

Nillumbik Customer First Strategy 2019 - 2022



Nillumbik Customer First Strategy



As Mayor of Nillumbik Shire Council, it's with great pleasure that I present our Customer First Strategy.

The community is at the heart of all we do at Nillumbik Shire Council. It's vital we provide the best service possible to our residents. Our people have told us they want to be consulted and have the opportunity to be involved in decisions that impact them, their families and their townships. This Council has made a commitment to improve our engagement and communications with the community and become a customer first organisation. This strategy describes the steps we will take to achieve this and how we will continue to improve.

The Customer First Strategy is at the forefront of each and every one of our roles in Council, as both Councillors and Officers. When we put our customers first and we deliver on the Council Plan, we edge closer to our vision of being Australia's most liveable Shire.

I am proud to present our Customer First Strategy to you.

Cr Karen Egan
Mayor



Customer experience is a key focus at Nillumbik Shire Council. Our community is central to all we do, which is why it's one of our core values. Given the range of services we provide, a great customer experience is vital and can be defined as the ongoing interaction between Council and our customers throughout the duration of our relationship. At times our services require fines and enforcement and that has to be done respectfully, touching on another of our core values.

These days customer experience is not just about an interaction with front-desk staff or those who answer the phones; it is the entire experience customers have with us, which could include using our website, social media or seeing staff in Council uniforms working in our community. We are all responsible for providing good customer

service. Even if we rarely come into direct contact with members of our community, we need to support our staff who do, to the best of our ability.

Our Customer First Strategy describes how we will deliver the best service to our community. This strategy will guide our service delivery to be focused on customer experience, meeting customer needs through digital innovation, service redesign and a customer centric service model.

Carl Cowie
Chief Executive Officer

“Our commitment to making things simple for our customers’ is vital to ensuring their interactions with Council are easy and requires as little time and effort from them as possible. Whether the customers’ preference for interacting with us is via phone, written correspondence or social media, they should expect a seamless and consistent level of service no matter the channel of their communications”

- Matt Theuma
Infrastructure Engineer



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Why do we need a strategy?

An outstanding customer experience is a vital attribute of any high performing private or public sector organisation. A great customer experience is one that:

- Is personal and not simply process driven
- Has consistent and timely outcomes
- Is simple, regardless of channel
- Is quick and easy
- Involves friendly, easy to deal with and knowledgeable staff
- Is flexible and unique to each customer's needs
- Resolves problems
- Shows care towards customer outcomes
- Guarantees that privacy is respected

As a service based organisation, our customer experience and service delivery is Council's core business and is our reason for being. We exist to support and service the community and focus on delivering value for our community. The strategy outlines how we will achieve outcomes.

A number of drivers have been identified that recognise the importance of developing Council's Customer First strategy. Feedback from customers and staff has identified a number of pain points that require action to ensure a better customer experience. In developing the Customer First strategy, Council recognises the importance of shifting to a more modern, cost effective and sustainable approach to how we service our customers. Our customer experience must be flexible and resilient enough to adapt to our customers needs, whilst still showing care and respect to existing ways customers interact with Council.

As an organisation, we have the aspiration of building a customer first culture, where we continuously improve and innovate to generate tangible benefits and outcomes for our customers. Everyone needs to play a role in shaping our customer focus and contributing to our culture, technology and level of service provided through strong customer focused leadership at all levels. Changing behaviours and supporting staff to understand their role in the value chain of service delivery across the organisation is vital to the success of the strategy, its implementation and the ongoing change management and improvement process. We need everyone to become an ambassador and advocate for the customer, not just customer facing teams.

At Council, the Customer First Strategy will influence priorities, focus effort and inform business plans. Given it is Council's first Customer Experience Strategy; it will provide a number of learning opportunities along the way. The strategy guides the transformation of our service delivery to be focused on the customer experience, meeting customer needs through digital innovation, service redesign and a 'Community First' customer centric service model.

Thus, the strategy will be known as Nillumbik Customer First, ensuring our focus is on putting customers at the centre of everything we do.



“So much has changed in the last 10-15 years in the way customers interact with organisations and how technology has evolved to support this. In today’s world, self-service portals, web chats and social media applications are all widely used as customer service channels in both the public and private sector.

For Nillumbik, Technology needs to support Council and its customer to find new and innovative ways for the organisation to interact and provide services to the community by using technology to its full potential”

*- Sabrina Withers
Senior Technology Project Manager*

Where are we now?

To understand what we need to change, we need to get a baseline to understand how we are performing now. This underpins Nillumbik Customer First, its directions and the changes and actions required to guide the transformation process. To this end, two key benchmarking and feedback processes have been completed to inform the strategy:

External customer survey benchmarking

A survey of 200 residents was conducted using a client satisfaction survey known as the Common Measurements Tool (CMT). This seeks resident feedback and is specifically Customer Service focused. It has been validated through use across the Australian and Canadian Public Sector (1.5M people surveyed so far). In 2018, Nillumbik was one of 18 councils in Victoria and South Australia that participated. Overall our satisfaction results were quite pleasing at 69% (easiest participating council to deal with in Victoria), given this was the first time Nillumbik has set out to specifically measure customer experience outcomes. It has also identified a number of areas to be prioritised for improvement. One important measure for focus is the Net Ease of Doing Business score, which, whilst ranking above the group council average of 43%, was only marginally above that at 48% and was 21% lower than our satisfaction score of 69%. This identified that there is a marked difference between the service provided to our customers who have requests for services and follow up, as opposed to our customers who are looking for information and can be serviced on the spot. It also suggests that improving service consistency should be a focus.

Internal staff survey benchmarking

The internal survey helped benchmark the customer focus and customer centricity Council is seen to have from a staff perspective. It was based on 7 key customer centric themes and had approximately 35 statements for feedback. The survey was completed by around 60% of staff. A number of key themes were identified to support action plans to drive change, in particular, metrics and measurements, KPI reporting and driving an organisational customer focused culture. Taking a holistic approach across the 7 key themes is important in linking strategic direction with key action plans to improve customer experience locally and across the organisation. One of the key outcomes identified was that Council does not consistently or adequately measure customer interactions, satisfaction, or have a defined set of organisational standards to work towards when interacting with customers. This underpins a number of actions that have been identified.

Focusing on improvements that make engaging with Council easier and faster can make the customer experience in the delivery of our services more cost effective and increase the trust and confidence our community has in Council. As customers' expectations of Council continue to change. We need to listen and adapt to way we interact with customers to ensure the experiences we deliver to our customers are positive, solutions-focused, respectful, accessible and add value.

What are our pain points?

