-service options, we need to ensure that we work with our customers to achieve human-centred design. We need to look at a service from the perspective of the person using it, and then develop a suitable solution.

Our service design and delivery will need to be intelligent and customised to build meaningful personal connections. We know our customers expect to interact with us through different channels, whether making online payments or sitting down with a staff member to discuss their home plans. Listening to our customers, engaging them in the design of our services and channels, and offering tailored solutions will be increasingly important over the course of this strategy and beyond.



Privacy and open data

Customers want their data to be secure and kept private, but they also want a quick and easy experience that meets their unique needs.

This means we must remain vigilant in managing cyber security risks.

We often need to use a customer's personal data to provide a tailored experience, and trust must be maintained to ensure customers are comfortable providing information to us.

Customer experience drivers

We have identified four drivers for an excellent customer experience:

PERSONALISATION

How we tailor our channels and service to the individual customer.

ENGAGEMENT

How we build trusting relationships with customers by listening, observing, informing, co-designing services and seeking feedback from customers to identify problems and opportunities.

CONNECTIVITY

How we reduce effort and build effective relationships with our customers.

COLLABORATION

How we work together as an organisation and with our community to improve customer experiences.

Our customers

What our customers have told us:

We sourced feedback from a number of different areas that included our customer service quality assurance program, our community satisfaction survey, previous community consultation and feedback received through multiple channels including, face to face surveying, phone surveying and email surveys including all forms of compliments and complaints.

More online self-service options

A guarantee that information on our website is always up to date and accurate

Jargon-free language and a dedicated channel for feedback across all services

A commitment to acknowledge issues and deliver customer service within a set time whilst advising on progress

More payment options

Clear expectations of the customer and what they can expect from staff including consistent communications

Multi Channel Support for the community. Customers want to choose the channel that works for them, whether it's phone, email, social media, live chat, in person, mail or online

Did you know?

Last year we surveyed 9 thousand customers via our call centre to gauge their satisfaction with recent interactions with us.

Our customer Satisfaction overall score was 95%

What we have already done

- Increased leader-to-staff ratio in Customer Experience
- Created capacity for future self-service kiosks in Customer Experience Centres
- Upgraded onboarding program for Customer Experience Staff
- Delivered dozens of quick wins to improve service delivery including introduction of Customer Experience Branding, including name badges across all of council customer facing staff, introduction of uniforms and introduction of a concierge role to streamline service delivery

- Improved training programs
- Implemented one-to-one and team coaching
- Revitalised career and employee development plans
- Implemented feedback opportunities across all contact channels including feedback at council's facilities & businesses
- Support employee induction program with Customer Experience Charter

What we have already done

- Started implementing recommendations for improved customer experience across multi-channel contact points, people, process, technology and quality
- Mapped current and future states of high-volume services
- Committed our whole organisation to place the customer at the center of everything we do
- Identified our vision and strategy for our service in the future
- Established a Customer Experience Charter

- Developed service standards for high-volume services to ensure service level commitments are aligned with contemporary customer expectations
- Designed a new team structure in the Customer Experience Centres
- Introduced new customer contact channels: social media service requests, DRC&ME online transactional portal 24/7
- Implemented central knowledge management system
- Introduced customer experience quality and coaching framework

What we are working towards

It is time for our organisation to take the next step in creating better experiences for our customers and develop a Customer Experience Strategy that focuses on not just the interactions that we have with our customers, but the entire relationship we have with them.

Customer experience is championed across all functions of our diverse organisation.

Quality customer experiences, for internal and external, is critical to our day-to-day operations

Customer data and insights are used to make informed strategic and operational decisions

Strategy

We aim to deliver more positive customer experiences. Delivering improvements across each of the four customer experience drivers will improve our customer satisfaction. To achieve this, four principles will guide our efforts;

Guiding principles

Journey
Consider the customer journey and ensure a personalised customer experience is at the centre of everything we do, across all functions.

Processes
Understand how our processes impact the customer, and work collaboratively to create seamless experiences.

Data
Ensure data is captured in real time, accessible to our customers and connected through the organisation so that we can continuously update our knowledge of customers' needs.

Innovation
Embed practices that enable us to engage with, understand and advocate for the voice of the customer, creating products and services to customers.

