

Customer Experience Strategy

2022 – 2025



WAVERLEY
COUNCIL

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Waverley Council acknowledges the Bidjigal, Birrabirragal and Gadigal people, who traditionally occupied the Sydney Coast and we pay respect to all Aboriginal and Torres Strait Islander Elders both past and present.

Our Vision and Values

Introduction

The Waverley community is diverse and highly engaged, and our customers share common drivers of satisfaction, including reliability, clarity, and empathy.

By implementing a Customer Experience Strategy, we are committed to innovation in customer service and will continue to improve the services we offer our community by building our internal systems and processes, measuring and responding to customer feedback and transforming our organisational culture.

Waverley 2032 (Waverley Council's Community Strategic Plan 2022-2032) includes the following key objective under the theme of Performance:

"Excellent Customer Experience – Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation"

We keep our community at the centre of everything we do and we strive for excellence

CARE | RESPECT | INTEGRITY | INNOVATION | COLLABORATION

Purpose

'How can Waverley Council understand the interactions that matter most to our customers and then design the best possible experience around them?'

01

The Customer Experience Strategy summarises what we learned about our customers through data analysis, community research, and their interactions with Council.

03

The strategy provides a four-year action plan of Customer Experience initiatives, designed to build Waverley's capabilities.

02

It provides an assessment of Waverley's current customer experience maturity as 'Ad hoc'.

04

The action plan is split into four themes of customer-centric culture, customer satisfaction measurement, service improvement and technology enablement.

Definitions

Customer Relationship Management (CRM)

Technology used to manage customers' requests, feedback and interactions with Council.

Customer Experience (CX)

The perception or feeling a customer has every time they access one of Council's services, interact with our staff, visit our facilities, or use one of our systems.

Customers

The customers of Waverley Council are not just the residents who live here, but also the owners of local businesses, the people who work here, Councillors, staff and the national and international visitors who enjoy spending time here.

Service Level Agreement (SLA)

A service-level agreement sets the expectations for the customer on the amount of time Council will take to respond and/or resolve an enquiry or deliver a service.

Quick facts

A year in the life of our Customer Service team*



26,265
customers served
face to face

47% parking related

21% planning queries
or lodgements

10% rates payments



77,480
telephone calls handled

16% booking a Clean up collection

32% increase in calls to our After Hours
Service compared to 2019-20



46,262 emails

170 average emails per business day

30% related to parking permits



5,700

Snap Send Solve reports

85% increase compared to 2019-20



40,562
requests for service

69% parking related

75% 75% completed within
SLA (target is 75%)

26% Clean Up Bookings

*Data relates to the 2020-2021 Financial Year

Our Approach

To develop the Customer Experience Strategy, we engaged a consultant, Customer Science, to undertake an assessment of Waverley Council's current Customer Experience maturity, using inputs from a number of sources...

Customer and community feedback

Customer satisfaction surveys, community consultation, including in-depth research with residents, business owners, visitors and precinct members.

Councillor feedback

Focus interviews with Councillors and the Mayor who are both customers of Council's services and well as contributors to the broader community and customer experience.

Internal feedback

Individual interviews, job shadowing and focus groups with a range of Council staff from across key services.

Customer data

Review of compliments and complaints, analysis of reporting against SLAs and a review of current communication channels.

Industry benchmarking

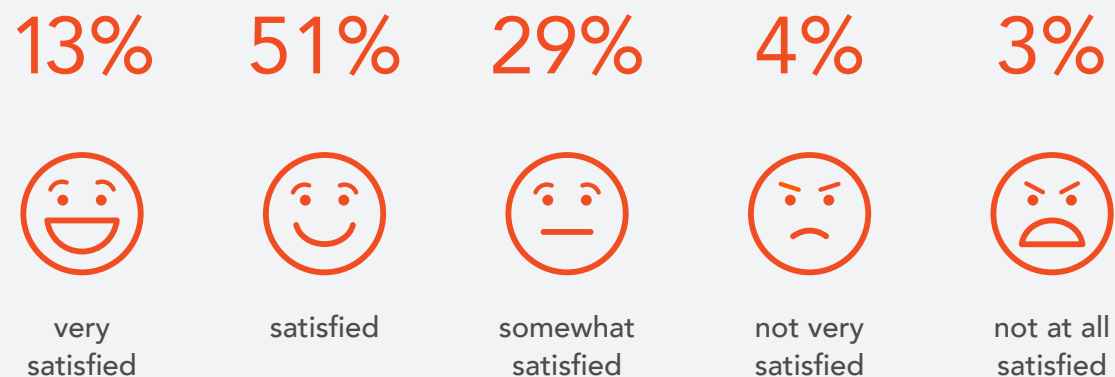
A review of best practice and industry trends in customer experience from relevant organisations and local governments across Australia.