In response to both external and internal research and feedback, key focus areas were identified for resolution from both of the surveys conducted:

Customer pain points

- Being kept informed on requests. Customers are having to do the follow up work for their request for service. They are following up multiple times to understand what is happening
- Not easy to deal with, consistent or efficient in our response to customers
- Not talking to people who care and are also knowledgeable in their area of expertise
- End-to-end journey not seamless across Council
- Inconsistent or inaccurate information provided
- Organisational and staff needs prioritised over customer needs
- Difficult to find information on Council website
- A 'one size fits all' approach, not tailored for audience or purpose

Staff pain points

- Poor or non-existent communication between business units/departments
- Clearly defined performance standards and process relating to customer outcomes are limited, not visible or do not exist
- Lack of measurement of customer service satisfaction and performance standards and not clear on how we're performing
- Not using metrics, complaints and satisfaction data effectively to identify and improve service issues
- Do not have an intelligent view of our customer to better meet their needs, priorities and expectations
- Some corporate systems are slow, or difficult to use particularly at satellite offices, making it difficult to support customers
- Inconsistent approach to knowledge management being both coordinated and updated
- A lack of understanding of where individual and team interdependencies sit in the overall value chain of the customer experience
- Maintaining simple and effective records is difficult
- There isn't a single view of a customer and their interactions

“Our commitment to effectively serve our customers by delivering quality service and outcomes, relies on us being timely in our responses, professional in our conduct, confident in systems, following our processes and taking responsibility and ownership of each customer’s needs and wants together as a one team”

- Davina Flinn and Fiona Carlson
Senior Customer Service Officers



Our aspirations and drivers

The experience customers receive from other organisations sets their expectations.

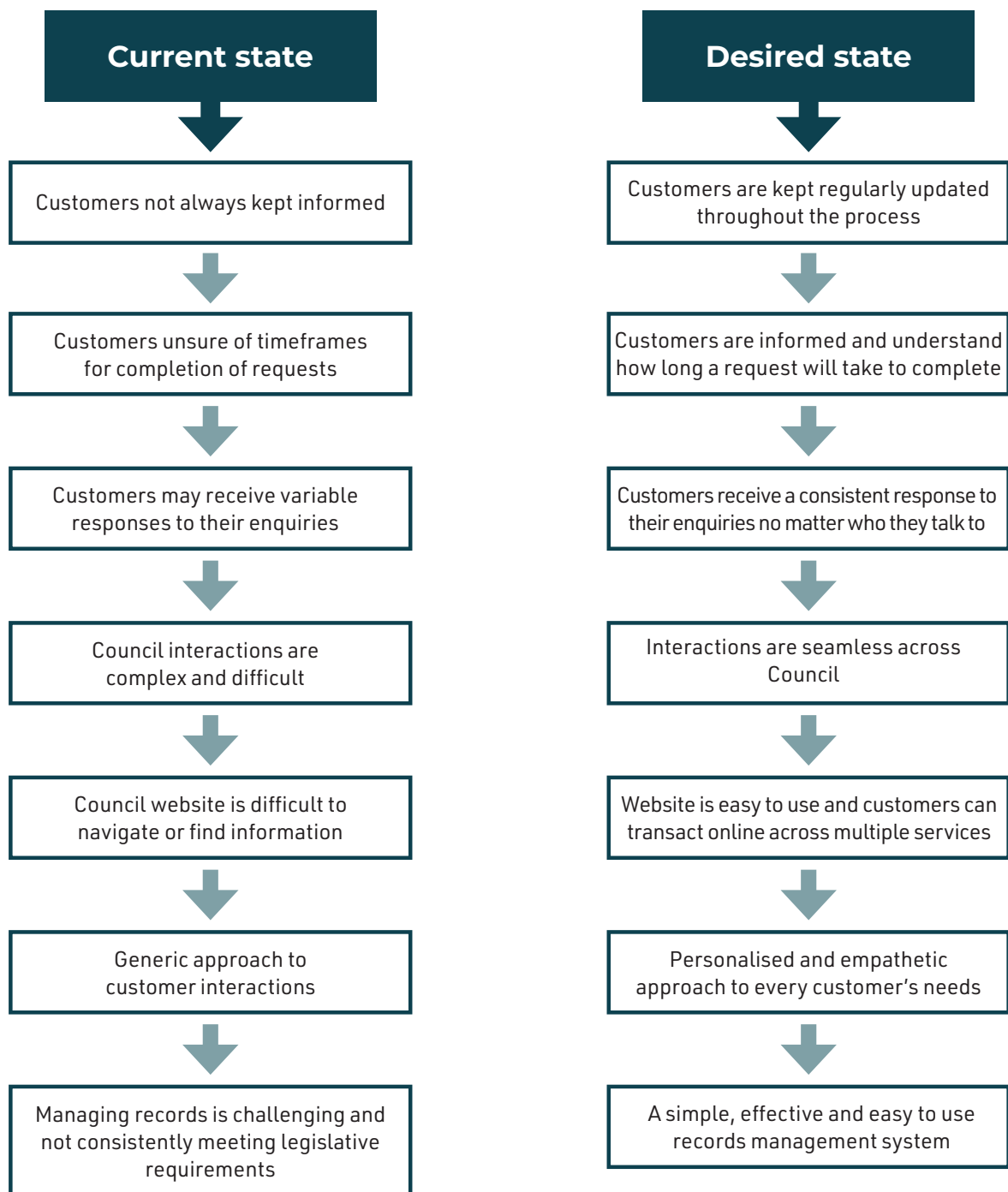
The feedback from both internal and external parties in forming a baseline was both positive and negative, and can be considered a mix of both aspirations and drivers in terms of our desired Nillumbik Customer First strategy outcomes.



Where are we going?

Nillumbik Customer First is fluid in nature and needs regular review, as customers' expectations and experiences change quickly. Our staff are our biggest asset in delivering key aspects of this whole of Council transformation and will be critical in both identifying and driving changes across all services.

We still have much to learn and both regular staff and community and customer feedback will be critical to the Nillumbik Customer First strategy, as change will be constant and ongoing – we can never stop learning and growing in the customer experience space.





“When we get approached by customers who are either visibly upset or speaking emotionally, we want to place ourselves in their shoes and if something has upset them, we will listen to them and explain how we can assist them. We want to show we care about their experience”

- Eloise Gabriele
Senior Statutory Planner

“At Council, we all have a role to play in providing a great experience for our customers. After all, we are here to serve our community. This isn’t just the customer service team, or our teams that work directly with external customers; everyone has a part to play. Transforming our customer experience is more than changing our systems or processes, having the right leadership and culture across our organisation to support our customers and our journey are the most critical ingredients”

- Matt Kelleher
Director Community and Planning



Customer Experience Strategic Framework

Nillumbik Customer First outlines how we will put the customer at the centre of service delivery to ensure a consistent customer experience for the community with an open and empathetic approach to our customers. It is important for us to understand the different needs and preferences to redesign service delivery options that will deliver great customer experience across multiple service channels within Council.

