



# CAMDEN COUNCIL



INNOVATION



LEADERSHIP



PARTNERSHIP



CUSTOMER  
FOCUS



COMMITMENT



SAFETY

Delivered by the Customer Experience Team

# ABOUT THIS STRATEGY

Council underwent a significant transformation and developed a Customer Service Strategy that would see a substantial improvement to our frontline Customer Service and customer culture. These efforts paid off and we achieved some fantastic outcomes, including:

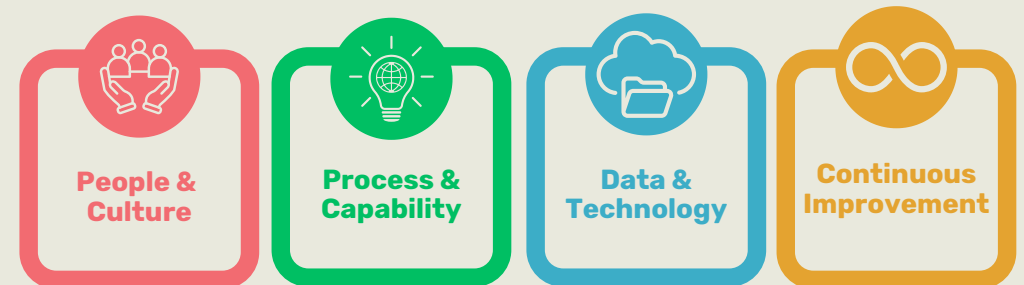
- Review and restructure of Customer Experience Team;
- Implementation of Call Centre Performance Targets;
- Call coaching program established;
- Customer Service Workshops;
- Implementation of a Customer Service Charter and Voice of the Customer Program;
- Introduction of Council's Mystery Shopper Program;
- Internal Customer Experience Partnership Program building capability;
- Knowledge management system, inclusive of emergency hub contact information;
- Improved phone and email system with better monitoring and reporting; and
- Implementation of live chat.

These are great achievements and our Customer Experience team have been regularly recognised for excellence within the industry.

This strategy builds off this strong foundation and takes further steps to ensure our current and future customers are at the centre of our operations. It seeks to improve our understanding of our customers, their unique needs and desires so we can create infrastructure, services, programs, and amenities that better serve them.

The strategy steps beyond the front line and provides practical actions that focus on providing a Positive, Effective & Easy end-to-end experience for our customers regardless of which area of Council they interact with.

These actions are organised under four strategic pillars:



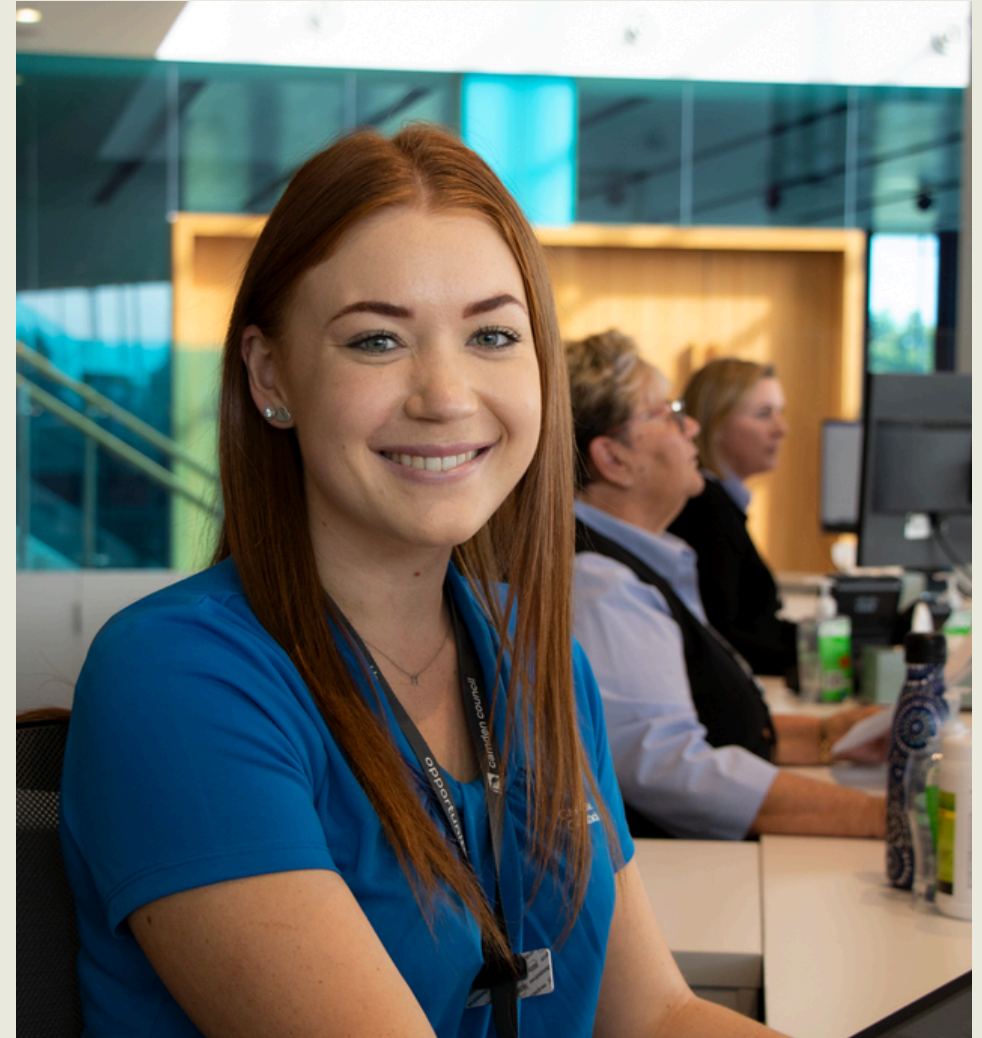
# WHY IS BEING CUSTOMER CENTRIC IMPORTANT TO US?

Council exists to serve our community and customers. We hold our customers at the heart of everything we do, and we take pride in serving our community.

Our Customer Experience Strategy sits within our four-year Delivery Program and supports our objective to champion a responsive customer experience within our Community Strategic Plan, Connecting Camden.

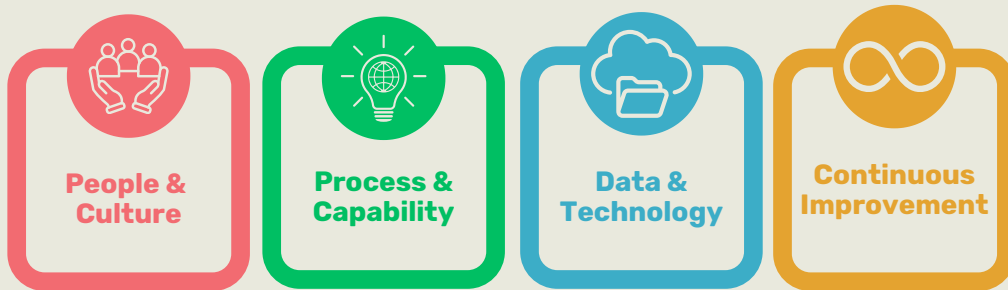
Why is being customer-centric important?

- A good customer experience can save time and effort for both the organisation and customers.
- Being committed to holding the customer at the centre of all that we do means we will continue to find opportunities to improve our service delivery.
- Customer-centric governments experience greater budget efficiency and productivity. They are more in tune with customer needs and avoid investment in services and initiatives that don't have customer impact.



# HOW DO WE GET FROM HERE TO THERE?

Our goal is to deliver a positive, effective experience that makes our customers lives easier. We will achieve this through focussing on our four key strategic pillars.



***Customer Experience is defined as the sum total of all interactions a customer has with Council and the feelings, emotions and perceptions they experience during these interactions.***

Using design thinking, we will gain a deeper understanding of our customers, embrace and use customer data to continually improve our service and deliver a positive customer experience.