Community Satisfaction

64% of people are 'satisfied' or 'very satisfied' with Council's performance, according to the Waverley Community Survey completed in May 2021.

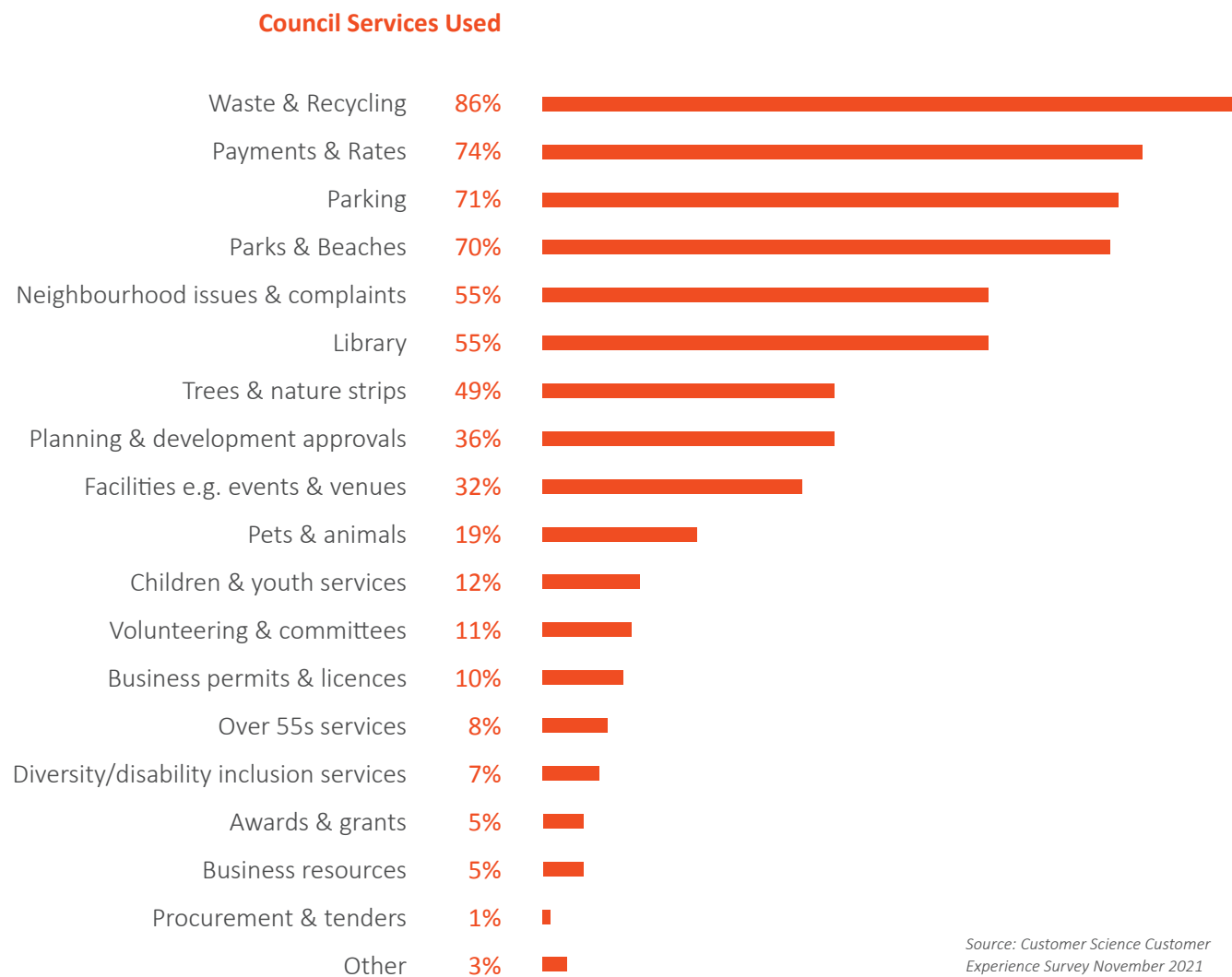
This level of satisfaction is positive, compared to both previous years' performance and other, similar councils:

- Overall satisfaction with Waverley Council has risen consistently from 86% in 2016, to 91% in 2018 and 93% in 2021
- Waverley's score of 93% compares favourably to the Metro LGA benchmark of 89%



Council services

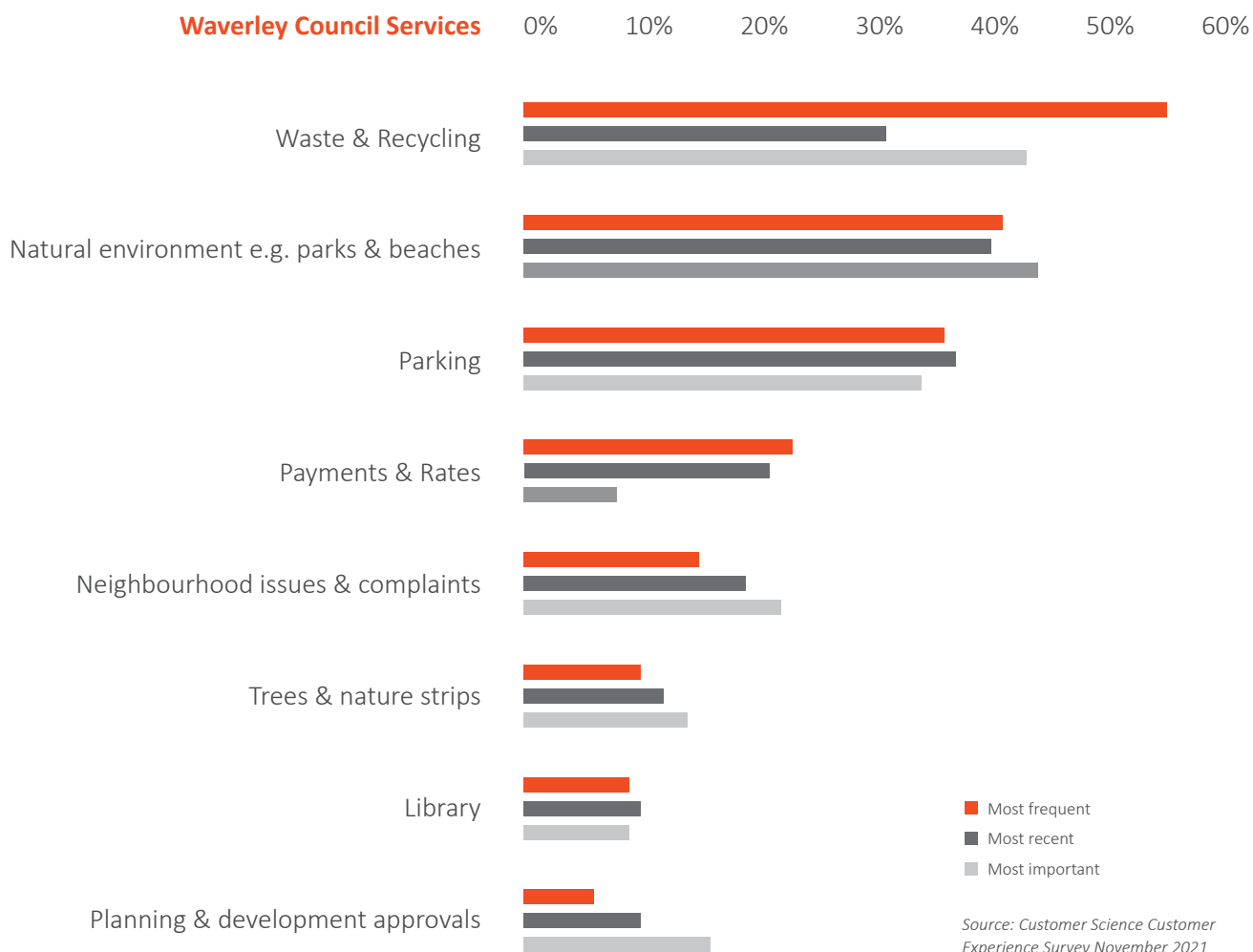
The CX Survey conducted in November 2021 identifies the key services used by our customers.