Nillumbik Customer First will help guide our efforts to improve the customer experience. All areas of Council have a responsibility to provide a great customer experience, whether through direct customer contact or behind the scenes support. As such, Nillumbik Customer First is a whole of Council strategy.

To achieve these aims, we will identify and develop opportunities to improve the delivery of front line services and remove barriers to success.

We will work towards a plan of actions that support a customer focused and friendly environment that shows care and respect for all of our customers on a consistent basis.

Nillumbik Customer First sets the future direction for Council and covers Nillumbik's overall organisational commitment to all customers. It does this through a set of customer commitments and goals, which have been developed through research, analysis and feedback from both the community and Council staff.

Nillumbik Customer First provides a framework and actions designed to continually enhance and transform our customer experience.

Our Customer Experience Vision

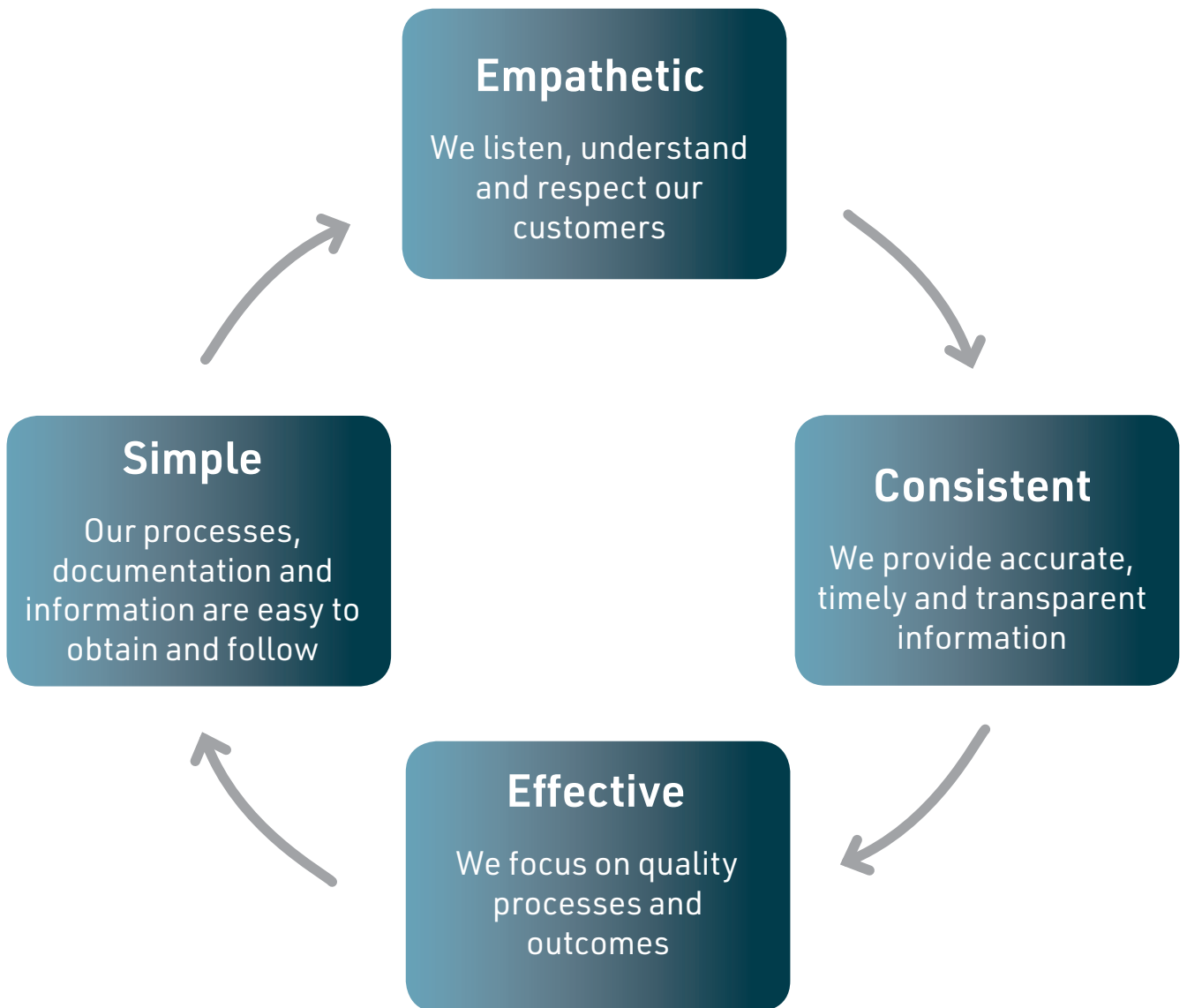
Nillumbik's services are easy to use and we will ensure they will be customer focused at all times in an environment where all customers will be treated with care and respect

Our customer commitments

As part of developing Nillumbik Customer First, we've collected feedback from customers and our staff about what's most important to them. Our passion and ambition for delivering an outstanding customer experience and feedback received has culminated in four key commitments Council aims to achieve. These four commitments align our efforts, our thinking and our aspirations to deliver a great experience for our customers, internal and external, every day.

EMPATHETIC	CONSISTENT	EFFECTIVE	SIMPLE
We listen to our customers, understand their needs and concerns and we put ourselves in their shoes	Our customers are provided with accurate information and consistent experiences across Council and all its customer channels, by knowledgeable and supportive staff	We understand our key customer journeys, we design and deliver our services to deliver quality outcomes and reduce duplication and repetition	All customer processes, documentation, information and contact channels are easy to follow, are seamless and require as little time and effort from the customer
<ul style="list-style-type: none"> • We treat our customers with fairness and care • We understand our customers • We put ourselves in their shoes • We respect and listen 	<ul style="list-style-type: none"> • We provide accurate information • Interactions across service delivery and channels are the same • We are transparent • We have the right skills and training to service customers 	<ul style="list-style-type: none"> • We focus on quality processes and outcomes • We have the best systems for our staff and customers • We are timely and professional • We take responsibility 	<ul style="list-style-type: none"> • We are one organisation • We have smooth processes and seamless interactions • We offer choice and ease of channel use • We work together for the customer

Our customer commitments



“Customer experience is now the language we use, the underlying message for all of us is that customer experience equates to a ‘constant consistent’ approach with all our touch points.

Consistency builds trust and an excellent reputation for our internal and external customers. For our teams at the Operation Centre, procedures and processes have helped develop the consistent approach which our teams have found invaluable.

Keeping an eye on the entire customer journey and delivering exceptional customer experience is underpinned by a consistent methodology”

- Amanda Bradford
Environment Business Support Coordinator



Goals

A number of actions have been identified as key areas for focus and alignment to drive the changes required to implement the strategic vision and support the customer commitments. These have been grouped together as specific goals to enable the changes identified to improve the overall customer experience. The goals are key in driving the necessary actions, programs, projects and changes to ensure we can drive our commitments and meet our vision.