FROM	TO	CUSTOMERS
Lack of consistency in end-to-end experiences.	Our customers consistently walk away feeling positive about their experience.	<ul style="list-style-type: none"> <li>• Feel valued and supported</li> <li>• Are satisfied with their overall experience</li> </ul>
Inconsistencies in managing customer expectation across different pathways and services.	Our customers are informed and are getting effective results across all areas and services.	<ul style="list-style-type: none"> <li>• Always receive safe and responsive services that meet their needs</li> <li>• Can trust Council to deliver robust services and solutions</li> <li>• Are informed and know what to expect and when</li> <li>• Know Council is accountable for the services we deliver</li> </ul>
Difficult pathways that are labour intensive for customers.	Our customers have intuitive and easy interactions with Camden Council services.	<ul style="list-style-type: none"> <li>• Intuitive and easy digitised services</li> <li>• Understand Council's role and services we can offer them</li> <li>• Experience the simplest path to get a resolution</li> </ul>

# WHAT INFORMED THE STRATEGY

## OUR CUSTOMERS IDEAS

**Our customers are the best source for insights and feedback, helping to identify opportunities to improve the customer experience.**

Council regularly seeks customer feedback through its Voice of the Customer program and has used this feedback to produce this strategy and action plan.

Opportunity to ensure issues will be followed up on within the promised timeframe when Customer Service refers a customer to the relevant department.

Improve responsiveness and follow up beyond the automated acknowledgement and communicate with customers throughout their journey.

Ensure issues are rectified properly the first time.

Better manage and set customer expectations around how long it will take to fully resolve an issue.

Improve Council's website and app.

Improve inconsistencies of service between Council departments.

Improve the understanding of the roles and responsibilities of Council to make it easier for our customers to know what they can expect from Council.



# WHAT INFORMED THE STRATEGY

## OUR STAFF IDEAS

75% of Council staff live in the Macarthur region which incorporates the Camden, Wollondilly and Campbelltown local government areas. Many of our staff are also our customers and are a great body of knowledge and insights.

Improve and simplify customer communications - make plain English.

Develop our technology to make it easier and more accessible.

Improve our use of customer data to improve our services.

Improve communication around timeframes and expectations.

Customer-centric Training.

Look at different ways to survey our customers.

Provide more coordinated updates to our customers.



# CUSTOMER EXCELLENCE TRENDS

When developing this Strategy, we looked at the Customer Excellence Trends across different industries and the public sector. KPMG's Six Pillars of Customer Excellence, within their 2021 Customer Experience Excellence Report, are still relevant today and have consistently been shown as characteristics required for customer success. Within the public sector, improving service delivery, time and effort, and reaching a resolution in every interaction, will be vital in providing a positive customer experience.



## PERSONALISATION

Using individualised attention to drive an emotional connection.



## TIME AND EFFORT

Minimising customer effort and creating frictionless processes.



## RESOLUTION

Turning a disappointing experience into a great one.



## INTEGRITY

Being trustworthy and engendering trust.



## EXPECTATIONS

Managing, meeting and exceeding customer expectations.



## EMPATHY

Achieving an understanding of the customer's circumstances to drive deep rapport.

# CUSTOMER EXPERIENCE PRINCIPLES



## Respond to me

**Respond to me** means that whenever I contact the council, regardless of which channel I use, I get a response from someone in a timely manner. This means that my requests are acknowledged and followed up with an indication of the actions that will be taken to respond to the issue or query I have raised. The response I receive reassures me that I have been heard, acknowledged and caused action to be taken.



## Make it easy for me

**Make it easy** for me means that you make interacting with you easy. The online processes are simple and, when I need to access information, I can do so quickly and easily and can feel sure that it is accurate. When I need to speak to someone, I can do so easily without being transferred to multiple departments. It means that when issues occur you investigate my concerns and queries properly rather than me having to follow up.



## Keep me informed

**Keep me informed** means that, with any enquiry that I lodge, I am informed of the progress so I know when I can expect action will be taken, what action has been taken once it has occurred and any action that will be undertaken in the future. Council proactively provides transparent information so I don't have to constantly follow up with them. They understand that I don't expect something to be resolved immediately but that managing my expectations can support me along my journey.