Source: Customer Science Customer
Experience Survey November 2021

Council services

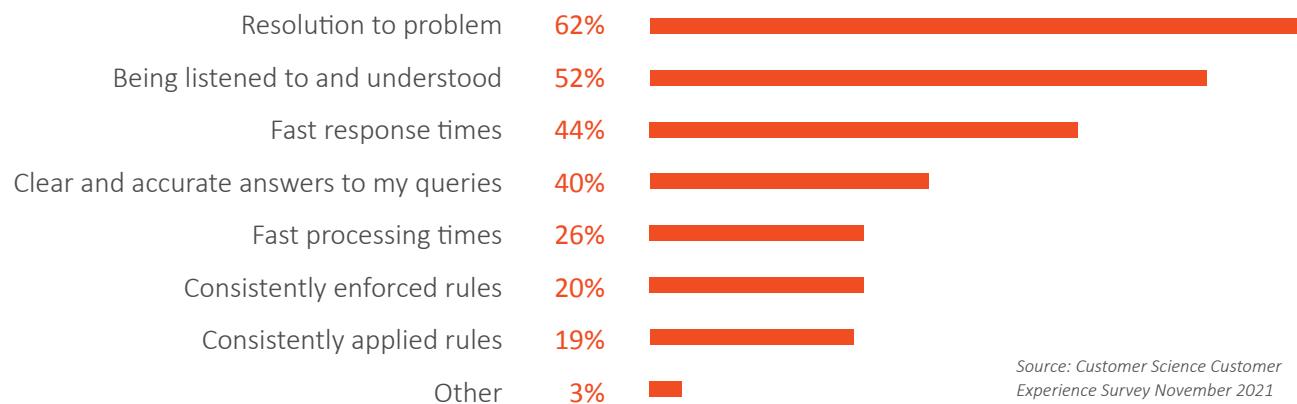
Waste & recycling, natural environment and parking are the most recent and frequently used services. These services are also rated as the most important by our customers.



Customer Feedback

Customers rated getting their issue resolved as more important than the speed of response or fast processing

