



# Customer Experience Strategy

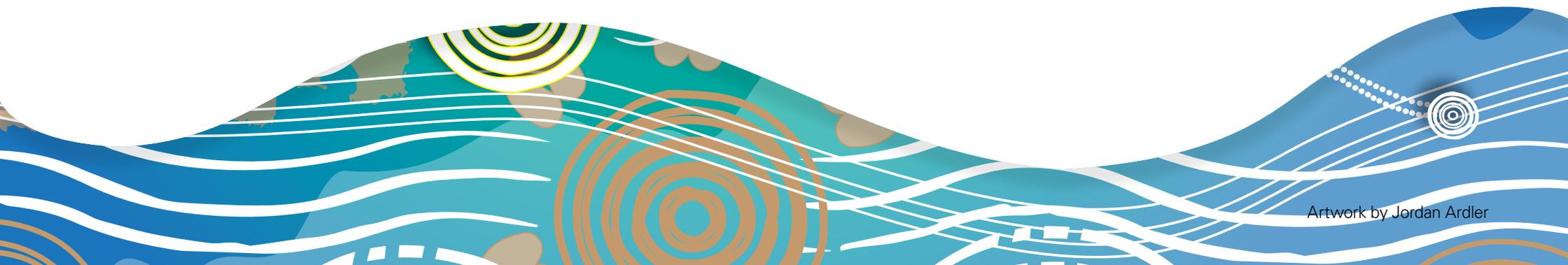
## 2023–2028



December 2023

## Acknowledgement of Country

Woollahra Council acknowledges the  
Gadigal and Birrabirragal people who are the  
Traditional Custodians of this land and we pay our  
respects to Elders past, present and emerging.





Parklet program, Rose Bay

# Contents

<b>Creating a culture of excellence</b>	<b>4</b>
Message from the General Manager	
<b>Our Vision, Mission &amp; Values</b>	<b>5-6</b>
<b>Introduction</b>	<b>7</b>
What is Customer Experience and how it impacts you	7
<b>Who are our customers</b>	<b>8</b>
<b>How our customers contact us &amp; interact with us</b>	<b>9</b>
<b>Why we have developed a Customer Experience Strategy?</b>	<b>10</b>
<b>Our Strategy to improve the Customer Experience</b>	<b>11</b>
<b>What we will deliver 2023–2028</b>	<b>12</b>
Aligning services to customers' needs	12
Making it easier to do business	13
Modernising tools & systems	14
Developing & upskilling our teams	15
Measuring CX performance	16
<b>Conclusion</b>	<b>17</b>

Cover image: Murray Rose Pool, Redleaf

# Creating a culture of excellence

## Message from the General Manager



One of the key principles that applies to local government is that we should recognise diverse local community needs and interests, as well as exercising our functions in a way that provides the best possible value for residents and ratepayers. One of the ways in which we will achieve this, is by focussing on improving the customer experience for all our customers.

We are using the term customer experience, as this captures everything our organisation does to put customers first, including understanding and improving your journey through the many ways you may interact with Council.

As highlighted in this strategy document, we hope to achieve this by:

- Aligning our services to meet your needs
- Making it easier to do business with Council
- Modernising our tools and systems
- Continuing to develop our people with appropriate skills and by
- Measuring our performance.

None of this is necessarily simple or easy, however we are committed to continuing to increase our focus on creating better experiences for all our customers, therefore I am pleased to be presenting this strategy to you, as our road map for achieving improved customer experience outcomes.

**Craig Swift-McNair**

General Manager

# Our Vision

A thriving, inclusive, sustainable and resilient community that will benefit future generations.

# Our Mission

To lead climate action and promote respectful connections between people and place, so we can enhance, protect and celebrate Woollahra's beauty, heritage and quality of life, for the enjoyment of all.



# Our Values

## Respect

People are at the heart of everything we do. We will communicate with honesty and display empathy. We will treat others as we would like to be treated.