## Reassure me

**Reassure me** means that I can always feel confident that my issue or query is being considered and dealt with within Council processes. It helps me understand the processes that matters need to go through and when and how responses will be delivered. Even when you deliver bad news, you provide reassurance as to my options and guide me on the next steps that are available to me. I am reassured that any issue or query I raise will be followed through to the end and I will understand the action taken and why.



# CUSTOMER EXPERIENCE PRINCIPLES



## Be reliable

**Be reliable** means that Council provides a solution that is long-lasting without the same issues occurring again and again so that, when I report an issue, it is reflected correctly the first time.



## Value me

**Value me** means that whenever you interact with me, you treat me with empathy, warmth and respect. When I call, I feel my concerns are heard and responded to with compassion. The communications you send to me are relevant and the customer service staff are always courteous and professional in their interactions. They actively listen to me and provide me with satisfying responses and resolutions so I am confident that I am being understood. When my requests can't be fulfilled, you provide the reasons why so I understand why and feel that it was a fair decision.



## Be consistent with me

**Be consistent with me** means that, when I deal with Council, I can expect a certain level of service regardless of which part of the organisation I am dealing with. It means the information I receive, no matter what channel or department, is consistent so I know I am able to safely rely on it. When you make promises to me, you deliver on them without the onus being back on me to follow up. You action the requests within the set timeframe and follow through with them to make sure they are properly rectified.



## Support me

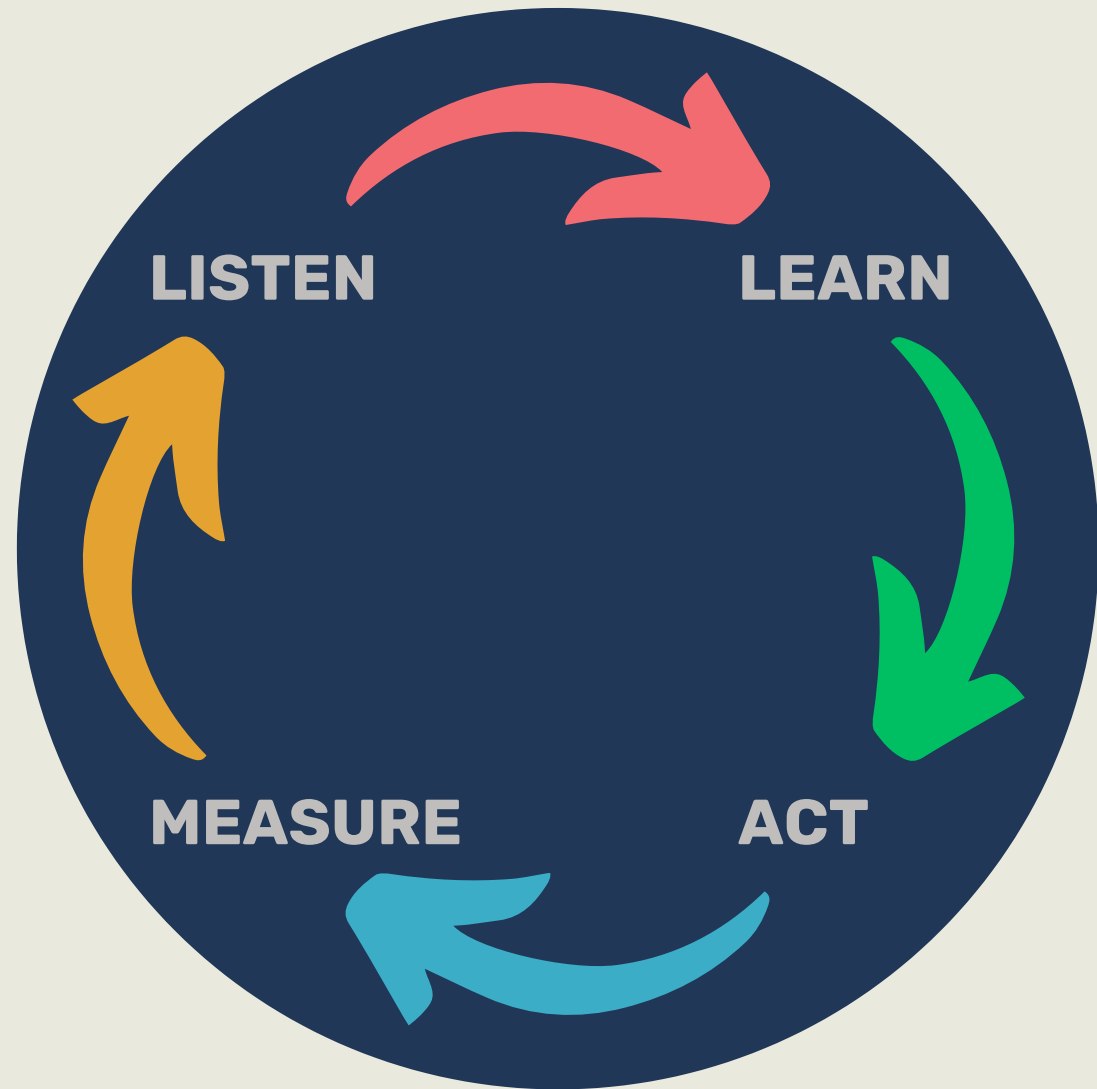
**Support me** means you recognise things that can affect me and take proactive steps to minimise the disruptions. When I lodge an issue communicating a safety issue, you communicate back to me in a way that is supportive and makes me feel at ease. It means that you also ensure that everyone else in the community adheres to the guidelines so that we can keep each other safe. When I report concerns about actions caused by other people, you take action quickly, which shows me that you care about my concerns and my safety.