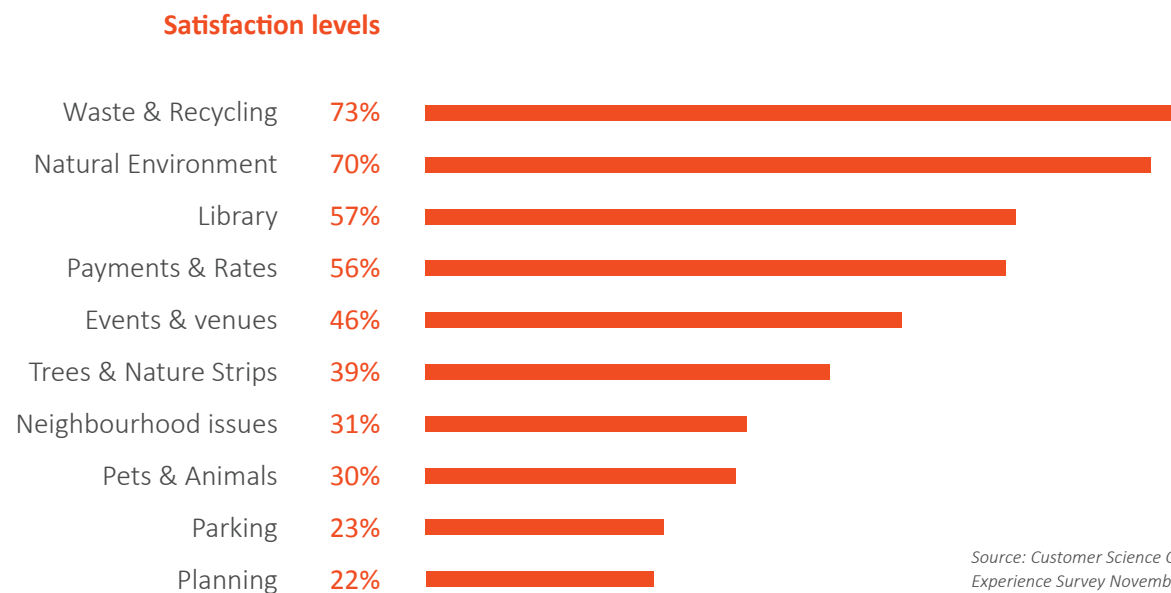
Most important when dealing with Council



Source: Customer Science Customer Experience Survey November 2021

Customer Feedback

Satisfaction levels with Council's services decrease as the complexity of the service increases



Source: Customer Science Customer Experience Survey November 2021

Common Themes

During the research and analysis stage, a number of common themes emerged – both the positives of being part of the Waverley community and the areas where Council needs to focus to improve the customer experience.

"Part of the magic of Waverley is its
Diversity and Safety"

"Waverley is a **Highly Engaged Community** where people care deeply about the local area and environment"

"The **Communication** from Council does not do justice to the level of engagement"

"Council communication is **reactive, not consultative**, vague about rules, untailored and unclear (written in 'council speak')"

"The **Natural Beauty** of Waverley will always be a huge draw for residents, businesses and visitors alike"

You can rely on Waverley Council to
Get the Basics Right"

"My last call received a clear explanation, but for something that **should have been on the website!**"

Customer Experience Maturity Assessment

Using the detailed research, analysis and industry benchmarking, Customer Science assessed the capabilities and maturity of our organisation against a standard framework*, which assesses six core areas. Each area is given a rating from Ad Hoc to Leading.

Knowledge of Customer

How well does the organisation capture data about customers, understand them and turn it into tools that are reusable across the business.

Processes

How far is continuous improvement, human-centred design and digital-first integrated into the day to day working of the organisation.

CX Measures

Is the voice of the customer listened to, analysed and applied to improve the performance of the organisation.

Channels

Are customers offered a choice of ways to interact and do they receive a consistently great experience across all channels.

Strategy

How well does the organisation define goals for CX and align those to the overall business strategy.

Organisation

Are the correct structures and systems in place to deliver CX effectively.

Key Findings

- Overall, Council's customer experience capabilities have been assessed as **'Ad Hoc'**.
- The only area rated as **'Foundational'** is Channel. Council has large amounts of content online and engages customers through social media. Opportunities exist to enhance the website presentation and digital integration.
- In all other areas, Council is rated **'Ad Hoc'**. This refers to the pockets of good practice happening across the organisation, but in an uncoordinated way.
- The lowest scores are in the process and organisational elements of CX. The key issue in this area is the lack of a full CRM system.

* See Appendix for Customer Experience Maturity Assessment Framework

Key Findings

Knowledge of Customer	Processes	CX Measures	Channel	Strategy	Organisation
Ad Hoc	Ad Hoc	Ad Hoc	Foundational	Ad Hoc	Ad Hoc
<ul style="list-style-type: none"> – Transactional and request based, rather than a connected view of the customer – Varied approach to complaints management across the organisation 	<ul style="list-style-type: none"> – Processes designed by structure, system or service, rather than based on customer needs, or efficiency 	<ul style="list-style-type: none"> – SLAs for service requests only – Minimal reporting available – Customer surveys completed on ad hoc basis 	<ul style="list-style-type: none"> – Online presence driven by structure, system or service rather than customer focussed – Good social media presence but minimal reporting or integration with other feedback channels 	<ul style="list-style-type: none"> – Customer Experience identified as an organisational priority and the key driver for Council's ICT Modernisation Program 	<ul style="list-style-type: none"> – Transactional workflow management system for service requests, rather than a full CRM providing a single view of the customer