Customer experience drivers

Personalisation
How we tailor our channels and service to the individual customer.

Engagement
How we build trusting relationships with customers by listening, observing, informing, co-designing services and seeking feedback from customers to identify problems and opportunities.

Connectiivity
How we reduce effort and build effective relationships with our customers.

Collaboration
How we work together as an organisation and with our community to improve customer experiences.

Action plan 2025 - 2027

Personalisation: How we tailor our channels and service to the individual customer.

STRATEGIC OBJECTIVE	KEY PROJECTS	WHEN
Measure the experience we are providing through our customer satisfaction feedback and metrics	Implement a text message feedback survey for customers contacting the call centre to increase conversion rates on completed surveys.	2025
	Investigate more opportunities for customers to provide qualitative feedback and to seek overall experience on resolved customer service requests.	2026
Implement intelligence-led customer improvement practices across the organisation	Support service areas in their review of existing customer feedback systems to identify opportunities for more efficient collection and actionable insights.	2025
Align and improve customer channels to give customers more ways to engage with us	Support website redevelopment to ensure a cohesive and functional experience for the customer.	2026
	Review remaining manual processes for the development of interactive online services.	2025
	Enhance communication of customer requests to improve and align understanding and expectations.	2026

Engagement:

How we build trusting relationships with customers by listening, observing, informing, co-designing services and seeking feedback from customers to identify problems and opportunities.

STRATEGIC OBJECTIVE	KEY PROJECTS	WHEN
Employ a combination of measurements (to measure effort, satisfaction and loyalty) to provide a complete view of the customer experience.	Explore a Customer Effort Score measurement that compliments our existing measure for Customer Satisfaction (CSAT) and for loyalty through the NET Promoter Score (NPS).	2027
Ensure staff performance reviews include measured, customer centric performance expectations	Consider internal commitment and accountability for the customer experience within Council's performance assessment program.	Ongoing
	Review and implement performance monitoring strategies to support ongoing staff development.	Ongoing
Embed the Voice of the Customer into everyday practice.	Partner with customers in co-design opportunities across the scoping, development, implementation and evaluation of service delivery.	2026
	Consult, review and renew the Customer Experience Strategy and Service Level Agreements for adoption.	2027
Activate education and awareness activities to support the customer experience.	Establish a Customer Experience working group with roles to promote and uphold a progressive customer-centric culture.	2026
	Develop an education program for community on the different channels available for submitting requests to Council.	2025
	Use insights from customer interactions to shape and support community engagement and outreach activities.	Ongoing

Connectivity:

How we reduce effort and build effective relationships with our customers.

STRATEGIC OBJECTIVE	KEY PROJECTS	WHEN
Create and maintain seamless single view of customers across all service delivery touchpoints, including history of interactions.	Implement software to allow our systems to integrate and provide a single view of the customer.	2027
	Support the rollout of a digital booking solution for Council's community spaces and facilitate an intuitive process for bookings and payments.	2026
Maintain community confidence in security of all personal data obtained and held by Council.	Expand customer options in secure digital payments to meet diverse user preferences.	2027
	Ensure staff actions underpin legislative obligations and Council's policies and procedures through training and awareness activities.	Ongoing
Activate an organisation-wide knowledge sharing program to encourage the flow of information and collaboration between departments.	Expand knowledge sharing capability within the organisation by creating Customer Experience Knowledge champion groups.	2026
Employ technology and build adaptable systems and processes to meeting customers changing needs.	Investigate communication technologies and systems to improve efficiencies for staff and outcomes for community.	2027

Collaboration:

How we work together as an organisation and with our community to improve customer experiences.