# EXPERIENCE MANAGEMENT FRAMEWORK

Council's Experience Management Framework drives our Customer Experience Strategy through four key steps:

- *Listen*
- *Learn*
- *Act*
- *Measure*

We gather insights, analyse feedback, implement improvements, and regularly evaluate our progress to ensure continuous enhancement of our community's experience.



# OUR PLAN - STRATEGIC PILLARS

## Our promise to our customers

To always put the customer first by delivering a positive and effective end-to-end experience that makes life easier for our customers and leaves them feeling valued.



### People & Culture

Build a culture that encourages empathy, understanding and willingness to work alongside customers and colleagues.

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#### Success Measure:

- Staff Experience Rating
- Customer Experience Rating



### Process & Capability

Grow our capability to manage expectations and deliver what we promise.

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#### Success Measure:

- First Contact Resolution



### Data & Technology

Digitise our services and ways of working to empower and make life easier for our customers.

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#### Success Measure:

- Self-Serve Rate



### Continuous Improvement

Co-design innovative services with our community that anticipate and improve our customers' lives.

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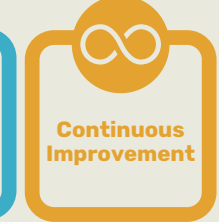
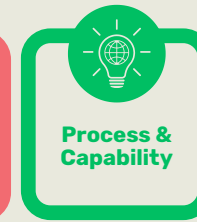
#### Success Measure:

- Number of customer journeys mapped
- Staff Experience Rating

# PEOPLE & CULTURE



Build a culture that encourages empathy, understanding, and willingness to work alongside customers and colleagues.