Goal 1 Customer focused culture and leadership	Everyone plays a leadership role in delivering great service and leaders know that the customer experience is integral to Council's success
Goal 2 Improve customer experience reporting and measurement	We understand and empathise with our customers and we manage, measure and report our customer interactions in a timely and consistent manner
Goal 3 Customer intelligence drives better service	We understand our customer needs, their satisfaction and customer journeys flow smoothly and remove effort and are effective, regardless of the service delivered
Goal 4 Modern and effective customer channels and tools	Customers have choice for when and how they interact with us. Council has the obligation to provide customers with consistent and effective service, prioritising digital and technological solutions to support a great customer experience
Goal 5 Continuous business improvement and innovation	We focus on continually improving and streamlining our services so our customers are provided with an experience that is simple, seamless and easy

Vision

Our services are easy to use and we will ensure they are customer focused at all times in an environment where all customers will be treated with care and respect



Customer commitments

Empathetic, Consistent
Effective, Simple



Goals

- **Goal 1:** customer focused culture and leadership
- **Goal 2:** improve customer experience standards and measurements
- **Goal 3:** customer intelligence drives better service
- **Goal 4:** modern and effective customer channels and tools
- **Goal 5:** continuous business improvement and innovation



Implementation Monitor Evaluation



Australia's most visible Shine

Objective: Working with our community for a thriving, sustainable future

Key Issues: Build a data driven culture & drive improved, sustainable performance

Highlights: "Community partnerships" "adding value" "2018 achieved" "highly focused" "Driving a high performance culture"

Key Strengths: "Innovation" "Flexibility" "Community"

Challenges: "Data driven culture" "High performance" "Sustainable performance" "Community partnerships" "Adding value" "Highly focused" "Driving a high performance culture"

OUR TEAM'S PORTFOLIO

JEREMY
Executive Manager
Organisational Performance
Strategy
Leadership
Continuous Improvement

CRAIG
Risk Advisor
Risk Management
Insurance & Claims Management
Business Continuity
Fraud & Corruption

ORGANISATIONAL PERFORMANCE

JAMES
Business Performance
Business Planning & Corporate Analytics & Measurement

SUE
Business Support Officer
Business Support
Project Support
Data Collection & Collation

Performance Dashboard February 2019



DELIVERY FOR ORGANISATION

"Genuinely understand our customers' needs is an essential part of delivering excellent customer service, and having data to support that is equally important. Customer insights and credible data allow us to determine our customer needs and personas, tailor and/or improve our service response to them, and align our service delivery priorities and objectives to those needs"

- Jeremy Livingston
Executive Manager - Transformation and Performance

Processes to Map

- LGPRF data collection
- Annual report production
- Nillumbik News Service Dashboard - data pipeline & collection
- Business Continuity Plans - annual review
- Claims M-

Action Plan

Goal 1: Customer Focused Culture and Leadership

Everyone plays a leadership role in delivering great service and leaders know customer experience is integral to Council's success.

Developing Customer Centric Behaviours

Customers need to be the focus of everything we do. Excellent customer service must be demonstrated to our internal and external customers at every opportunity. Embedding that in everything we do is critical to the success of Nillumbik Customer First. Having professional and well trained staff who understand their role as ambassadors of our brand, will assist in delivering on our customer service commitments. To support this, we need to induct all new staff in a customer focused training program that introduces them to Council commitments to customers, the standards expected to be met and what is expected of them. We will conduct training and develop our organisational business plans to ensure that our commitments drive standards and the right behaviours are reinforced as part of how we service customers. We want to reinforce and reward outstanding service and will develop an organisational program to do this.

Driving Customer Focused Culture

People are the key to our success. Having staff deliver on our customer service commitments is crucial. Nillumbik Customer First has identified key focus areas to support staff in delivering optimal customer service outcomes:

- Engaged and empowered organisational culture
- Develop knowledge, skills and staff potential
- Enhance health, safety and wellbeing
- Celebrate and recognise success.

To ensure we drive a customer focused culture, we need to ensure customer outcomes are built into each position description, are measured and form part of the deliverables within business plans. This will ensure accountability, whilst helping staff develop and focus the organisation on delivering the best possible outcomes for our customers and community as a whole.

Develop a Customer First Policy and Standards

Operating in an integrated and coordinated way rather than in organisational silos is needed to achieve effective and efficient customer experience. This has a positive impact on the customer experience due to the removal of unnecessary duplication, improved communications and reduction in processing and response times. A seamless experience should also be provided across all contact channels.

We plan to develop a new Customer First Policy and review our customer service standards to ensure we're aiming for the optimal delivery standards that are achievable, and we can deliver on them consistently.

Goal 1: Customer Focused Culture and Leadership

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>1.1 Customer First Training Incorporate into the corporate training program that enables our staff to consistently deliver on Nillumbik Customer First and understand and meet our Customer Service standards</p>	<p>Alignment for all staff</p> <p>Provide a foundation of customer service skills to all staff</p> <p>Engage staff to drive organisational capability and change</p> <p>Builds a customer first culture</p> <p>Management of challenging customer interactions</p>	<p>Year 1 / ongoing</p>	<p>Up to \$15,000 annually</p>	<ul style="list-style-type: none"> • Customer Experience • Human Resources
<p>1.2 Business Plan Review Accountability in job roles. Customer Experience and satisfaction is established and measured in each position description and business plan across Council</p>	<p>Performance is measured within individual performance plans and Unit/ Department business plans</p> <p>Drives staff behaviour</p> <p>Ensures that customer needs and expectations are a Council focus and satisfaction</p> <p>Alignment of effort and direction</p>	<p>Year 1 / ongoing</p>	<p>Officer time</p>	<ul style="list-style-type: none"> • Customer Experience • Human Resources • Executive Management Team • Management • Coordinators
<p>1.3 Customer First Policy and Standards Design and implement customer policy and standards for the organisation to engage and communicate with external and internal customers and stakeholders</p>	<p>Ensures that both internal and external stakeholders understand and know Council's ongoing commitment to excellent customer service delivery</p> <p>Set expectations and accountabilities</p>	<p>Year 1</p>	<p>Officer time</p>	<ul style="list-style-type: none"> • Communications and Engagement • Customer Experience • Governance/ Records