*See Appendix for the detailed CX Maturity Framework

Our Customer Experience Action Plan

To deliver the Customer Experience Strategy we have developed an Action Plan with the initiatives needed to improve the customer experience at Waverley grouped into four main themes.

Themes



Customer-centric Culture & Capability

"The people on the phone are nice and helpful, but sometimes it can get lost in the department"



Customer satisfaction measurement

"Actively check on problems in the municipality such as cleanliness, grass cutting, cleaning of street bins, rather than waiting for my phone call"



Service Improvement

"Everything goes through the call centre - you can never reach an expert"



Technology Enablement

"I just want to do everything, easily online"



Theme 1

Customer-Centric Culture & Capability

Continual development of an organisational culture which recognises the importance of customer experience

	Expected outcome	Planned initiatives to support this outcome	Timeframe
1.1	Customer Experience outcomes clearly defined and documented for staff and customers	Customer Experience Strategy adopted by Council to define service improvement at Waverley Develop and implement a new Customer Service Charter, including communication standards	Customer Experience Strategy endorsed by Council in August 2022 Customer Service Charter implemented by December 2022
1.2	Investment in Customer Experience resources to build understanding and capability	Recruit a Customer Experience Project Lead to drive implementation of the strategy across Council Customer Experience design tools and templates including Customer Journey Maps and Customer Personas developed and rolled out	CX Strategy Lead in place by October 2022 Customer Journey Mapping Model rolled out to key services by December 2022
1.3	Customer Experience used as a key driver to guide decision making	Assess the direct benefit or impact to our customers when initiating improvement programs and allocating resources	Ongoing
1.4	Customer Experience culture change aligned to Council's People Plan	Develop and implement a values-based Customer Experience training program tailored to the level of customer interaction and responsibility within the organisation Local Government Capability Framework embedded into our organisational culture through recruitment and performance conversations to improve accountability	Training program developed and phase one delivered by June 2023 Local Government Capability Framework included in all position descriptions by end 2024



Theme 2

Customer Satisfaction Measurement

Measure and understand the customer experience and use data and analytics to proactively improve service delivery

	Expected outcome	Planned initiatives to support this outcome	Timeframe
2.1	Documented framework for measuring customer sentiment and feedback	Top level Customer Experience metrics identified with external reporting dashboard and communication plan agreed	CX metrics and external communication plan endorsed by senior management and implemented by end June 2023
		Annual satisfaction and community sentiment surveys with standardised questions as well as continued informal customer engagement	First annual satisfaction survey to be completed by December 2023
2.2	Root cause analysis and feedback review completed regularly to drive continuous improvement	Activity level dashboards available to senior management with metrics relevant to service delivered	High level monthly reporting available for key services by mid-2023
		Implement reporting tools to ensure CX metrics (including performance against SLAs) and Voice of the Customer feedback is easily accessible for use across the organisation	Full internal CX dashboard implemented by end 2025
2.3	Robust policy for capturing, managing, and reporting on complaints received	Develop and implement a new Complaints Management Framework and monitor compliance with procedures	Complaints Handling Policy endorsed by Council in September 2022
		Complaints data used to identify interventions and service improvements	Ongoing reporting of monthly complaints and key outcomes to senior management



Theme 3

Service Improvement

Link service delivery to customer expectations and design and deliver services with a customer first approach