## Open

We will be open minded and clear in our communications; be accessible to the community; explain the process as well as the outcome and be transparent in all our dealings.

## Accountable

We will take responsibility for our actions. We will own our mistakes and will not pass the buck. We will follow through on what we say we are going to do.

## Responsive

We will always close the loop in a timely and productive way, even if we don't have all answers. We will be helpful at all times and anticipate the needs of residents upfront.

## Excellence

We will strive to be the best at what we do; we care about quality and outcomes at every step of the way. We will work at the forefront of continuous improvements in service delivery for our community.



Customer Service Centre, Redleaf

# Introduction

## What is Customer Experience and how it impacts you

Customer Experience captures everything an organisation does to put customers first. Customer Experience goes well beyond just customer service. It is the total experience a customer has with us, starting from when you first recognise you need to get something done with Council, through to how you feel and think we addressed your needs. It is how you experienced the whole journey.

This document outlines our commitment to improving your experience with Council and our approach to listening to our customers including when designing our services and programs so that they better meet your needs.

# Who are our customers?

Our customers are those who live, work, visit, invest in and have a business in the Woollahra Local Government Area (LGA). This includes residents, property owners, license and permit holders, business owners, students, volunteers, community groups, and many more.



Rose Bay promenade



Estimated residential population\*  
**53,496**



Median age\*  
**41**



People per household\*  
**2.3**



Families\*  
**13,796**



Kids per family\*  
**1.8**



Born overseas\*  
**38.7%**



Need for assistance due to a disability\*  
**1,552**



Rateable properties†  
**26,427**



Businesses active & registered for GST°  
**10,780**

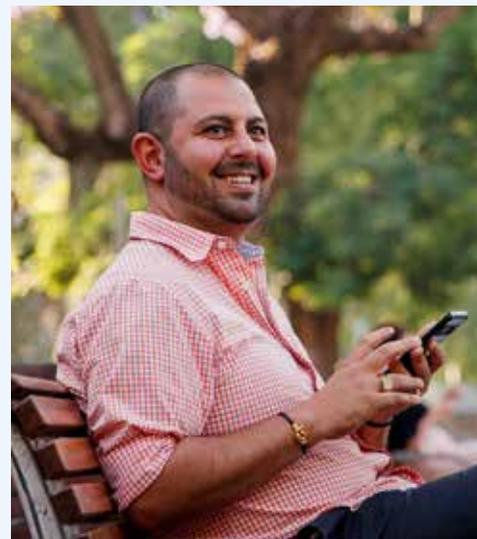


Jobs in the LGA°  
**22,856**

\* 2021 Census, Australian Bureau of Statistics  
[dbr.abs.gov.au](http://dbr.abs.gov.au)

† Internal systems statistics.

° idcommunity. [economy.id.com.au/woollahra](http://economy.id.com.au/woollahra)



# How our customers contact us & interact with us

Our customers contact us in a variety of ways; by email, mail, online, in-person, and over the phone.

Customers also use the Woollahra Council App, to request Council services such as for Waste, Parking, Trees and Roads.

Interaction with our customers takes place in many forms; in person at our events, at our three libraries, the Woollahra preschool, on site visits,

in our customer service centre and out on field on our streets and open spaces.

Additionally, Your Say Woollahra is a platform where our customers can share their views on a range of projects and initiatives to help Council make decisions that are informed, representative and in the best interests of our community.

*Internal systems statistics. Figures are approximate, per annum.*



Phone  
**82,000**



Email  
**600,000**



Website visits  
**464,000**



Your Say Woollahra  
**3,000**



Visits to the Customer Service Centre  
**13,000**



Requests through Woollahra Council App  
**22,000**



Social media followers  
**11,600**

# Why we have developed a Customer Experience Strategy?

In 2020, we launched an internal organisational vision to create a culture of excellence across our organisation, leading with increasing our focus on the Customer Experience. We have developed a Customer Experience (CX) Strategy to guide our ongoing efforts to listen to our customers and build a culture of excellence.