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>1.4 Reinforcing and Rewarding Outstanding Service The organisations Values and Behaviours reflect Council’s customer commitments and outstanding service is reinforced by recognising and rewarding staff going the extra mile for our customers.</p>	<p>Aignment of staff with commitments and values and behaviours</p> <p>Drives a proactive customer first mindset</p> <p>Staff live and breathe what it takes to deliver outstanding service</p> <p>Sets expectations and accountabilities</p> <p>Incentivises putting the customer first, setting the benchmark for a great customer experience</p>	<p>Year 1 / ongoing</p>	<p>Update Values & Behaviours</p> <p>Reward and recognition – team based</p> <p>Houston room</p> <p>Organisation program (business case to be developed)</p>	<ul style="list-style-type: none"> • Customer Experience • Human Resources • Executive Management Team • Management • Coordinators
<p>1.5 Staff as Organisational Ambassadors Whether at Council’s Civic Centre, across our numerous network of facilities, working directly with community or working in the field; our staff play a significant role in representing the organisation and supporting our customers and the community. Investigate ways to strengthen the customer experience presence across our sites and within our communities.</p>	<p>Builds relationships and trust with our customers and community</p> <p>Presents a positive image of the organisation, building our reputation as a customer first Council</p> <p>We are more accessible and approachable to our customers</p> <p>We learn more about our customers and their needs</p>	<p>Year 2</p>	<p>Officer time to investigate and develop options</p>	<ul style="list-style-type: none"> • Customer Experience • Human Resources • Executive Management Team • Management • Coordinators • Contract partners, such as leisure facilities • Community Services • Community Safety and Amenity • Environment • Recreation and Leisure
<p>1.6 One stop shop Often operating in a complex regulatory environment, there are opportunities to better concierge some customers, particularly small to medium business and projects supporting a major community investment through Council’s various regulatory functions. Investigate potential concierge or streamlined customer support for major business or community investment proposals.</p>	<p>Building opportunities to create simple, streamlined processes that cut through complexity for investments that support community outcomes</p> <p>Strengthening how regulatory based services work together to support our customers</p> <p>Customer journeys are developed to guide how we work to achieving outcomes, rather than multiple processes frustrating customer journeys</p>	<p>Year 2</p>	<p>Officer time to investigate journey mapping, process design</p> <p>\$5,000 to develop customer information guides and collateral</p> <p>Potential for funding from Business Victoria as part of its ‘Concierge’ pilot program</p>	<ul style="list-style-type: none"> • Economic Development and Tourism • Planning • Community Safety and Amenity • Building Services • Infrastructure • Customer Experience • Communications and Engagement • Business Victoria

“Why is measuring customer data and reporting important to our performance? Because both our customers and our staff tell us this.

It gives us information about what we are doing and how we do it. More importantly, it provides us information about what our customers are doing and how they do it. Performance measurement and reporting underpins everything we do, from delivering customer insights, improving technology, supporting organisational performance and identifying continuous improvements”

- Craig King
Customer Experience Lead



Goal 2: Improve Customer Experience Standards and Measurement

We understand and empathise with our customers and manage our customer interactions in a timely and consistent manner.

Performance measurement and management

Across Council we currently have no meaningful or consistent manner in which we measure the timeliness or effectiveness of our interactions with our customers. Our ability to make meaningful decisions on driving continuous improvement or even tracking customer outcomes to meet service standards is ad-hoc and is hampered by difficult systems, a lack of consistent reporting and visibility in reporting on Key Performance Indicators (KPI's).

This is confirmed from the customer service research of our residents and also through internal feedback from staff, which indicated that measurement and metrics are far from understood, let alone used to understand or improve customer experience and services.

To overcome this issue, Council is working towards an integrated performance measurement framework which aligns to the Council Plan. The framework identifies key result areas in which the organisation will focus its efforts. These include:

- A focus on service or departmental specific measurements so we can gain a consistent and deep understanding of customer patterns of behaviour, satisfaction and journey.
- Understand the services we deliver and quality standards our response times to ensure consistent outcomes for residents.
- Demonstrated understanding of our community needs and their expectations of Council through effective customer engagement and feedback.
- Managing internal and external relationships and building customer satisfaction with Council's customer service.
- Ability to collect data and set specific department KPI's against agreed performance standards.

Improve Business Processes

Delivering a consistent and transparent service across all business units is critical to delivering a great customer experience. Understanding each unit and each service better helps identify customer interactions in the value chain. It offers a great opportunity to develop customer journeys so we can better design services.

By delivering a consistent experience across the entire customer journey, we can increase customer satisfaction whilst also helping to build trust and increasing loyalty to our customer base. We need to deliver a fair, consistent and transparent service across all of Council and ensure we follow through on all actions as we say we will. Getting our processes right is critical to achieving this.

Goal 2: Improve Customer Experience Standards and Measurement

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>2.1 Establish KPI framework Work with and across the organisation to establish key performance indicators, KPI's, including regular, cascaded dashboards to visualise performance measurements across all of our services</p> <p>Develop organisational service standards through the development of service catalogues that drive customer KPI's</p> <p>Review and adopt organisational service standards</p>	<p>Measures Council's performance</p> <p>Cross organisational commitments to customer service delivery through ongoing measurement and reporting of customer service KPI's at all levels of the organisation</p> <p>Implements systemic, consistent and identifiable customer interaction reporting including:</p> <ul style="list-style-type: none"> • Monthly customer and reporting analytics • Visible customer metrics • Common language 	Year 1	Officer time – the cost is incremental, we need improved reports and investment for our systems (Zeacom, Pathway, SharePoint)	<ul style="list-style-type: none"> • Customer Experience • Information Technology • Transformation and Performance • All directorates and departments
<p>2.2 Improve our Business Processes Develop Business and Service Plans in each service and implement efficiencies and customer benefits with a focus delivering optimal service levels that can clearly be communicated to customers</p> <p>Introduce an organisational approach to how we review and improve our processes</p>	<p>Council can continually improve their products and services</p> <p>Can monitor our processes and systems ongoing</p> <p>Decrease total effort by switching from reactive to proactive</p>	<p>Year 1 - Process approach and business plans</p> <p>Year 2 - Service plans</p>	Officer time	<ul style="list-style-type: none"> • Customer Experience • Transformation and Performance • Human Resources • Executive Management Team

Goal 2: Improve Customer Experience Standards and Measurement continued

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>2.3 Quality benchmarking program Initiate the introduction of a Mystery Shopping program and expand to other relevant Council services</p>	<p>Setting standards of customer engagement and driving behaviour change</p> <p>Analysis for each channel/ department</p> <p>Coaching tool for staff</p> <p>Supports KPI framework</p>	Year 1/2	High level license and annual repeat cost - \$30,000	<ul style="list-style-type: none"> • Customer Experience • Various directorates
<p>2.4 Complaint Management Framework, Reporting and Policy Consistent and compliant complaint management policy and process</p>	<p>Continuous Improvement and Innovation opportunities</p> <p>Reduction in complaints</p> <p>Increase in transparency for community when making a complaint</p> <p>Decrease complaints through root cause analysis</p>	Year 1	Officer time, may require system configuration changes	<ul style="list-style-type: none"> • Customer Experience • Transformation and Performance • Information Technology • All directorates and departments • Executive Management Team

Goal 3: Customer Intelligence Drives Better Service

We understand our customer needs, satisfaction and customer journeys flow smoothly and remove effort and are effective, regardless of the service delivered.