	Expected outcome	Planned initiatives to support this outcome	Timeframe
3.1	Service delivery processes driven by customer needs and efficiency	Review all current service level agreements for service requests to ensure they meet operational requirements and provide clear guidance to customers	SLA Review completed by March 2023
		Implement Customer Journey Mapping across Council to understand service delivery from the customer's perspective and to increase efficiency and improve experience	Ongoing- Customer Journey Mapping completed as part of individual Service Reviews
3.2	Increased service offering for complex queries	Service delivery model redesign for high impact services including introduction of Tier 2 support model to connect customers with specialists who can answer complex queries	Implement Tier 2 support model for Planning by June 2023
3.3	Neighbourhood centre style approach to Customer Service delivery with enhanced functions and hours	Develop hybrid Customer Experience model as part of the Bondi Pavilion restoration project	Welcome Centre to open in September 2022
		Chambers refurbishment project to include Customer Service Centre with enhanced functions	Customer Service Centre delivered in the new Chambers building (date TBC)



Theme 4

Technology Enablement

Provide fit for purpose technology and tools to enable service delivery that is community and customer centric

	Expected outcome	Planned initiatives to support this outcome	Timeframe
4.1	Timely, consistent, and personalised interactions	Channel Strategy adopted by Council to determine future communication channel initiatives	Channel Strategy endorsed by Council in October 2022
4.2	Council's ICT Modernisation Program delivers continuous improvement of the Customer Experience	Streamlined processes for key services to increase self-service options, including, updated website content, digitisation of forms, standardised payment solutions and online bookings for high volume, simple transactions	Ongoing (in line with delivery of ICT Modernisation Program)
		Voice of the Customer solution to coordinate feedback from formal and informal channels, including social media	Voice of the Customer platform implemented by mid-2024
		New Customer Relationship Management solution procured and rolled out with all Council services migrated to or managed through the new system	Full CRM solution implemented for all services in line with delivery of ICT Modernisation Program
		Provide customers with a single view of their Council services with access to a 'My Waverley' portal	'My Waverley' customer portal implemented in line with delivery of ICT Modernisation Program

Customer Experience Roadmap

Below is a summary of key initiatives and the benefits that customers will experience over the next four years.

What Customers Feel					
		<p>I can talk to them on weekends, and pick up my permit from the Pavilion.</p> <p>Council seems interested in what we have to say, and is starting to change.</p> <p>Council is communicating how they are doing, good and bad.</p>	<p>When I call, there is an expert on hand to talk to.</p> <p>I can see the improvements they have promised being made.</p> <p>Waverley Council is noticeably easier to contact and deal with.</p>	<p>Issues that have irritated me for years are now being fixed.</p> <p>Council is consulting me about strategy and the things that matter most to me.</p> <p>When I talk to Council, I feel they understand me and my situation.</p>	<p>Waverley Council staff recognise me when I make contact and remember the dealings we have had.</p> <p>Everyone I deal with in Waverley Council clearly believes in the culture.</p> <p>I can do simple things like booking a clean up online, with no fuss.</p>
		Ad hoc – 2022	Foundational – 2023	Foundational – 2024	Developing – 2025
What Happens internally		CX Strategy endorsed and project lead in place	Values-based CX training		
		Hybrid CX model with extended phone and face to face service available	Tier 2 service introduced for complex queries	Customer Journey Mapping completed as part of individual Service Reviews	
		Complaints Management Framework implemented	Annual customer satisfaction surveys and reporting		Internal CX Metrics dashboard implemented
			Online processes enhanced	Digital self service for key services such as bin repairs Voice of the Customer platform implemented	Full CRM implemented for all Council services 'My Waverley' portal available to customers

