

Customer Experience Plan **2019-2022**





City of Kwinana
Customer Experience Plan
2019 - 2022

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Version 1.3

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Foreword

The City of Kwinana's core purpose is to serve the community. As a large organisation that provides a vast range of services to many different types of customers, the ways in which we deliver services and ensure positive experiences for our customers is a primary consideration for the City.

As such the City has developed this Customer Experience Plan as a single point of reference for the way the City wants to interact with its citizens – to establish a citizen-centric culture, that meets the customers and the City's needs.

Extending on from the Strategic Community Plan and Corporate Business Plan, this Plan establishes the customer service framework, direction, actions and measures to help move the City forward.

As customer expectations grow and change, the City of Kwinana needs to continue adapting and developing to meet those changing needs, without losing sight of the unique and diverse nature of our community.

Our service commitment as outlined in our 'Customer Service Charter' will continue to strengthen our connection to the community through day to day interactions, via our numerous customer service channels including on the telephone, face-to-face, letter, email or through social media or other digital platforms.

This plan provides Kwinana with the foundation principles and a guide to achieve this sustainably into the future.



Background

Kwinana's Strategic Community Plan and Corporate Business Plan are underpinned by the drive to create an environment that is guided by the community's wants and needs. On a daily basis, there are over 6,000 interactions between City Officers and the community – representing rich opportunities to understand those wants and needs. That's an average of one interaction per member of the Kwinana population, every week.

These interactions include:

- families, school children and other adults enjoying the City facilities at the Darius Wells Library and Resource Centre, meeting and training rooms, the Recquatic, the Adventure Park or crèche;
- attending an event such as the Youth Festivals;
- speaking with park and road maintenance personnel on their job;
- liaising with Building Certifiers and the planning team on building and design works;
- applying for the LyriK Youth Awards activities;
- picking up a lost dog at the pound;
- food business inspections;
- reaching out to our Community Engagement Officers for assistance and support; and
- the many varied telephone calls, visits and emails to the City Administration Centre.

The Kwinana community are also digitally active on our websites, Facebook pages, as well as the many community online, digital and social groups and sites. The City also conducts surveys, focus groups and forums to obtain community insight to assist with City activities.

At some stage, all 400+ City Officers engage with members of the Kwinana community in the course of their work. Their role is not just to complete a transactional or physical activity, but to provide service to the people, businesses and visitors in our community – our customers.

Globally, Cities are becoming increasingly citizen-centric (rather than process-centric), ensuring the community is at the very heart of every decision and activity undertaken. Kwinana is similarly seeking to move further in its level of customer-centric maturity with a customer experience plan being driven across the entire organisation with leadership from the City Leadership team. This Plan has been developed to guide the action plan and help progress to the customer maturity of the organisation.

Our customers

POPULATION

Data obtained from ABS 2016 Census, ABS 2018 Estimated Resident Population and Forecast.id population forecast.



2016
40,058



2018
43,511

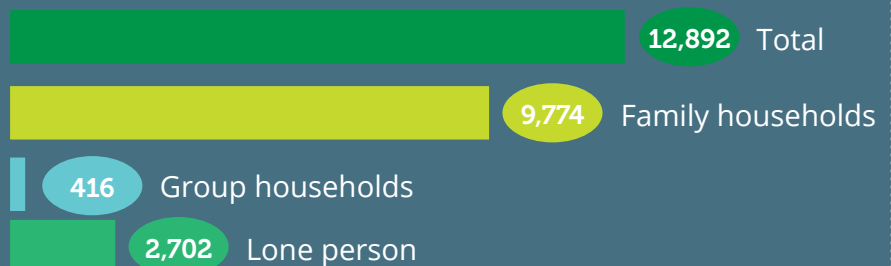


2036
85,158

FAMILY COMPOSITION

Data obtained from ABS 2016 Census.

Number of households City of Kwinana

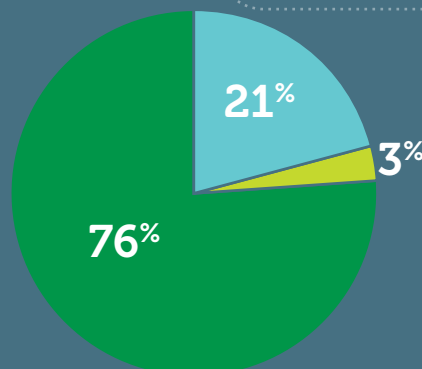


Average household size
in City of Kwinana

2.7

Percentage of total households in City of Kwinana

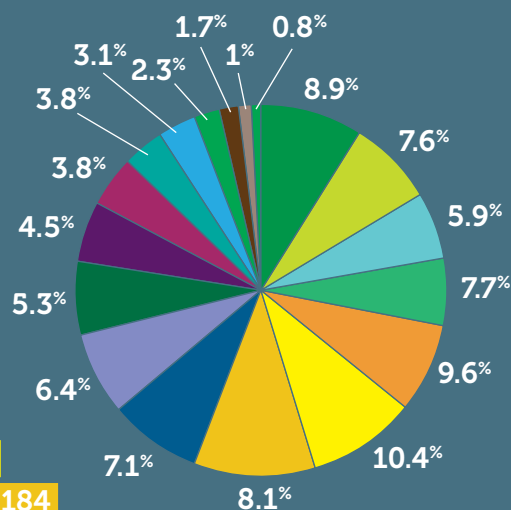
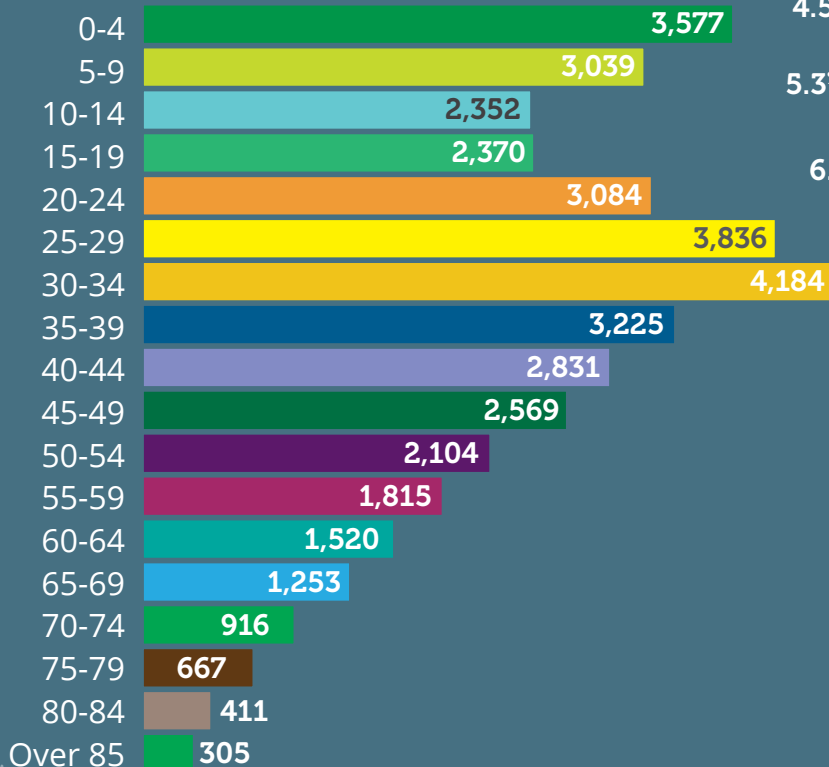
- Family households
- Group households
- Lone person



AGE

Data obtained from ABS 2016 Census.