STRATEGIC OBJECTIVE	KEY PROJECTS	WHEN
Foster diverse ways to cultivate, share and spread knowledge across the organisation for a shared understanding of customer expectations.	Introduce organisational wide resources and sessions for a consistent approach and ongoing engagement with Council's Customer Experience Charter.	2026
	Create knowledge banks that support a variety of learning styles, making information more accessible, engaging and practical for staff.	2025
Work collaboratively across relevant departments and teams to identify opportunities and find solutions to improve channels and services.	Develop and design an induction program that embeds a customer experience culture	2025
	Review, define and streamline customer request processes to strengthen accountability and drive a consistent and positive experience for staff and customers.	2026
	Create diverse and inclusive ways to share information to support staff accessibility, engagement and a range of learning styles.	2026
Collaborate with customers in co-design processes to ensure their needs and requirements are incorporated in service design.	Establish a Community Interest Group for a customer led consultation in the scope, design, test and ongoing review of customer based processes.	2026

Measuring our progress

Ongoing

Customer Satisfaction Survey

We will measure customer satisfaction at the close of each request for service through all survey channels provided.

Weekly

Customer Insights

We will provide feedback to departments on identified customer insights.

Monthly

Performance Reporting

We will measure our progress against our corporate customer satisfaction key performance indicators.

Quarterly

Voice of the Customer

We will conduct quarterly reviews in alignment with our quality assurance program, including a review of complaints and regular feedback to allow us to identify gaps in customer experience delivery.

Annually

Employee Feedback

We will conduct an employee survey yearly to identify any gaps or improvement suggestions. We will also include customer compliment and complaint feedback in staff performance reviews.

Customer experience measures

Customer Satisfaction Score (CSAT)

CSAT measures a customer's satisfaction at the time of interaction and is represented as a score between one and 10. This metric focuses on a specific point in the customer's journey.

Customer Effort Score (CES)

CES measures the ease of interacting with our organisation. It measures the amount of effort a customer has to go through when seeking help, sourcing information or having a problem solved. Customer effort is directly linked to the overall customer experience.

Net Promoter Score (NPS)

NPS is used to measure customer loyalty. This score can range between -100 to 100 and is calculated based on the percentage difference between three categories of customers;

- Detractors – who are unhappy with our organisation or service and highly unlikely to recommend to a friend or family member
- Passives – Who are mostly satisfied and could easily be persuaded to become a promoter or detractor
- Promoter- who are loyal and enthusiastic, have had a great customer experience and will recommend us to a friend or family member

What will implementation of the strategy look like for you?

Design and deliver the right services

You may not think about the services we deliver very often – rubbish bins, roads, water and child care for example – but we think about your experiences using these services a lot. We are going to use your feedback to design and deliver the right services based on what matters most to you.

Co-design service experiences with you

We've been designing services for a long time and we recognise that there is no one better placed than you to tell us how you want our services to work for you. When we are redesigning service experiences, we're going to get you to help us by co-designing it with you. This will include ensuring we talk to people of all ages and cultural backgrounds.

You choose how you want to contact us

We know how frustrating it is to have only one option to contact us. We understand that some customers value human interaction whilst some prefer the convenience of digital options. We're going to ensure consistency of information across our website, forms and brochures so it's clear to you.

You'll only tell us once

Have you ever called us multiple times and had to repeat yourself every time? We're going to try to make that a thing of the past. We want you to only have to tell us once. The next time you contact us, we want to be able to remember why you're getting back in touch and anticipate how we can make this future contact as easy as possible.

Next steps

To support delivery of this strategy, we will implement the following actions:

Implementation support

Our Customer Experience team will work with Managers to align departmental business plans. Quarterly monitoring and reporting will support progress against actions, with a primary focus on our more visible, customer facing departments.

Performance reporting

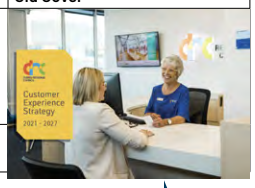
Customer-focused actions aligned to this strategy will be included in the department business plans. Achievements will be assessed as part of the quarterly reporting cycles to determine whether we are meeting our success measures and where adjustments may be required.

Championing the strategy

The Manager of Customer Experience and Engagement will champion implementation of the Customer Experience strategy and monitor our success measures. Customer-facing teams will be equip with the right technology and emotional intelligence training to deliver the best possible Customer Experience.

Community engagement

Continue to work with internal stakeholders to review the customer journey process and identify improvement opportunities as they are presented. Modify the Customer Experience Strategy as required following consultation with all stakeholders.

Status	Version	Author	Date	Changes	Old Cover
Adopted	2	Manager Customer Experience and Engagement	August 2025	Updated	

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