The Customer Experience Strategy was developed by drawing on customer and staff feedback, data analysis, and industry trends.

During 2022 and 2023, Council updated its Vision, Mission and Values statements, which now provide us with a greater focus on improving the Customer Experience.

To help us frame our strategy we analysed and identified key trends and opportunities that are driving service delivery today, including:

## **Demographic Changes**

Our LGA's demographic is evolving, including our community's needs and their requirements from Council. We must continue to adapt and enhance our services to better serve our community.

## **Technology Advances**

Technology is continually advancing and transforming the way our community lives, works and does business. We have the opportunity to leverage these advances to make it easier for our customers when dealing with Council.

## **Evolving Expectations**

Customers are expecting more from the organisations they deal with. They want organisations to be more responsive and to have a say in the services they use. We will respond by continuing to increase our engagement and by designing services with our customers.

Lastly, we completed some preliminary projects such as implementing a Council Customer Satisfaction Survey, the Library Net Promoter Score and the Woollahra App Effort Survey. This work assisted us to start understanding our customer's desires and difficulties transacting with Council, as well as reviewing where internal processes and systems need transformation to improve how we deliver to our customers.

Listening to our customers is essential to address the issues, needs and opportunities we have identified and our Customer Experience Strategy defines how we plan to actively listen to our customers, seek their feedback, and use what we learn to improve.

Change doesn't happen overnight, but we are committed to keeping our customers at the heart of what we do.

# Our strategy to improve the Customer Experience

Our strategy focuses on our work to create positive experiences for our customers across all interactions with Council.

The strategy explores all the different ways our customers engage with the services we provide and how we will work to listen to and design with our customers, deliver in new ways and improve our systems and processes.

Framed by our Vision, Mission and Values, the strategy identifies the five key deliverables we must address to improve our Customer Experience:

**1. Aligning services to customers' needs**

**2. Making it easier to do business**

**3. Modernising tools & systems**

**4. Developing & upskilling our teams**

**5. Measuring CX performance**



**\*Current channels of engagement include:** email, telephone, website, social media, Your Say Woollahra, surveys, mail, Woollahra App, face-to-face.

**Future channels of engagement may include:** webchat, messenger, sms, customer portal.

# What we will deliver 2023–2028

## Aligning services to customers' needs

We are committed to better understanding our customers' needs and aligning our services to meet these.

	Target
Engaging with our customers through a number of mechanisms, to understand how their needs from Council evolve, allowing us to be more proactive and tailor services.	2023+ ongoing
Increasing our engagement with customers earlier in developing our services and programs so that their views are taken into consideration and we better meet their needs.	2023+ ongoing
Reviewing our complaint management policy and procedures to ensure customer feedback is captured, analysed and this information informs our service improvements.	2024+ ongoing

*"They tried their utmost to help answer my questions and guide me in the right direction."*

Resident, 2023 Customer Experience survey.



## What we will deliver 2023–2028

# Making it easier to do business

We are committed to making it easier for our customers to access information and do business with Council more efficiently.

	Target
Conducting website upgrades to improve access to online services and make information easier to find.	2023+ ongoing
Broadening service options that are available to our customers on the Woollahra Council App and continuing to expand its capabilities.	2023+ ongoing
Adding the ability to provide SMS confirmations of requests and enquiries so it's easier for customers to track these with Council.	2024/25
Adding web chat capabilities to our website so that customers can reach us in real time.	2024/25
Expanding online booking options to some of our facilities so that customers can undertake simpler and quicker transactions without having to call Council.	2024/25
Automating the renewal process for some of our permits so customers can get the permits they need faster and easier e.g. parking permits.	2024 to 2026
Expanding online payment options so customers can transact with Council in a simpler and easier way when it suits them.	2023+ ongoing
Reviewing our systems to facilitate a customer portal that allows customers to easily access their information and conduct business with Council.	2027/28



*“My recent experience of renewing our parking permit was very professional, pragmatic and efficient.”*

Resident, 2023 Customer Experience survey.