Number of residents in City of Kwinana



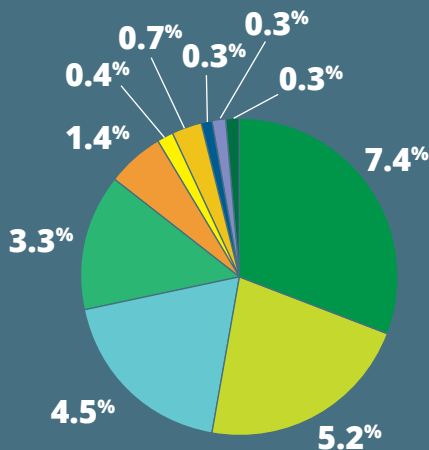
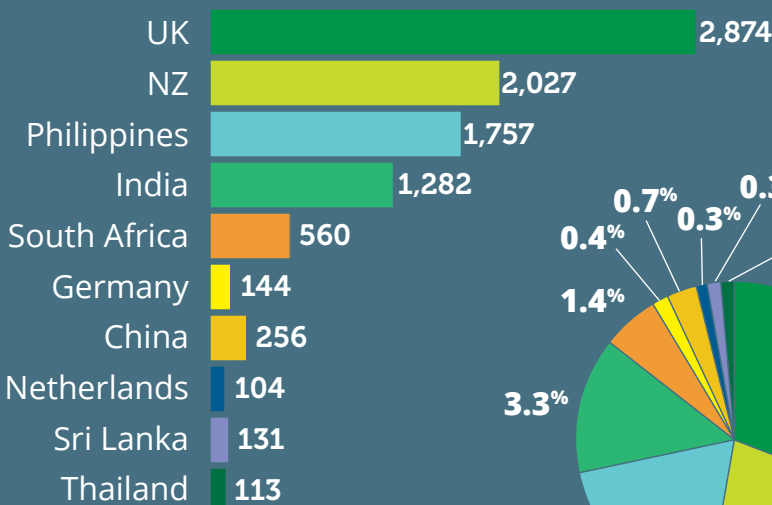
Percentage of total residents in City of Kwinana

COUNTRY OF BIRTH

Data obtained from ABS 2016 Census.

Total City of Kwinana residents born overseas = **16,377**

or **34%**



19%

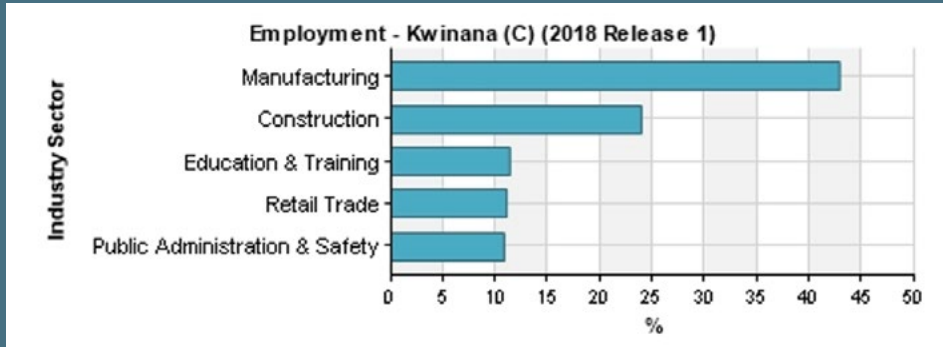


Speak a language other than English at home

Note: Countries with fewer than 20 residents born there have not been included.

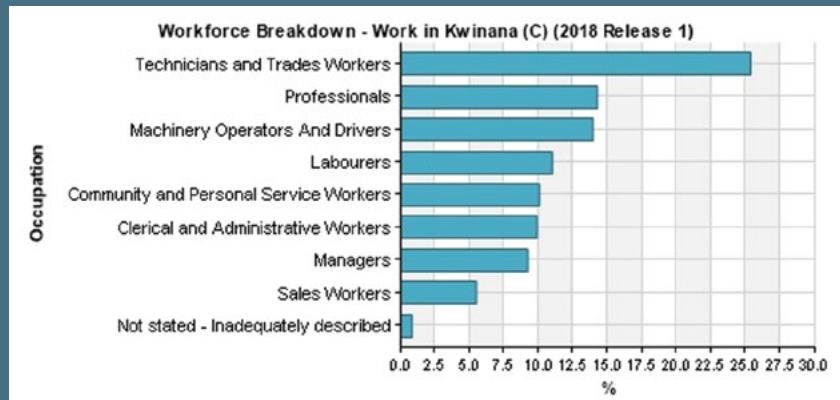
EMPLOYMENT

The total employment estimate for Kwinana is 13,270 jobs. The largest contributors come from the following industries:



OCCUPATION

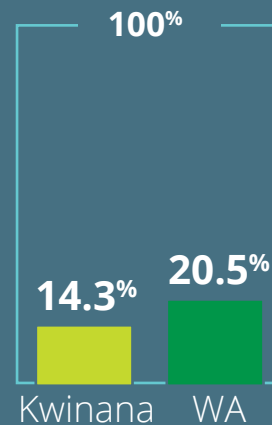
People who work in Kwinana are in the following occupations:



EDUCATION

14.3%

of people have a tertiary degree



UNEMPLOYMENT



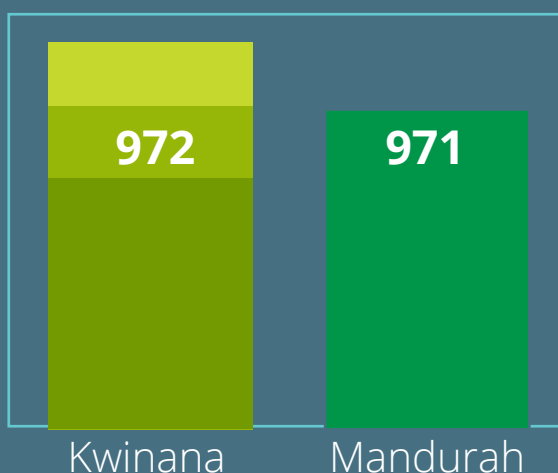
10.8%

unemployment in Kwinana

7.8% for WA

SOCIOECONOMIC INDEX

Ranges to 1092
SEIFA Index score
Ranges from 851



SEIFA Index score

ACCESS AND INCLUSION

In 2016 **1,540** people
(4% of the community)
reported needing assistance in their
day-to-day lives due to disability



Our Vision and Values

VISION

Rich in spirit, alive with opportunities, surrounded by nature – it's all here.

Rich in spirit

Kwinana 2030 will be a place where the strong community spirit that has historically existed continues to thrive and develop.

- A unique identity
- A City alive with activity
- A safe and welcoming place
- Services for an active community
- Strong community leaders
- A community who help each other
- A vibrant arts culture
- A sense of place and heritage
- Accessibility for everyone

Surrounded by nature

In 2030 the City of Kwinana is still physically surrounded by nature.

- A beautiful natural environment
- An energy efficient City
- A water-wise City
- A City adapted to climate change

It's all here

Kwinana 2030 will see an increasing number of new community and recreation facilities, as well as significant refurbishment of current amenities.

- Great public places
- Well-kept green spaces
- A well serviced City
- A well planned City
- A well maintained City
- A connected transport network

Alive with opportunities

In 2030 the City of Kwinana will be a place that is alive with opportunities. The continued prosperity of the local industrial, retail and business community will provide a wide range of employment options for residents.