Customer Satisfaction

In looking to improve customer experience standards, we need a way we can measure the effectiveness of the current delivery of service and make meaningful evidence based decisions on who our customers are, their needs and where we can improve our services. This previously was not measured specifically for customer experience, apart from a small part of the annual Local Government community satisfaction survey once per year. We ultimately want more comprehensive information more regularly and to improve on what we do and how we do it to benefit our customers and our staff. This gives customers an opportunity to voice their support or concerns. If we do not measure customer feedback, we have no way of testing the success or the validity of any of the work we do.

Customer research and consultation is critical for ongoing measurement of the strategy and to take the pulse of our customers on our progress. We will carry out research on a continuous basis to support the development and ongoing evaluation of Nillumbik Customer First. This will consult customers and staff on their experiences, needs and preferences of accessing and contacting the Council and evaluate the progress of Nillumbik Customer First against its objectives. This ongoing assessment based on research and evidence and data extraction can be done through numerous avenues:

- External Customer Measurement survey – this gives a detailed insight into the entire customer journey and can be tracked regardless of contact channel they engage us with.
- Internal staff surveys.
- Regular pulse surveys – the idea of tracking people more regularly on specific services is to obtain regular dynamic feedback on the ground (as opposed to once per year) and to stay abreast of customer issues more regularly than would otherwise be achieved through an annual one off survey.

Understand our customer base and develop customer insights

This will help Council further understand its customer base and improve their Council journey. Each customer base (known as a persona) represents a different customer segment and collectively they cover all customer types, age groupings and areas (emerging, established, rural and urban). Customer Journey Mapping involves breaking the end-to-end journey into steps and identifying what customers expect against what actually happens:

- What the customer has to do in each step.
- How long it takes them to do it.
- How many channels they engage with.
- Identifies customer positives and customer frustrations.

Understanding our customers and their needs is critical to improving and streamlining their customer experience at Council. Having the ability to report and identify trends in high frequency or difficult interactions from the community will help develop trend analysis reporting. This will move Council towards improving those services with training and ensure ongoing service design improvement.

Goal 3: Customer Intelligence Drives Better Service

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>3.1 Regularly measure customer satisfaction Investigate options to regularly collect and measure customer satisfaction with Council services</p>	<p>Ongoing and consistent measurements that provide feedback on the quality of our service delivery. This needs to include all of Council and represents a way to drive business and service planning annually.</p> <p>We need continuous external benchmarking work with the ongoing strategy implementation. These include:</p> <ul style="list-style-type: none"> • External CMT survey • Internal staff surveys • Annual Community Satisfaction survey • Dynamic surveys 	<p>Ongoing</p> <p>CMT survey twice annually</p>	<p>External survey \$30,000</p>	<ul style="list-style-type: none"> • Customer Experience • Transformation and Performance (annual survey)
<p>3.2 System Management Review Systematically review organisational use and reporting of key existing Customer Management Systems:</p> <ul style="list-style-type: none"> • Customer Requests (Pathways) • Phone calls (Zeacom) • Record Management (Sharepoint) 	<p>Documented and consistent approach to process and reporting in each system</p> <p>Linked to the KPI framework – will support business and service planning</p> <p>Visible guidelines and reporting will support better training and knowledge for staff</p> <p>Will ultimately lead to greater transparency of performance for community</p>	<p>Year 1/2</p>	<p>Zeacom Phone Review \$10,000</p>	<ul style="list-style-type: none"> • Customer Experience • Transformation and Performance • Information Technology • Executive Management Team
<p>3.3 Customer Journey Maps Use process mapping techniques and technology to develop a catalogue of customer journeys</p>	<p>Documented processes and supporting documents to refer to</p> <p>Better understand their customer experience through journey mapping</p> <p>Look for value by understanding pain points and avoid costly rework with any system deployment</p>	<p>Year 2</p>	<p>Up to \$15,000</p>	<ul style="list-style-type: none"> • Customer Experience • Information Technology • Human Resources • Executive Management Team • Communications and Engagement • All directorates
<p>3.4 Develop Customer Personas Understand the range of needs of our diverse customers across our key services</p>	<p>Understand customer needs</p> <p>Review different interactions with Council</p> <p>Offers opportunity for process change</p> <p>Change the way we engage with customers</p> <p>Look to set up services with consideration to an “outside in” approach</p>	<p>Year 2</p>	<p>Officer time</p> <p>Research \$20,000</p>	<ul style="list-style-type: none"> • Customer Experience • Transformation and Performance • Various directorates

Goal 4: Modern and effective customer channels and tools

Customers have choice for when and how they interact with us and Council has the obligation to provide customers with consistent and effective service.

Information Technology

The environment during customer interactions is increasingly vital to their overall experience. Traditional touchpoints, such as face to face or phone, continue to diminish and digital (non-direct) interaction is growing. Technology offers the opportunity to both simplify community interaction with Council, regardless of channel they come through or the services they use. It will help integrate a more simplistic and informed view of customer and how they are managed by Council.

Our technology architecture has a number of complicated elements that make both cost reduction and efficient and easy customer interactions difficult. We do not have a single view of the customer based on the channel they select or the range of services they access, which rely on a variety of systems. This makes it difficult for staff to deliver services with consistency. We need to support staff to deliver great service with the right tools to drive simple and efficient interactions with Council.

Choice of channel

The choice of access channel made by customers is a key element of how services are delivered. It is critical that Council has a clear view on how it will manage and develop these channels and support these through Nillumbik Customer First and subsequent action plans associated with driving changes in these areas to reduce cost and make things easy and seamless for customers.

Council recognises the need to use a particular channel will be driven by the nature of the transaction as well as the usability and customer access to technology or the propensity to use it. Usually this is to drive outcomes such as:

- Reducing the cost of customer transactions
- Supporting the priorities and commitments of the Council
- Strengthening relationships with our residents and the community
- Free staff to focus on meaningful tasks rather than administration functions.