Appendix



Customer Experience Maturity Assessment Framework

	Ad Hoc / Basic	Foundational	Developing
Knowledge of Customer	<ul style="list-style-type: none"> – Basic customer data and some channel data – Superficial complaints database / tracking 	<ul style="list-style-type: none"> – High level customer data of integrity – Some process maps – Complaints SLA and trend analysis 	<ul style="list-style-type: none"> – Some personas & customer journeys captured – Drivers for satisfaction known – Customer education common – Complaints analysed for root cause
Processes	<ul style="list-style-type: none"> – Limited process design – Basic reporting on KPI's and dashboards only 	<ul style="list-style-type: none"> – Customer fail points known – Limited review and some change management – CX KPI's at executive leadership level 	<ul style="list-style-type: none"> – Customer handoffs understood – Basic / reactive process improvement – Comprehensive change management – Most roles have CX KPI's
CX Measures	<ul style="list-style-type: none"> – No or ad hoc customer surveys – No behavioural data – Mainly operational SLA's – No or ad-hoc CX reporting 	<ul style="list-style-type: none"> – Annual / biannual surveys – High level SLA's – Metrics isolated to single channel – Monthly high level reporting available 	<ul style="list-style-type: none"> – Monthly / trigger based Customer Satisfaction surveys – Simple dashboards – Some customer interaction data – Weekly reporting of key metrics
Channel	<ul style="list-style-type: none"> – Limited or no web access – Forms are manual or PDF – No insights on progress as measures and metrics either not tracked or operationally focused 	<ul style="list-style-type: none"> – Web access to information, downloadable forms but no self service – Access may be a challenge – Progress on operational and/or financial metrics evident 	<ul style="list-style-type: none"> – Customer choice for channel available – Online access for all support (paperless) – Social available with little interaction – CX measures trending favourably
Strategy	<ul style="list-style-type: none"> – CX recognised as important but projects and investments largely driven by cost – CX culture not organisation wide 	<ul style="list-style-type: none"> – CX commitment aligned to brand, vision and values – CX benefits recognised for investment – CX culture strong in pockets 	<ul style="list-style-type: none"> – Dedicated CX strategy in place with dedicated CX function – CX benefits measured for investment at baseline and realised – Culture recognises CX
Organisation	<ul style="list-style-type: none"> – Manual processes and no CRM – No CX governance in place – People not selected based on CX 	<ul style="list-style-type: none"> – Channel-specific tools and basic CRM in place – Some CX project management – People recognised based on CX 	<ul style="list-style-type: none"> – Basic personalised data with an effective CRM tool in place – Some CX governance models in place. – People CX focused

Customer Experience Maturity Assessment Framework

	Competitive	Leading
Knowledge of Customer	<ul style="list-style-type: none"> – Proactive customer interaction – Channel preference trends – All negative feedback treated as a “complaint” and welcomed 	<ul style="list-style-type: none"> – Data and Journey linked. Real time measurement at journey touchpoint – Personalised interactions. – Complaints data used for continuous improvement
Processes	<ul style="list-style-type: none"> – Data driven customer design – Root cause analysis and redesign – Org wide standards are set and utilised consistently – Every employee has CX KPI’s 	<ul style="list-style-type: none"> – Human Centred process design – Digital first. Dedicated change systems – Dynamic data and analytics with modelling
CX Measures	<ul style="list-style-type: none"> – Consistent survey measure with baseline – Channel insights – Customer interaction data at processes and channel – Omni channel view. Metrics Integrated across channels – Data freely available in online tools 	<ul style="list-style-type: none"> – Survey data configured to product, process & customer and leveraged for redesign & continuous improvement – Experience data aligned to customer journeys – Holistic Voice of the Customer metrics – Live dynamic dashboard across all channels including social
Channel	<ul style="list-style-type: none"> – Full customer portal available – Seamless cross-channel functionality. Social integration – CX and business results exceeding target. Gaps to competitor benchmark met or exceeded. Gap to external/industry best practise understood and targeted 	<ul style="list-style-type: none"> – Use of intelligence and predictions to support customer engagement – Social integration where customers are advocates – Demonstrable customer loyalty and advocacy – Recognised as customer centric organisation – Looked to for best practises. Industry awards
Strategy	<ul style="list-style-type: none"> – CX return quantified. CX measures / benefits integral to change – Customer-centric culture has been co-designed by employees 	<ul style="list-style-type: none"> – Business strategy is CX – Omni channel capability – Investment prioritisation to CX – CX owned across organisation
Organisation	<ul style="list-style-type: none"> – All channels integrated with CRM and strong CX Governance org wide – CX recognised as key performance driver 	<ul style="list-style-type: none"> – Single view of customer – Dynamic digital knowledge management tool – Recognition and reward systems based on customer experience