- Varied job opportunities
- Quality education for all ages
- A bustling retail scene
- A powerhouse industrial area
- A thriving local economy
- Innovative approval system

Values

The City of Kwinana has established a core set of organisational values, which help drive our decision-making and which underpin our approach to customer service:

Lead from Where You Stand

Lead
from where you
stand

Leadership is within us all

Taking ownership of each interaction and keeping the customer informed, right through to a resolution, even if it crosses a number of areas.

Act with Compassion

Act with
compassion

Show that you care

Being courteous and respectful, and taking the time to fully understand and look for a sensitive outcome that meets the customer and business needs.

Make it Fun

Make
it
fun

Seize the opportunity to have fun

Choosing a friendly attitude to make it easy. Being aware of and promoting community events, activities and connections throughout the City.

Stand Strong, Stand True

Stand
STRONG,
stand **TRUE**

Have the courage to do what is right

Provide clear communication of what we can and cannot deliver, and why; and where possible offer an alternative solution.

Trust and Be Trusted

Trust
and
be trusted

Value the message, value the messenger

We do what we say we will, are honest in our communications and make our decisions fairly and without assumptions.

Why Not Yes

Why
NOT
yes?

Ideas can grow with a yes

We encourage customer feedback or suggestions to improve the way we do things.

Customer Charter

Prompt and Efficient

We will respond quickly and effectively to your service requests.

Friendly and Professional

We will provide our services in a friendly and professional manner.

Easy to Access

No matter how you contact us we will make every effort to answer, acknowledge and assist.

Accurate and Consistent

We will provide the information you require.

Based on Your Needs

We will seek your view on the services we offer.

Built on Well Informed Decisions

We will make decisions fairly and with transparency.

Responsible and Accountable

We will willingly be responsible for customer service quality.

Feedback and comments

We encourage our community to be in contact with us and involved in providing regular feedback, consultation and information in an honest, polite and respectful way. We welcome you to keep us informed of relevant details, ideas and suggestions to help us improve our service standards.

Customer Service Standards

The City's Customer Service Standards are the behaviours all City staff agree to in order to achieve our promise. At a minimum, all staff at the City are expected to:

- Use our name, our name badge or City ID to identify ourselves;
- Answer all phone calls promptly — within 30 seconds or by the third ring;
- Use voicemail or call forward options for calls that are unanswered;
- Ensure voicemail greetings are set on all City issued phones;
- Return all voice message calls within 24 hours of the initial call;
- Acknowledge all requests within five working days of receipt; and
- Acknowledge complaints as soon as possible and provide a detailed response within 20 working days.

We take the following steps to ensure trust and respect:

- Provide privacy
- Listen
- Summarise
- Empathise
- Own it
- Take Action
- Refer

Image

We wear professional attire, identify ourselves and have pride in our workplace.

Personal Service

We are prompt and efficient, friendly and professional, and are responsible and accountable. We make every effort to be easily accessible.

Phone Interactions

We are prompt, efficient, friendly, professional and we provide easy access.

Voicemail

We are prompt and efficient, friendly and professional.

Outlook and Calendars

We are prompt and efficient, responsible and accountable.

Correspondence

We are prompt, efficient, responsible and accountable. We provide easy access and we are accurate and consistent.

Our Information

We are accurate and consistent and provide easy access.

Our Decisions

We are responsible and accountable.

Complaints

We view complaints as an opportunity to improve on our service. We action complaints immediately and acknowledge them as soon as possible.

Customer Request System

The Customer Request Management System (CRM) is used to record and monitor all requests and complaints received. The information is readily available and enables staff to keep customers informed.

Diffusing Difficult Situations

We aim to diffuse situations where the customer is upset or angry and for the customer to leave the office satisfied and in agreement of the course of action to be taken. Customers should be handled with dignity and compassion at all times.

Access and Inclusion

We aim to provide an accessible and inclusive service for customers of all abilities. As per the City's Disability Access and Inclusion Plan we endeavour to provide information that is appropriate to the culture, language and ability of residents.





Our Service Levels

Kwinana citizens engage more than 6,000 times a week with City Officers – that’s an average of around once a week, for every member of the population – and that excludes payments of rates, registrations, bin collections and other items.

This represents many opportunities to deliver great customer service and emphasises the need for all City Officers to live by the customer service standards and charter and have consistency at all points.

A snapshot of some of the regular volume of interactions include the following (as at December 2018):

- Average 26 customer service emails per day
- Average 120 telephone calls into the Customer Service area per day
- Average 20 telephone calls to City Assist per day
- Average 30 calls outside office hours per week
- Over 3,300 individual users of the City of Kwinana website/week (over half of these from a mobile handheld device with the balance from other larger devices)
- Over 800 users of the Recquatic website/week (over 75% from a mobile handheld device and the balance from other larger devices)
- Over 2000 (estimated) individual visits to the Library, Recquatic, Community Centre and other halls and facilities/week
- Interactions with Elected Members and the Mayor
- Interactions between certifiers, builders and home owners in relation to building approvals and planning
- And thousands of emails and face to face interactions on the roadside, with cleaners and maintenance personnel, with planners and engineers, with compliance and environmental health staff, with Community Engagement Officers, and the list goes on.

What We Know

As a result of a range of activities completed in 2018, City of Kwinana gained the following insights:

- That City Officers are also citizens and local community members with a wealth of personal experience interacting with the City;
- City Officers are aware of City-related comments and activities by their friends, family, visitors and neighbours and they recognise the difficulties that exist in delivering the service citizens and visitors are seeking;
- Awareness of what customer service is and what citizens expect increased across all areas of the City;
- Multiple areas of the City are involved in a single customer's journey and therefore all areas of the City are involved in delivering customer service (not just the Customer Service team);
- The ownership and engagement of customer service standards, customer charter and the customer experience plan across all areas of the City increases when all areas are involved when activities are conducted to better understand the customer experience and citizen expectations; and
- Planning activities to take place in future years should have a higher emphasis on direct citizen comments, feedback and journeys through rigorous, robust and reliable data collection.

The activities included the following:

Customer Service Research

36 City Officers, Elected members and Executives attended workshops to understand how they are delivering customer service and the challenges they face in improving that experience.

Ethnographic research was conducted, including the observation of community interactions via social media sites, and other digital platforms.

Internal Data and Statistics

Website analytics of the multiple Kwinana websites and data from Customer Service Centre, Customer Requests System was collated and analysed. City telephony data covering enquiry volume and channel was gathered.

Citizens and visitors were observed interacting with City Officers and facilities by phone, email and face-to-face. These observations were conducted at the locations of Recquatic Centre, Library, Darius Wells, Customer Service Centre, City Assist, a playground and roadside.



Benchmarking and Industry Trends

Available information from citizen surveys, customer strategies, charters, standards, policies, actions and a range of citizen-centric plans from other Australian and overseas local government organisations were researched, discussed and considered as part of this activity.

Customer Input

Customer feedback about Kwinana was gathered and analysed – this included the Catalyse survey, Community Services and Wellbeing Scorecard 2016, previous surveys; mystery shopping surveys and the Recquatic Centre Customer Service Survey 2018.

99 staff were surveyed on their experiences as citizens, as well as City Officers.

Customer Experience Journey Mapping

Six journey maps were completed (see appendix A) involving 45 City Officers and citizen representatives in those journeys themselves. The customer experience journeys mapped were for:

- Barking dog – person after night shift being woken by dog during the day. It starts barking as neighbours leave for work;
- Facility booking – booking a hall on behalf of a community group for a function with food and tea made, and alcohol on the premises;
- Recquatic – family wanting to explore what the facility has to offer, in particular what their kids could do over the school holidays;
- Building application – home owner wanting to build an extension to an existing house where the work will affect a neighbouring property as it will be close to their boundary;
- Damaged pathway – citizen reporting that cracked and raised paving on a pathway is creating a tripping hazard for older people and those with mobility aids including a wheelchair, and
- Missed bin - mum with twins under 2 who are teething, and a FIFO husband. Nappies in bin, hot weather, flies, smell - her bin was not picked up that morning.