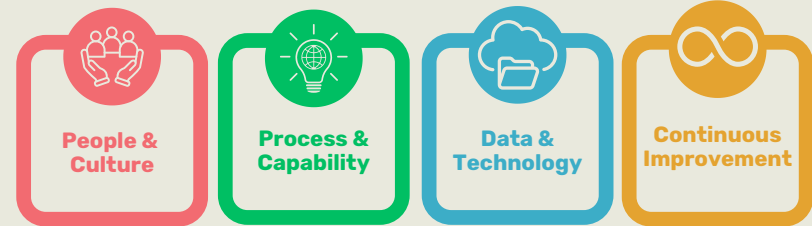


Target Outcome	How will we get there?	Target Delivery Year
<b>Customer-centric training for all existing and new staff</b>	<ul style="list-style-type: none"> <li>Customer-centric training program for staff to ensure a customer-centric mindset throughout Council including design thinking and cultural awareness.</li> </ul>	Year One (FY23-24)
<b>Customer Stories</b>	<ul style="list-style-type: none"> <li>Capture and share customer stories with the organisation and via social media to help promote the customer experience and services Council offers.</li> </ul>	Year One (Ongoing) (FY23-24)
<b>Promote Strategy and Customer Promise with Customers</b>	<ul style="list-style-type: none"> <li>Promote internally/externally our Customer Charter and Promise with our customers.</li> </ul>	Year One (FY23-24)
<b>SLAs/KPIs and Reporting</b>	<ul style="list-style-type: none"> <li>Develop SLAs and KPIs for services that provide staff and customers alike clarity around service delivery timeframes.</li> </ul>	Year Two (FY24-25)
<b>Customer Advocate Recognition Program</b>	<ul style="list-style-type: none"> <li>Build a recognition program to reward staff who engage in customer-focused behaviour.</li> </ul>	Year Two (FY24-25)

# PROCESS & CAPABILITY



Grow our capability to manage expectations and deliver what we promise.

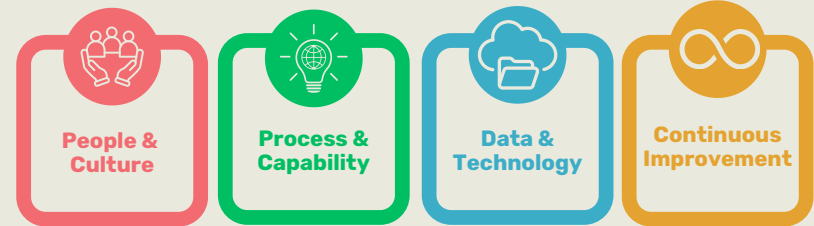


Target Outcome	How will we get there?	Target Delivery Year
<b>Customer-Friendly Language</b>	<ul style="list-style-type: none"> <li>Review high volume Council correspondence and refine to ensure customer-friendly language.</li> </ul>	Year One (FY23-24)
<b>13CAMDEN</b>	<ul style="list-style-type: none"> <li>Implement 13CAMDEN as Council’s main contact number to improve serviceability and make it easier for our customers.</li> </ul>	Year One (FY23-24)
<b>Service Reviews</b>	<ul style="list-style-type: none"> <li>Review our services in accordance with the Service Review Program to ensure they are effective and efficient and meet the needs of our customers.</li> </ul>	Year One (Ongoing) (FY23-24)
<b>After-Hours Customer Service Requirements</b>	<ul style="list-style-type: none"> <li>Review our after-hours service requirements and arrangements.</li> </ul>	Year Two (FY24-25)
<b>Real-Time Information for Staff</b>	<ul style="list-style-type: none"> <li>Develop centralised knowledge database that staff can access at any time.</li> </ul>	Year Three (FY25-26)

# DATA & TECHNOLOGY



Digitise our services and ways of working to empower and make life easier for our customers.