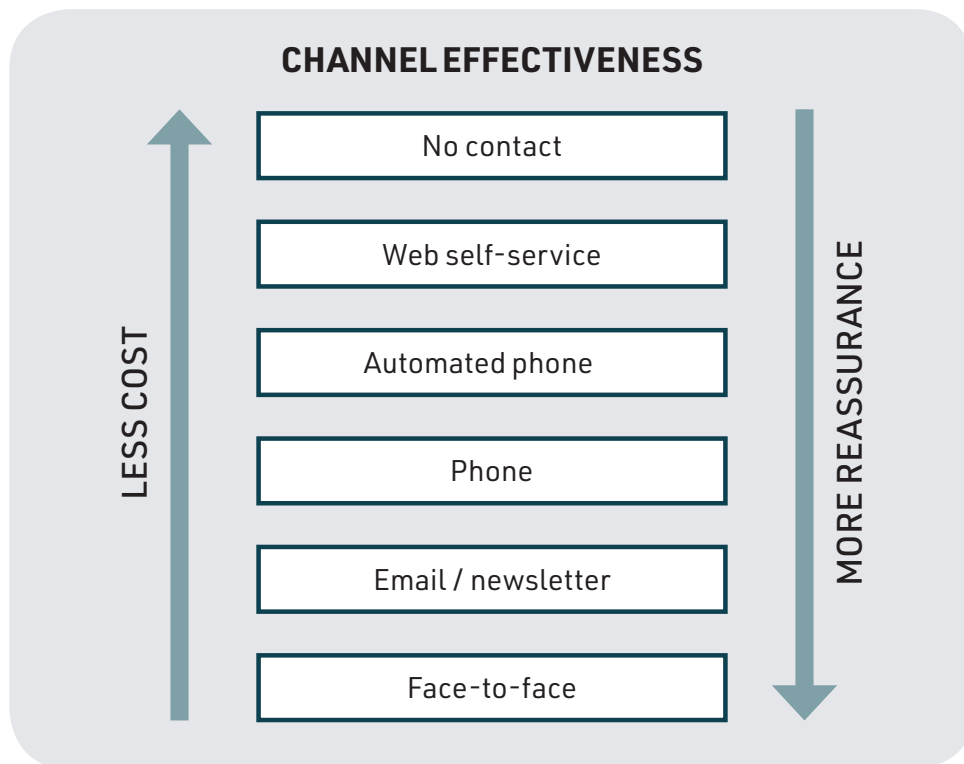
Customers' expectations will be driven by their wider experience. Therefore, if we wish to move customer transactions to more cost effective and convenient channels, we have to ensure we can at least match those expectations. In order to meet customer expectations we need to ensure services are:

- Accessible
- Easy to use and reliable
- Streamlined and cost effective
- Convenient and consistent
- Robust and responsive.

Digital transformation

A website where information is easy to find, simple to use and cost effective, is critical for Council. Community education, with an online push towards multiple service offerings, will only enhance and increase community uptake and simplify community interaction with Council. Increasing prevalence of apps for service and information and growing use of smart phones.

We have minimal data on user experience and this will be critical going forward to be clear on customer experience architecture and where and how we are going to improve. If we are to introduce an enhanced Digital Services suite, it is critical to have back end functionality right and it needs to be customer focused. Without this incentive, its likely customers will turn away from, or not use, any updated version of the web or apps.



Things to consider include:

- **Service/journey architecture:** what service could/should be online and what and how should we prioritise? What is complex and what is easy? Council needs to look at what can be migrated, the barriers that exist for things that cannot migrate and our ability to do that with our current IT systems and architecture.
- **Process mapping:** is a critical component of the digital journey to help support a better user experience online.
- **Website management:** reviewing the current state of web content, the overall user experience and to determine the need to be centralised or not is critical to the success of the user experience and ensuring a seamless and consistent experience. A single source of truth for knowledge management content - both new and updated content - will ensure trust with our customers and offer the opportunity to channel shift customers, supported by education and time.
- **Website integration:** systems adopted and utilised across Council can be seamlessly integrated into the council website where able to do so. This will reduce double data entry, data entry errors and encourage a self-service model.

Goal 4: Modern and effective customer channels and tools

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>4.1 CRMs platform review</p> <p>We need a long term solution to manage customer interactions with Council, both in terms of lodging requests and also the ability to draw information and intelligence from the system with ease and speed. And record simple transactions automatically for better intelligence/data/ records</p>	<p>Improved customer satisfaction levels</p> <p>Reduction in number of basic customer contacts</p> <p>Reduction in repeat/follow-up calls</p> <p>Enable more effective proactive communications with customers</p> <p>Expand use of CRMS to integrate mail, email and social media platforms onto the one system for requests</p> <p>360 view of customer interaction</p>	Year 2/3	Business case to be developed	<ul style="list-style-type: none"> • Customer Experience • Executive Management Team • Information Technology • Transformation and Performance • Governance • Communications and Engagement
<p>4.2 Present a single view of the Council to customers</p> <p>Enable the creation of customer accounts providing access to Council services in a single registration via upgraded CRM's</p> <p>Better information will lead to improved stakeholder management</p>	<p>Reduction in number of customer complaints</p> <p>Reduction in repeat/follow-up calls</p> <p>Enable more effective proactive communications with customers</p> <p>Customers able to manage their interaction with the Council through one easy interface, giving a positive customer experience</p>	Year 2/3	Business case to be developed	<ul style="list-style-type: none"> • Customer Experience • Executive Management Team • Information Technology • Transformation and Performance • Governance • Communications and Engagement
<p>4.3 Enhancement of our Records Management systems and processes</p> <p>Ensure we have industry leading system and processes that simplifies our management of all customer records and that supports simpler customer management and that meets legislative and Public Record Office Victoria (PROV) requirements</p>	<p>Ensure a seamless user experience</p> <p>Simpler system of recording and managing all incoming customer interactions via records</p> <p>Simplification of customer information, including storage of contacts and updates</p> <p>Linked to our customer request system for one view of the customer</p>	Year 2	Business case to be developed	<ul style="list-style-type: none"> • Information Technology • Customer Experience • Governance

Goal 4: Modern and effective customer channels and tools continued

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>4.4 Enhancement of Council's website Ensure a seamless user experience, via an easy to use website to encourage and educate customers to self-serve</p>	<p>Reduces the complexity of Council's online environment</p> <p>Drive efficiencies in the management and use of the site by all users</p> <p>Improve the look and feel, usability and search function</p> <p>Source of truth for internal and external customers</p>	Year 2/3	<p>Business case to be developed</p> <p>Digital transformation plan</p>	<ul style="list-style-type: none"> • Information Technology • Customer Experience • Communications and Engagement • Executive Management Team
<p>4.5 Effective customer communication Moving communication from reactive to proactive, exploring new media and look for automation opportunities. This includes the ability to record calls</p> <p>Look for platforms and products that can integrate across systems and with other digital services, privacy provisions and Local Government regulations</p>	<p>Targeted information pushed to customers via web, messaging and new media</p> <p>Online request tracking Publish clear standards for dealing with and resolving enquiries</p> <p>Improved customer satisfaction levels</p> <p>Reduction in repeat/follow on calls</p> <p>Automate processes and create automatic renewals for Council interactions</p>	Year 2/3	Officer time	<ul style="list-style-type: none"> • Information Technology • Customer Experience • Communications and Engagement • Executive Management Team
<p>4.6 E-services business model Ensure we consider digital transactions, payments, booking and permits for Council's website when designing new customer interactions</p>	<p>Improved capability to respond to the changing needs of customers in a timely and cost effective manner</p> <p>Increased self-service transaction volumes</p> <p>Increase the delivery of online forms and transactions on Council's external website</p> <p>Increase the number of transactional services made available to customers via the internet and emerging technologies</p> <p>Increase the % of the community referring to the website for information</p>	Year 2/3	Officer time	<ul style="list-style-type: none"> • Information Technology • Customer Experience • Communications and Engagement • Executive Management Team