Our Areas for Improvement

Six specific areas have been identified to have the greatest impact on the customer service delivery to citizens and are areas for improvement from the customer's perspective.

1. The Circular Call Problem

➔ The Driver

It is accepted that the number one driver of customer satisfaction (with an interaction) is resolution of the enquiry. It is also recognised that the number one driver of good customer experience is ease in engaging with City.

📍 Current Situation

The current method of telephone call enquiry routing decreases the chance of enquiry resolution and makes it more difficult for the caller to contact someone who can resolve the enquiry. In particular, customers are provided with a range of phone numbers to call into the City, either wanting to be connected with a specific department, or about an ongoing enquiry. When the associated phone agent is not available the call is routed to another area with the result often being the caller is connected to someone who cannot assist them, or they are prompted to leave a voicemail, or their call rings out, or they join a callback queue.

It's recognised the impact of this is frustrated customers who expend larger than necessary effort to reach the assistance they need, a low resolution rate, and higher than necessary operating costs for the City.

2. Inconsistent Customer Service

➔ The Driver

Strong consistency and reliability in service delivery reinforces customer perception and City image. High variations in staff behaviour impacts customer service experience as a result of recruitment methods, training, coaching, KPIs, and communication and practices within their business units. Inconsistent processes or lack of current knowledge at the customer interaction point similarly delivers different customer service levels. Systems can assist to drive consistency, resolution and speed of response through knowledge management, and via online capability for self-service.

📍 Current Situation

At the many customer contact points across all City channels, enquiries are managed differently – from call transfers, knowledge, response rates, service focus, greeting, processes, transactional approach and attitude. The causes of this situation include:

- the lack of detailed service standards that are consistently reinforced, met, understood and 'lived' by all;
- inadequate customer service training, coaching, feedback and metrics; and
- City values being translated internally but not consistently into customer interactions.

3. The Missing Customer Experience Plan

➔ The Driver

A well-defined Customer Experience Plan that is led from the top and permeates the organisation, is a cornerstone for high customer satisfaction, good consistent customer service and staff engagement. A Customer Experience Plan details the way in which community members can expect to interact with the City. The plan is designed to continually improve that experience, and drive technology, investments, and the operational focus and actions across departments.

📍 Current Situation

The activities associated with the creation of this Customer Experience Plan have assisted to educate and bring together City Officers on the topic of customer service. It has raised awareness across the City as well as shone a light on areas that are not meeting staff expectations or those of citizens.

A Customer Service Charter and Customer Service Standards have been developed by the Customer Service team and are in the early stages of sharing, and while the relevance of these across the City is gaining traction there are areas yet to gain acceptance and full buy-in.

The City has not yet committed to, or enunciated, a plan for consistent customer interaction. The current impact of this is continued inconsistent and sub-optimal customer satisfaction, high service delivery costs, and limited customer centricity focus and maturity.

4. Service Visibility and Continuous Improvement

➔ The Driver

Visibility of customer impact and workload at key contact points is essential to driving continuous improvement and staff accountability. Without this, management are unable to make meaningful decisions that deliver real improvements to the services provided to citizens. An investment in regular, consistent and meaningful gathering of performance and customer feedback at touchpoints that statistically impact upon customer satisfaction is necessary to ensure efforts are valuable.

📍 Current Situation

Current customer contact systems (for telephone, email, and webforms) provide limited volume data. There is either unreliable or no data around enquiry types, workloads, interaction volumes, resolution rates, customer satisfaction, response rates and journeys. Without ongoing real time measurements there is no catalyst for change and limits the ability to support improvement initiatives.

The current situation is driven by an ineffective framework for continuous customer service improvement across the City, and a lack of timely and meaningful customer surveys, observations and data captured at key contact points identified through journey mapping across all channels and key interactions. Six customer journey maps have been created of key customer interactions, which can be used to explore customer service improvements and take action (see Appendix A).

5. Contemporary Customer Service

➔ The Driver

The community expect the City to invest in contemporary solutions and customer service capabilities in line with other government and commercial entities, leveraging local expertise wherever possible.

Easy online payments and bookings plus tracking of requests, online bookings, webchat and android apps, artificial intelligence (AI), personalisation, skills-based enquiry routing, customer satisfaction feedback options, Knowledge Management Systems for customer service personnel, and a structured focus on the customer are either in-place or under consideration in Local Governments.

📍 Current Situation

City of Kwinana leads the way in its Adventure Park and its initiatives to support youth in the City. Other contemporary initiatives in keeping with other local government cities and businesses that customers interact are currently lacking.

These include the City's telephony system functionality, website functionality and ease of navigation, core corporate business system upgrades for customer surveys and data capture functionality, and a knowledge base for customers and staff to obtain consistent, accurate and complete answers to frequently and infrequently asked questions.

6. Processes and Ease of Contact

➔ The Driver

The number one driver of customer experience is ease (effort) – the easier it is to interact with and resolve questions and problems with the City, the more likely the customer is to talk positively about the City and influence community engagement.

📍 Current Situation

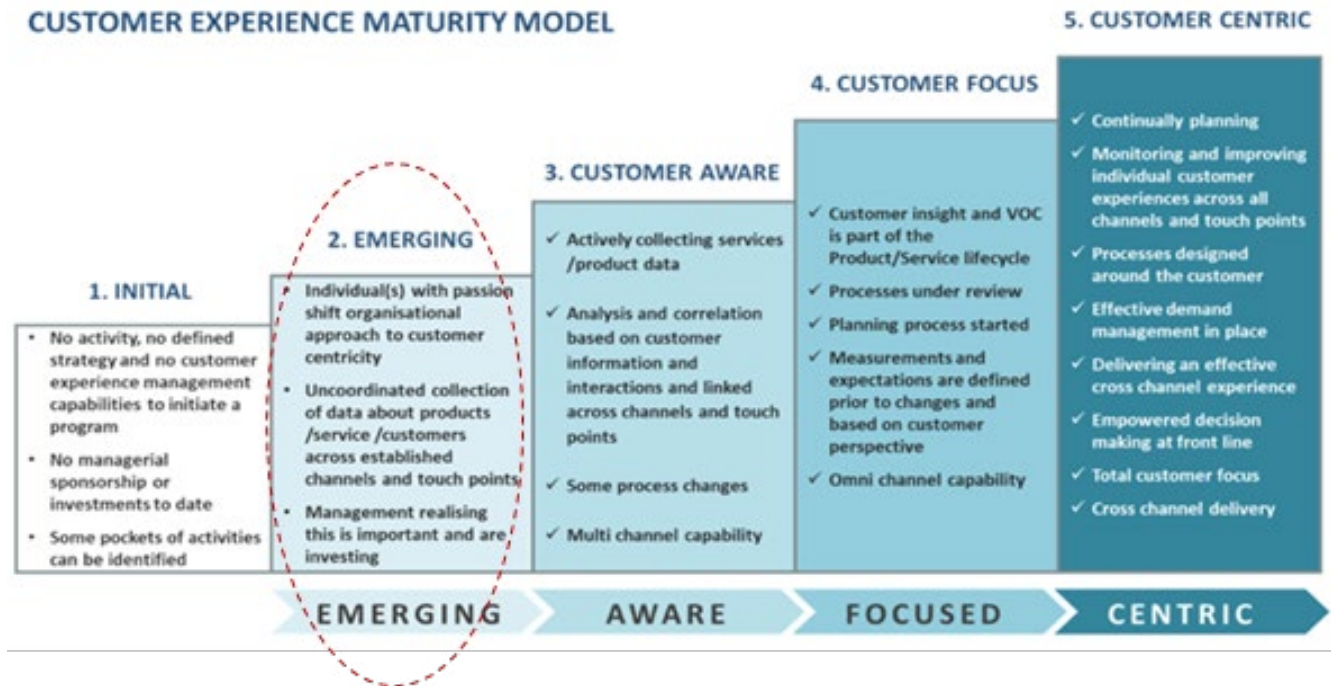
Currently customers have difficulty in resolving an enquiry, accessing facilities and they engage in unnecessary multiple customer contact points due to sub-optimal key practices and processes around call routing strategies, multiple answering points, hours of operation, website functionality, CSO knowledge, facilities bookings, tags/cards and payments capabilities.