**What we will deliver 2023–2028**

# Modernising tools & systems

We are committed to upgrading our technology to meet our customers’ expectations and improve how we interact.

	Target
Continuing to ensure that our Information & Communications Technology (ICT) Strategy supports the Customer Experience and identifies current and new technologies to improve customer’s interactions with Council.	2023/24
Testing and implementing the best options to notify and keep customers updated about works, events and other relevant information so customers are better able to plan their day to day life.	2024+ ongoing
Reviewing call centre systems to provide "call back" functions with the ability for the customer to engage across a variety of channels (phone, email, web chat etc.) based on their personal preferences.	2025+ ongoing
Reviewing all the ways our customers engage with us across all of Council to identify the circumstances and opportunities where chat, sms, social media and messenger could be used as ways to provide services.	2025+ ongoing

*“Your Say Woollahra is great and an excellent way of communicating and consulting with residents.”*

Resident, 2023 Customer Experience survey.



**What we will deliver 2023–2028**

# Developing & upskilling our teams

We are committed to embedding a culture of excellence across the organisation through staff training and development.

	<b>Target</b>
Training staff that design services on Customer Experience design tools and train customer facing staff on Customer Experience principles.	2023+ ongoing
Incorporating Customer Experience training into our staff induction procedure.	2023+ ongoing
Commence investigation of systems to enable Council to create a shared information knowledge database, enabling staff to better inform and serve our customers.	2024+ ongoing

*“Staff are always polite and courteous when you visit the Council Chambers or call by phone.”*

Resident, 2023 Customer Experience survey.



**What we will deliver 2023–2028**

# Measuring CX performance

We are committed to measuring and tracking our goals so we can continue to improve the Customer Experience.

	Target
Conducting surveys that benchmark customer satisfaction and experience across Council services so we can track long term patterns and improvements.	2023+ ongoing
Introducing targeted Customer Experience measures such as Customer Satisfaction (CSAT) survey, Net Promoter Score (NPS) survey and Customer Effort Score (CES), so we can identify opportunities for improvement.	Annual
Adding customers' ability to rate their experience with a service or area of Council across multiple channels (website, our app, phone, email, physical locations etc.) so that we capture customer ratings in real time and no matter how they interact with us.	2023+ ongoing
Creating Customer Experience dashboards and reports for senior management to track trends and identify customer experience concerns so that we can quickly identify and address Customer Experience concerns as they arise.	2023+ ongoing
Building on existing performance measures by implementing our commitment to our Customer Charter, telephone standards, other service response standards and Key Performance Indicators so we can continue to improve the Customer Experience.	2023+ ongoing



*“Full marks to the waste collection people, they are only too keen to help.”*

Resident, 2023 Customer Experience survey.

# Conclusion

We look forward to continuing to work with our customers as we deliver this strategy over the coming years.

By working together we will continue improving the Customer Experience, which in turn will add value to our community.

We will update our residents and customers throughout the delivery of this strategy through our regular reporting to Council and will hold ourselves accountable by continuing to engage with our customers and by measuring our performance.



Macquarie Lighthouse, Vaucluse

# Woollahra Municipal Council



536 New South Head Road,  
Double Bay NSW 2028

T: 02 9391 7000

E: [records@woollahra.nsw.gov.au](mailto:records@woollahra.nsw.gov.au)  
[woollahra.nsw.gov.au](http://woollahra.nsw.gov.au)

Follow us



Download the Council App  
[woollahra.nsw.gov.au/app](http://woollahra.nsw.gov.au/app)

Have your say  
[yoursay.woollahra.nsw.gov.au](http://yoursay.woollahra.nsw.gov.au)

December 2023