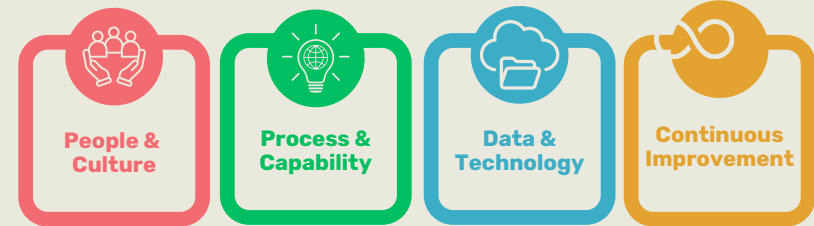


Target Outcome	How will we get there?	Target Delivery Year
<b>Build our Self-Service Capability</b>	<ul style="list-style-type: none"> <li>Implement eServices to ensure our customers have the right tools available to them to self-serve online.</li> </ul>	Year One (Ongoing) (FY23-24)
<b>Website Review and Transformation</b>	<ul style="list-style-type: none"> <li>Review and re-design our website to ensure it is more intuitive for the customer.</li> </ul>	Year One (FY23-24)
<b>Single View of the Customer</b>	<ul style="list-style-type: none"> <li>Investigate and implement a single view of the customer to ensure we are more able to understand and anticipate our customers need.</li> </ul>	Year Three (FY25-26)
<b>Council App Review and Transformation</b>	<ul style="list-style-type: none"> <li>Review and transform the Council App to be more customer centric and have a greater level of personalisation for the customer.</li> </ul>	Year Three (FY25-26)
<b>Conversational AI</b>	<ul style="list-style-type: none"> <li>Investigate the use of conversational AI to assist with self-service and issue resolution.</li> </ul>	Year Three (FY25-26)

# CONTINUOUS IMPROVEMENT



Co-design innovative services with our community that anticipates and improves our customers' lives.

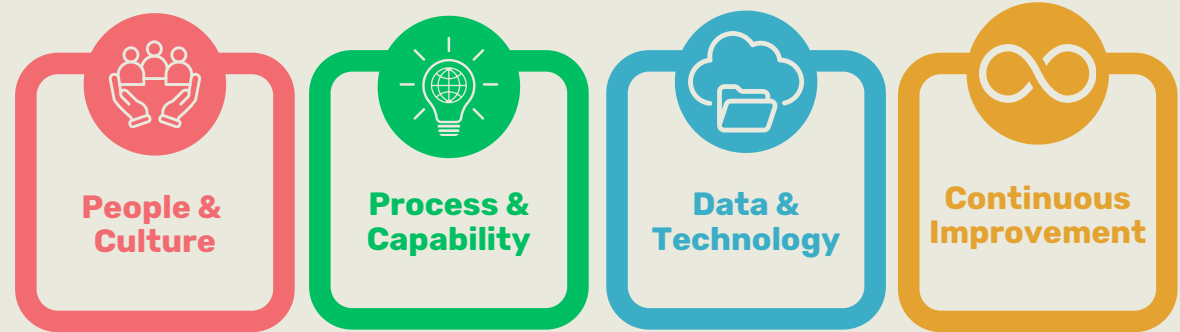


Target Outcome	How will we get there?	Target Delivery Year
<b>Gain a Greater Understanding of the Customer Experience and Satisfaction with Council Services</b>	<ul style="list-style-type: none"> <li>Develop an ongoing program to gain customer insights that includes a broad customer experience survey, standardised questions to be used in VOC surveys through customer feedback gathered during service reviews.</li> <li>Embrace design thinking to understand the customer journey and improve our services.</li> </ul>	Year One (Ongoing) (FY23-24)
<b>Enhance Use of Customer Data and Feedback</b>	<ul style="list-style-type: none"> <li>Ensure review and insights into all customer feedback to identify and prioritise actionable insights and improvements to services and processes.</li> </ul>	Year Two (FY24-25)
<b>City Dashboards</b>	<ul style="list-style-type: none"> <li>Provide the community with greater visibility of Council priorities, progress and performance through various community dashboards.</li> </ul>	Year Three (FY25-26)

# MEASURING SUCCESS

Tracking and reporting on our plan helps us monitor our progress and ensures we are on track to improve the customer experience.

We will demonstrate progress through highlights within Council's Six-Monthly Delivery Program Performance Report. The plan will be reviewed annually in line with Council's business planning cycle.



Strategic Pillar	Measure of Success
<b>People &amp; Culture</b>	<ul style="list-style-type: none"> <li>• Staff Experience Rating</li> <li>• Customer Experience Rating</li> </ul>
<b>Process &amp; Capability</b>	<ul style="list-style-type: none"> <li>• First Contact Resolution</li> </ul>
<b>Data &amp; Technology</b>	<ul style="list-style-type: none"> <li>• Self-Serve Rate</li> </ul>
<b>Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• Number customer journeys mapped</li> <li>• Staff Experience Rating</li> </ul>