This difficulty for customers to interact with the City has been identified through a range of Customer journey mapping activities and supports known customer frustrations, repeat contact rates, cancellations in Recquatic Centre memberships, high effort and cost for both customer and City, and disempowered staff.

Where are we now?

The Customer Experience Maturity Model depicts the typical stages in organisational maturity.

City of Kwinana is currently in the emerging stage, where the focus on the customer is led by the CEO, Director City Business, the Manager Corporate Communications and the Customer Service Coordinator, with support from the Executive team.



Supporting this Emerging stage are the following activities that have been undertaken by the City:

- Recquatic Centre customer survey
- Customer Experience journey mapping
- CEO sponsor
- Customer Experience Improvement Strategy
- Core Business System Technology (CRM, multichannel, web)








To support the City in moving through the customer aware and customer focus stages and into the customer centric stage, are the following planned activities:

- Customer Service Experience Plan supported by and driven by all Executives
- Customer Service represented in KPIs, position descriptions, reward and recognition, recruitment and training for all
- Single tier one multi-channel contact team
- Ongoing Voice of Customer (VoC) data collection and analysis
- Knowledge Management System implemented and integrated into Customer Quality frameworks
- Establishing a Customer Service continual improvement team
- Continual consideration, integration, updates and improvements in Core Business System Technology usage

What the City is aiming to achieve








Customer Experience Framework

City of Kwinana's Customer Experience Framework diagrammatically presents the elements of a robust Customer Experience Plan for the City of Kwinana. Analysis of the City's current interactions and operations against this, highlights a range of recommended improvements to move towards delivering great customer service and progress in citizen centric maturity.

	Systems	Our systems are designed to support our people to be effective in their roles. There is a single source of truth and customer information is easily and readily available to staff who require it. Our systems are well integrated to provide an end to end customer experience.
	Structure	Our business structure supports a customer centric culture. Our reporting lines and physical work locations are designed to create maximum collaboration. Our leaders are all committed to and equally responsible for customer experience.
	People	Our people are empowered and supported to make decisions and find solutions to assist customers and each other. There is strong collaboration between departments and our values and cultures drive a customer centric workforce. We provide our people with the relevant skills, support and resources to allow them to offer a great customer experience – every time.
	Procedure	Our policies and procedures help to guide our actions, often addressing specific administrative responsibilities and/or legislative requirements. We regularly review our processes and ensure that we place the lens of the customer over them. Where possible we minimise red tape and positively and pro-actively adopt a culture of continuous improvement.
	Channels	We provide a range of options to allow our customers to communicate and connect with us in their channel of choice, at a time that suits them. We provide seamless self-service options and a best in class experience for our customers regardless of the touchpoint.
	Customers	Customers are our number one priority. They are at the heart of everything we do. We strive to make it easy for our customers to do business with us, but when things go wrong we respond quickly and work together to find a solution. We are accountable and do what we say we're going to do.
	Governance	We are open, accountable and transparent in the conduct of our business with communities, businesses, other tiers of government and staff. We make sure that we are well placed to meet the needs of our customers well into the future. The codes of conduct for the elected members and our staff outline the standards of behaviour expected from them to produce the highest standards of integrity, responsibility and fair dealing in all their work.

What are we doing well

Following is a summary of the City's achievements within areas of the Customer Experience Framework.

KEEP DOING		
	Systems	<ul style="list-style-type: none"> Website provides online payment capability. Website content is internally consistent. Planning for a website upgrade and a Core Business System replacement, including CRM, multi-channel routing and reporting, has commenced.
	Structure	<ul style="list-style-type: none"> Subject Matter Experts (SMEs) exist in each Dept, capable of handling both tier one and tier two (more complex) enquiries. Customer Experience (Cx) Improvement is led by the CEO.
	People	<ul style="list-style-type: none"> Customer Service Officers (CSOs) take pride in their knowledge and ability. City actively supports its people and provides a flexible workplace. Desire to use internal staff expertise for meaningful work.
	Procedure	<ul style="list-style-type: none"> Some processes have been captured across departments, these need to be identified between tier one and tier two enquiries so that skilled SMEs are only interrupted with valuable enquiries.
	Channels	<ul style="list-style-type: none"> City understands the importance of web, telephone and email channels for customer and community engagement. Digital and social channels exist but are under-leveraged.
	Customers	<ul style="list-style-type: none"> Focus on the customer is in the emerging maturity stage – with progress evident across City.
	Governance	<ul style="list-style-type: none"> Corporate Plan demonstrates a focus on delivering for the betterment of the community. Values, Customer Charter and Service Standards exist (but need some change).



Action Plan 2019-2022

Detailed Plan

Following are the details within the 2019-2022 Action Plan:

CUSTOMER ENQUIRY BY PHONE			
Cx Framework Element	Planned Action	Tasks	Date
Systems Customers	Revise call routing strategy for City Assist calls	Define the areas of responsibility for customer service between the Customer Service and the City Assist Teams	2019-2020
		Develop process maps and work instructions for integration of City Assist calls into the City's primary call centre	2019-2020
		Create the City Assist articles within the City's Knowledge Base	2019-2020
		Conduct training and shadowing exercise for City Assist Admin resource and Customer Service staff	2019
		Reconfigure routing of City Assist calling into the Customer Service Team	2019-2020
Systems	Revise call answering structure to provide economies of scale	Create an enquiry type register that is reflected in the Knowledge Base and via disposition codes	2020 - 2021
		Develop agreed phone set-up structure for the organisation (including shared mailboxes, etc)	2019 - 2020
		Create a formal Customer Experience Plan (this document)	2019
		Define the areas of responsibility for customer service between the Customer Service Team and the City's primary customer service focused areas - Planning, Building, Finance (including Rates) and Health	2019 - 2020
		Technical reconfiguring of hunt groups in line with phone set-up structure	2019 - 2020
Systems Structure People Procedures Customers	Create a combined multi-channel team to manage incoming simple (tier 1) enquiries at first point of contact	Undertake a feasibility assessment on webchat	2020
		Investigate migrating Facebook Messenger responsibilities to Customer Service Team	2020
		Consider customer service implications as part of the City's website	2019-2020
People Customers Governance	Review operational management capacity of the Customer Service Centre to ensure calls can be answered within service standards	Ensure the call centre program is capable of capturing the relevant data and providing appropriate reporting functionality for the City	2019 - 2020
		Ensure answering standards are captured in the City's Customer Service Standards	2019