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>4.7 Choice of cost effective access channels to suit individual customer needs</p> <p>Develop service specific propositions targeted at online fulfillment to encourage channel shift</p>	<p>Increased use of online end to end transactional services</p> <p>Increase in enquiries resolved at first point of contact</p> <p>Reduction in repeat calls</p> <p>More effective resource management</p>	<p>Year 2/3</p>	<p>Officer time</p>	<ul style="list-style-type: none"> • Information Technology • Customer Experience • Communications and Engagement • Executive Management Team



“Our Customer First Vision guides us to ensure we are always looking for ways to make our services and processes easier and as simple as possible for our internal and external customers to use and access”

- Sally Pickett
Human Resources
Senior Consultant

Goal 5: Continuous Business Improvement and Innovation

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

Customer focused process improvement

Customers are becoming less tolerant of what they perceive as wait times – or wasted time. Ensuring that we look to continuously improve our processes, with a focus on the best possible outcomes is critical to delivery of an improved customer experience. We need to be proactive rather than reactive and using our reporting channels and service levels as a guide to understand our customers. We must give more consideration in developing processes that not only resolve inefficiencies, but also put the customer at the centre of the design process.

Ultimately we need to target services with high complaint or customer volumes. The fundamental goal of redesigning services is to achieve best customer value and optimal public benefit. It supports evaluation and sustainable investment in optimal services and service level achievements.

Review and improve

Measuring our progress and success of Nillumbik Customer First is critical. A focus of the customer experience culture journey over the next few years will be looking at ways to foster increased levels of pride in the workplace, therefore to support great service. Staff who are proud of what they do and how it contributes to the betterment of the community, are more likely to go the extra mile and provide exceptional levels of customer service. Consistently reviewing and renewing Nillumbik Customer First is critical to ongoing success and improved customer experience.

Knowledge and management

Feedback from our external survey with customers and internal survey with staff, indicates that there is unnecessary complexity in some of our processes and documentation. Changing or updating procedures must carry through to ensure that our knowledge management base is maintained and updated constantly. Given customers are becoming less tolerant of what they perceive as wait times – or wasted time – ensuring we are giving customers the right information every time, is critical to the customer experience delivery and more importantly, reduces the possibility of complaints from customers. Keeping processes, documentation, information and communication channels easy to use, simple to understand and as short as possible will help create a positive customer experience.

Goal 5: Continuous Business Improvement and Innovation

ACTION	CAPABILITY BENEFIT	TIMEFRAME	RESOURCES	LEAD
<p>5.1 Organisational Continuous Improvement and Innovation approach to Process Management Ensure that when we measure, then understand customer interaction, we can deliver consistent customer value with the use of appropriate and consistent customer processes</p>	<p>First point resolution and consistent information for customers</p> <p>Offers opportunity for Council to support concierge service requirement and also improve service delivery through analysis of interactions from reporting</p> <p>Reinforces customer focused outcomes from any improvement</p>	Year 2	Officer time	<ul style="list-style-type: none"> • Customer Experience • Transformation and Performance • All Directorates
<p>5.2 Annual Strategy Progress Report Ensuring we review our direction, both of actions taken and actions planned</p>	<p>This will support a cycle of continuous review and innovation to ensure we are continually reviewing our customer needs</p> <p>Monitors deployment and action of Nillumbik Customer First</p> <p>Ensures we stay up to date and on trend in a rapidly changing environment</p>	Year 1 / ongoing	Officer time	<ul style="list-style-type: none"> • Customer Experience • Transformation and Performance
<p>5.3 Knowledge Management Review Provide all staff with access to up to-date information through a single source or central knowledge base)</p>	<p>Ensure accuracy and consistency in the one location</p> <p>Reduced handle time</p> <p>One source of truth</p> <p>Process management becomes a whole of council responsibility and offers wider scope for change and feedback</p>	Year 2	Officer time	<ul style="list-style-type: none"> • Information Technology • Customer Experience • Transformation and Performance

"It is vital we provide a high level of customer service to our colleagues (or internal stakeholders), as well as our community. Excellent service behind the scenes, supports all the services we provide to the community.

- Yasmin Green
Coordinator Strategy and Policy

We want our staff to be informed and stay updated on Council projects and initiatives, including projects they are not directly involved in, so they can represent Council when interacting with our community"

- Nicola Neyland
Communications and Engagement Officer



Monitoring and evaluation

Goal	Action	
Goal 1 Culture and Leadership	1.1 1.2 1.3 1.4 1.5 1.6	Customer First Training Business Plan Review Customer Experience Policy and Standards Reinforcing and Rewarding Outstanding Service Staff as Organisational Ambassadors One stop shop
Goal 2 Reporting & Measurement	2.1 2.2 2.3 2.4	Establish KPI framework Improve our Business Processes Quality benchmarking program Complaint Management Framework
Goal 3 Customer Intelligence	3.1 3.2 3.3 3.4	Regularly measure customer satisfaction Customer Management Review Customer Journey Maps Develop Customer Personas
Goal 4 Engagement Tools	4.1 4.2 4.3 4.4 4.5 4.6 4.7	CRM platform review Single view of the Council to customers Enhancement of Records Management systems Enhancement of Council's website Effective customer communication E-services business model Choice of cost effective access channels
Goal 5 Business Improvement	5.1 5.2 5.3	Organisational CII approach to Process Management Annual Strategy Progress Report Knowledge Management Review

Year 1 FY 18/19		Year 2 FY 19/20		Year 3 FY 20/21		Year 4 FY 21/22	
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Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4



Action Plan summary

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Customer focused culture and leadership	Improve customer experience reporting and measurement	Customer intelligence drives better service	Modern and effective customer channels and tools	Continuous business improvement and innovation
1.1 Customer First Training	2.1 Establish KPI framework	3.1 Regularly measure customer satisfaction	4.1 CRM platform review	5.1 Organisational Continuous Improvement and Innovation approach to Process Management
1.2 Business Plan Review	2.2 Improve our Business Processes	3.2 Customer Management Review	4.2 Present a single view of the Council to customers	5.2 Annual Strategy Progress Report
1.3 Customer Experience Policy and Standards	2.3 Quality benchmarking program	3.3 Customer Journey Maps	4.3 Enhancement of our Records Management systems and processes	5.3 Knowledge Management Review
1.4 Reinforcing and Rewarding Outstanding Service		3.4 Develop Customer Personas	4.4 Enhancement of Council's website	
1.5 Staff as Organisational Ambassadors			4.5 Effective customer communication	
1.6 One stop shop			4.6 E-services business model	
			4.7 Choice of cost effective access channels to suit individual customer needs	



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