Cx Framework Element	Planned Action	Tasks	Date
Systems People Procedures Customers	Implement customer contact technology and practices into call centre operations to ensure success	Review call centre hardware and software	2020 -2021
		Investigate telephony and email management system options	2020 -2021
		Develop regular reporting mechanism (PM Action, KPI, etc)	2019 -2020
		Enable SMS functionality	2019 -2020
Systems People Procedures Customers Governance	Implement an organisation wide call transfer policy	Develop a process for internal on-transfer of calls from the Customer Service call centre.	2019 -2020
		Incorporate approach for 'warm transfers' into customer service training	2019 -2020
Procedures Channels Customers Governance	Implement Customer Service Standards to all City staff	Incorporate the Customer Service Standards into customer service training and induction	2019 -2020
People Customers Governance	Implement change management methodology to ensure optimum engagement across City staff	Develop and implement a communications plan around the implementation of the Customer Experience Plan	2019 -2022
RECQUATIC CENTRE & BOOKINGS REVIEW			
People Procedures Customers	Review Recquatic Centre processes and services	Review of activities etc is currently being undertaken as part of the Recquatic services review	2019 -2020
		Set KPIs, actions based on Customer Service Values for Recquatic Customer Service Officers	2020
Systems Structure People Procedures Customers Governance	Review call answering and call routing for Recquatic and Bookings to ensure enquiries are answered by a skilled CSO	Identify Recquatic and Bookings call enquiry types and develop register	2020 -2021
		Develop Knowledge Management System for Recquatics/Bookings	2020-2022
People Customers	Provide staff and leadership training and development to Recquatic Centre staff	Ensure Recquatic Customer Service Officer attend high level of customer service training	2019-2020
		Include essential Customer Service Selection Criteria into Recquatic Customer Service positions	2019
People Customers Governance	Maintain Recquatic Centre staff rosters to ensure customers have ready access	Amend staff start time/opening hours to allow adequate time prior to classes commencing	2019
Systems Procedures Channels Customers	Review Recquatic Centre self service/entry process	Investigate options to improve self service/entry process (e.g. online booking into classes, self-swipe access, etc)	2019 -2020

Cx Framework Element	Planned Action	Tasks	Date
Systems Procedures Channels Customers Governance	Revise Recquatic Centre Swim School registration process	Investigate options to streamline swim school registration process (e.g. consider online registration, rolling over current registrations, separate enrolment/re-enrolment).	2019-2020
Systems Procedures Channels Customers	Review communications and processes to inform and assist new members	Review new member process (through journey mapping) and implement identified opportunities for improvement	2019-2020
		Review new member packs including collateral and promotions material received	2019
		Review and train all staff in centre tour	2019
Systems Procedures Channels Customers Governance	Review Recquatic Centre direct debit process	Review direct debit process and identify opportunities for improvement	2020-2021
Systems Procedures Channels Customers Governance	Revise booking and enrollment refund process to manage customer expectations	Review bookings journey map and identify opportunities for improvement and implement	2019-2020
Systems Customers	Investigate improvements to and alternative booking systems	Maximising functionality of Booking System	2019-2020
Customers	Review car parking arrangements during peak attendance	Investigate options to improve parking arrangement at the Recquatic Centre (consider imposed parking limits, allocated parking bays e.g. seniors and parents, implement standards for staff parking areas)	2020 - 2021
Systems Procedures Customers Governance	Implement Voice of Customer feedback and satisfaction survey mechanisms	Develop ongoing feedback mechanisms for customers (e.g. first interaction survey, NPS, automatic email survey, inhouse survey option, etc)	2019-2021
CREATE A CUSTOMER CENTRIC CULTURE			
People Governance	Review Position Descriptions and KPI's to reflect customer centricity	Develop customer focussed KPI's for all areas	2020 - 2021
People	Adjust recruitment strategy for all positions to include recruiting for customer focus	Incorporate customer service section in all position descriptions and include customer focused selection criteria and interview questions for all customer facing positions	2019 - 2020
Systems Customers Governance	Measure Voice of Customer feedback to drive customer focus and support for change	Develop options for customers to regularly provide feedback on customer experiences (e.g. survey mechanisms via online, counter, iPad, etc)	2019-2021
		Incorporate feedback statistics into regular executive reporting mechanisms	2020-2021

Cx Framework Element	Planned Action	Tasks	Date
Customers Governance	Develop a multi department customer service improvement team	Establish a cross organisational working group (change champions)	2020-Ongoing
People Procedures Customers Governance	Enhance staff values across the city to focus on customer service delivery	Promote values and the application of the City's values externally	2019-Ongoing
		Build the organisational values into our charter and reinforce their application externally	2019
People Customers	Review staff rewards and recognition program to include 'Customer Service' category	Incorporate customer service attributes into the values awards	2019-2020
		Promote Customer Service Value award recipients through internal communications channels	2020 ongoing
TECHNOLOGY			
Systems People Procedures Governance	Implement improved call centre technology	Implement the TIPT call centre module	2019
		Implement queues, wrap/disposition codes	2019
		Investigate ACW metrics (after call work)	2019
		Incorporate statistical data from the system into regular reporting mechanism	2020 - 2021
Systems People Procedures Channels Customers Governance	Secure a solution to implement a multi-channel contact technology across the City	Ensure customer service business needs/ impact is considered as part of the Corporate Business System development and implementation	2020 -2022
Systems People Procedures	Review current systems to enable use of Presence capabilities	Investigate and implement a Presence visibility solution (e.g. skype for business, TIPT, etc)	2020 - 2021
Systems People Procedures Customers Governance	Implement a Knowledge Management System across the City	Collate Knowledge Base in OneNote	2019 - 2021
		Ensure considerations for a more sophisticated Knowledge Base within improved functionality are considered at part of the Website and Corporate Management System Project	2019-2021
Systems Channels Customers Governance	Improve City of Kwinana websites functionalities	Being considered as part of the Website Improvement Project	2019 - 2021
Systems Procedures	Actively gather and collate customer mobile numbers for future messaging opportunities	Collect customer SMS and email details within a centralised database	2019-ongoing
Systems Procedures Governance	Develop customer service reporting at operational and strategic levels	Investigate automated CRM responses to requests	2019-2020
		Investigate automated technological responses to customer interactions (feedback)	2021

Cx Framework Element	Planned Action	Tasks	Date
CUSTOMER SERVICE TRAINING, DEVELOPMENT AND CONSISTENCY			
People Governance	Design, develop and deliver customer service training for all staff across the City	Design and develop a tiered Customer Service Training package incorporating the CS Charter and Standards for all staff (current and new staff on an ongoing basis)	2019
People Governance	Review current induction training to ensure it is citizen-centric	Include customer service section in induction program (Customer Service Standards)	2019 - ongoing
People Governance	Design, develop and deliver call centre operations training	Design and develop a tier two of customer service training inclusive of service level management	2019
People Governance	Design, develop and deliver call, face to face and email management training	Develop a technical level training package for call management, face-to-face interactions and email management for customer service focused areas (Customer Service, Recquatic, City Assist, etc)	2019
Procedures Customers Governance	Implement training to develop customer journey mapping skills	Cross Organisational Team Members to be trained to become journey mapping champions	2020
		Create a journey mapping schedule	2020
People Procedures Customers Governance	Develop a Quality Framework for customer service centre interactions	Investigate options with quality management team to develop a quality management framework to measure the City's customer service against the Customer Service Standards	2021-2022
Structure People Governance	Design, develop and implement management and leadership materials to support customer service training	Incorporate customer service review section within probationary reviews	2020 - 2021
		Include customer service actions in Manager's Induction Checklist (e.g. ensuring voicemail is set up correctly, aware of Customer Service Charter)	2020-2021

Measures of Success

The following statements align to the Customer Experience Framework and speak to the future successes of City of Kwinana:

Success Measure #1

The customer contact environment across the City is an environment where all tier one contacts are answered first time, by a skilled Consultant. Customers are provided with accurate information in a consistent manner that maximises the chance of their enquiry being resolved at that first point of answer.

Success Measure #2

Families and the community benefit from the enjoyment of pleasure activities when using City facilities, the Recquatic Centre and through bookings, because of improved management of these facilities and focus on the supporting staff.

Success Measure #3

The customer experience is continually improving with decisions made and actions taken as a result of considered, planned and holistic analysis and understanding of regularly gathered customer interaction data (both automatically and direct from customer).

Success Measure #4

Customer interaction with the City is easy and as a result of technology implementations the City staff are providing more knowledgeable, responsive and seamless omni-channel experiences, and improved enquiry resolution rates.

Success Measure #5

Community engagement and satisfaction is improving with the flexible, personalised and highly functional online interaction offering; the ease and usability of the City website for citizens is increasing with accessibility, functionality and navigational improvements evident as a result of back-end and integration functionality enhancements.

Success Measure #6

The consistency and standards of customer service is improved across the City and our customers enjoying their interactions with us because our City Officers make it easy for their enquiries to be resolved and they do this with a friendly and helpful manner.



Appendix A

Customer experience journey maps

Includes:

1. Barking Dog Customer Journey Map	32
2. Damaged Pathway Journey Map	34
3. Missed Bin Customer Journey Map	36
4. Facility Booking Customer Journey Map	38
5. Recquatic Centre Usage Customer Journey Map	40
6. Building Application Customer Journey Map	42





Customer Journey Map 1 – Barking Dog

Person on night shift who is being woken by dog during the day, starts

INSIGHTS	THINGS	PEOPLE	DOING	THINKING	INNOVATE
Customer has many emotions, often before they speak to us			Woken by barking dog	Slightly annoyed	
We are bound by legislation but what else could we do?			Repeatedly woken by dog	Tired, Frustrated, Increased annoyance	
We don't notify dog owner of complaint until notice is issued	Kwinana Facebook, Outlook	Marketing Coordinator, Manager	Post on social media	Frustrated, Anxious, Helpless, Tired	Provide info to dog owners with tips that may help reduce barking
A lot of these complaints could be dealt with in early days without escalating			Try other options - yell, bang gate, use hose	Angry, Frustrated, Unreasonable, Irrational	Educate dog owners at time of registration, on website, when complaint received
Frustration increases if they go to insight during business hours			Leave anonymous note in letter box	Hopeful, Optimistic, Scared, Anxious, Nervous,	Develop a register to quickly review and track history of ongoing issues
The process is manual and not online			Gather evidence - record on phone	Desperate, Impatient	Find options to have calls answered by City of Kwinana staff during business hours
Goal is to have 70% dealt with up front, 20% needing info pack, 10% prosecute	CRM, Phone, Outlook	CSO's, Insight, City Assist Admin, City Assist Officer	Contact council - phone or face to face	Anger, Frustrated, Seeking help, Positive, Understanding, Relieved	Advise and educate customers the process, what to expect, various options
	CRM, Phone, Outlook	CSO's, Insight, City Assist	Provide details & told will get a call back	Frustrated, Impatient, Angry, Resigned, Insistent	Develop a template of questions to ask customers in the first instance
	Outlook	Insight	Await a call back (30 min to next day)	Frustrated, Impatient, Pissed Off, Angry	Visit customer in the first instance to have conversation, rather than call or email
	Outlook	City Assist	Receive a call from City Assist Officer	Confused, Frustrated, Annoyed, Relieved, Happy to be heard, Optimistic, Hopeful	Speak to dog owner within 24 hours of initial report
			Provide details and history of issue		
			Meet with City Assist Officer face to face		
			Call After Hours - report to Insight		
			Advised Council will call back		

barking as soon as neighbours leave for work

Info Pack, CM9, CRM	City Assist	Decline to speak to neighbour, await diary and form	Speak to neighbour or leave a note	Anxious, Frustrated, Tired	Issue letter to dog owner and customer
CM9, CRM	Records, CSO's, City Assist	Receive Diary Pack & Form 7 with instructions		Excited, Confused, Overwhelmed, Fed up, Over it, Accepting	Create electronic diary that can be emailed instead of handwritten
		Keep diary for 14 days		Angry, Frustrated, Tired, Fed up	
		Complete Form 7 - handwritten, sign, attach diary		Confused, Overwhelmed, Anxious, Hopeful, Lack of understanding	
		Return form/diary - post, hand deliver, scan & email		Relieved, Hopeful, Expectant, Anticipation	
		Await a response - til officer back on duty (1 - 7 days)		Frustrated, Impatient, Helpless, Tired, Angry (esp the longer the wait is)	
Phone, CRM, CM9	City Assist Officer	Receive letter that noise abatement notice issued to neighbour	Receive call to advise not enough info provided	Happy, Justified, Validated, Relieved, Energised	Rage, Irate, Verbally abusive, Nulear
		Keep diary for 14 days	Recommend diary for 14 days	Still hopeful, Committed, Determined, See light at the end of the tunnel	Frustrated, Angry, Impatient
		Speak to other residents to gather support		Anxious, Nervous, Self righteous, Scared, Worried, Concerned, Uncertain, Losing hope, Fearful	
CM9, CRM	Records, CSO's, City Assist	Submit new diaries - customer & neighbour		Justified, Relieved, Hopeful, Hesitant, Anticipation	
		Await a response from City Assist Officer		Justified, Relieved, Hopeful, Hesitant, Anticipation	
		Advised sufficient evidence & process for prosecution		Anxious, Nervous, Relieved, Anticipation	
Phone, CRM	City Assist Officer	Continue to record and report for up to 6 months		Daunted, Frustrated, Hopeless, Over it, Fed up	

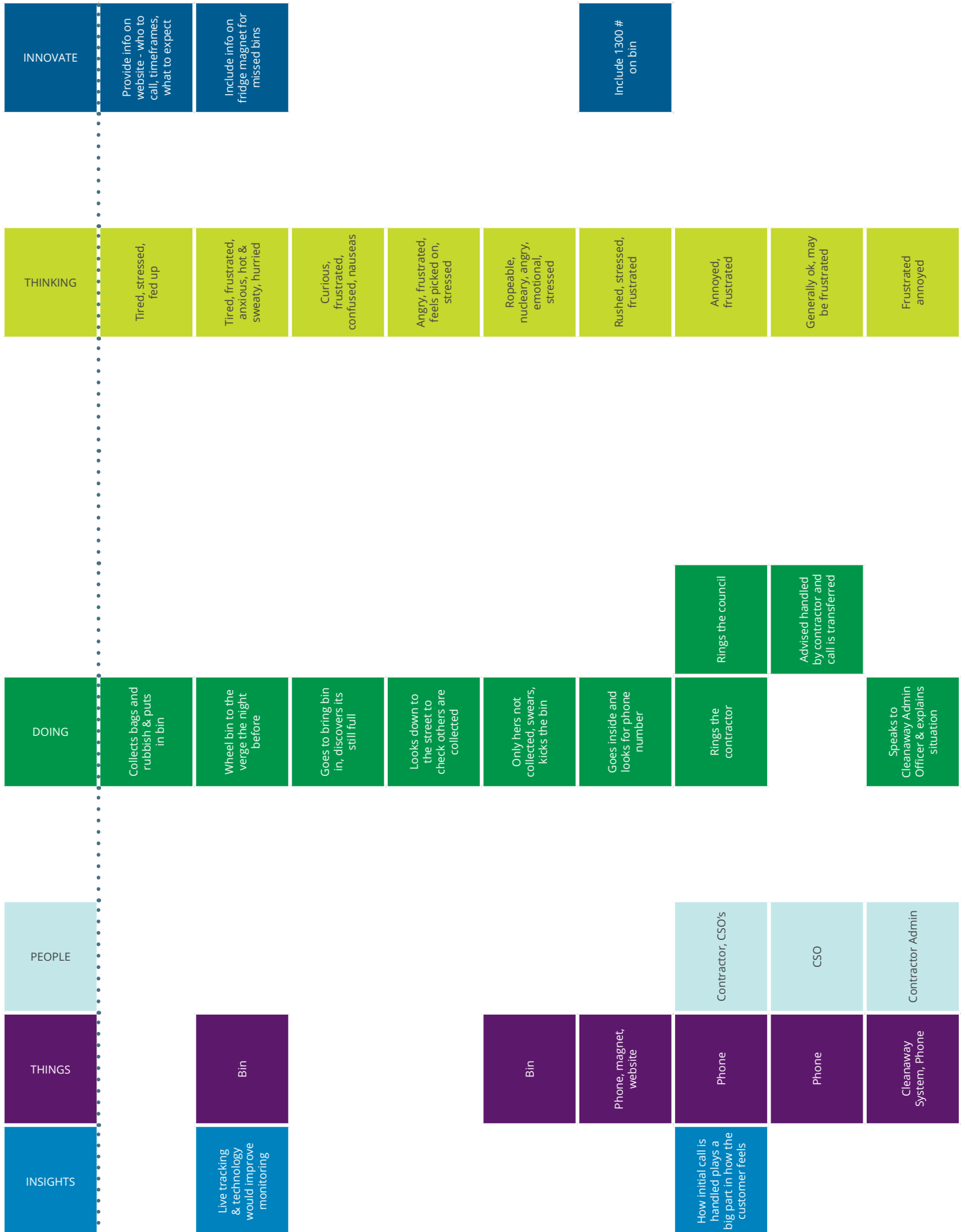
Customer Journey Map 2 – Damaged Pathway

Cracked and raised paving creating a tripping hazard for older people and

INNOVATE		RV Reports are logged in CRM as Resident with Contact details	Review process for when staff log CRM's - property / contact details	Review CRM before sending to crew to ensure all details are included	Provide CRM # by email or SMS	
THINKING	Happy	Angry, disappointed, fretful, scared, worried, shaken, inquisitive, questioning	Concerned, demanding, hostile, relieved, validated	Reassured, comforted	Impatient, concerned	Frustrated, impatient, demanding, unreasonable, confused
			Report to Village Office			May repeat Check in at Village
DOING	Customer walking along footpath	Trips with walker on raised footpath	Report in person at front counter	Advised CRM #	Wait for footpath to be fixed	Come to front counter to check progress
			Phones Council			Phone for an update
PEOPLE			Retirement Village staff, CSOs, Depot		Depot Admin, Depot Supervisor, Procurement	RV Staff, CSOs, Depot Admin
THINGS			Outlook, CRM, Phones	Social media	Phone, CRM, Vehicles, Photos	Phone, CRM
INSIGHTS	Waiting can be a result of not being able to find issue or contact customer	CSOs confirm phone # on record, some add to description	RV Staff log as staff record, not resident - no contact details	Some inconsistencies in how record is logged in CRM	Person reporting is not always the resident of the property	Language barriers can impact at times

Customer Journey Map 3 – Missed Bin

Mum with twins under 2, who are teething and a FIFO husband. Nappies in

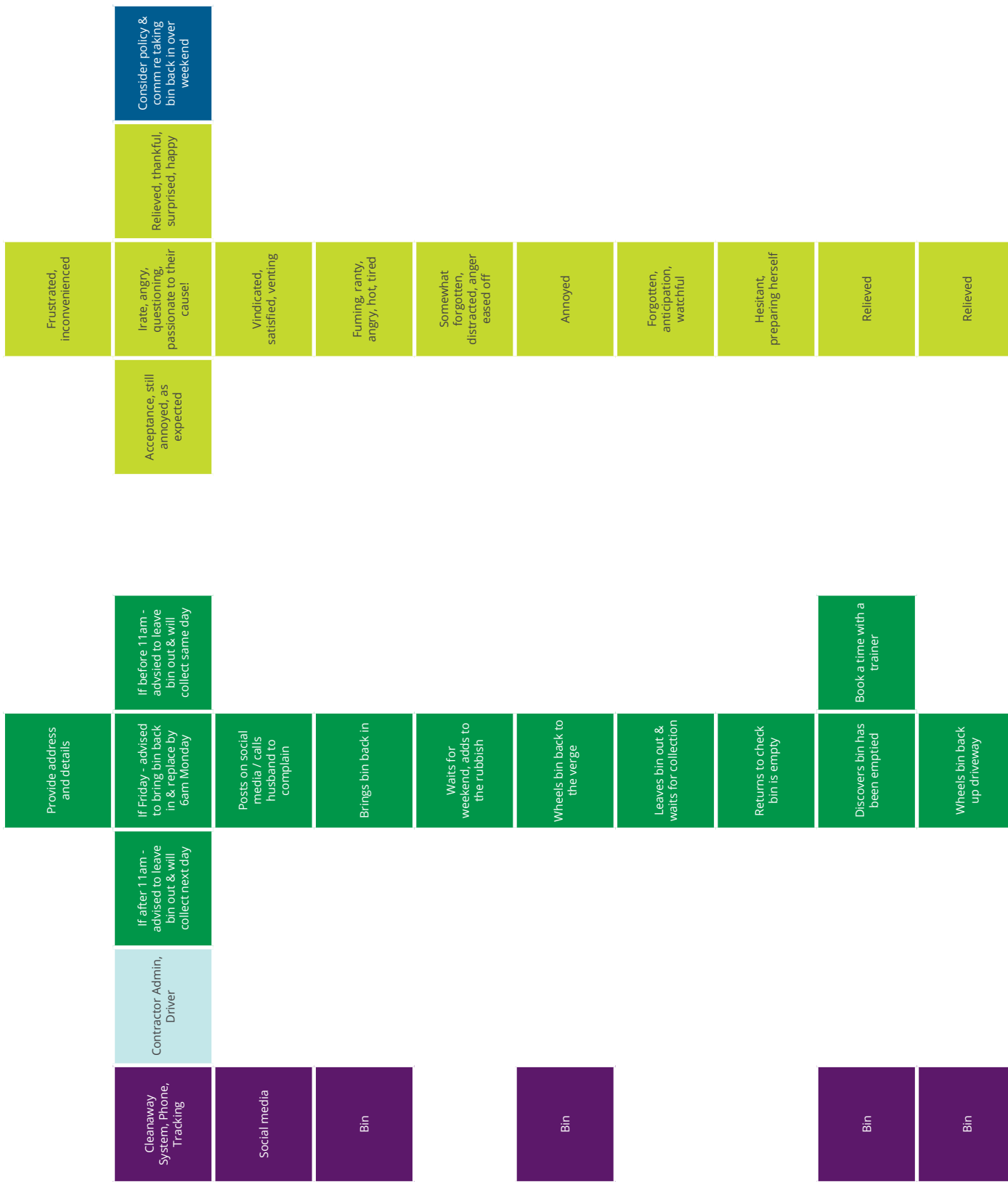


Include 1300 # on bin

Rings the council

Advised handled by contractor and call is transferred

Bin, hot weather, flies, smell - missed her bin only.

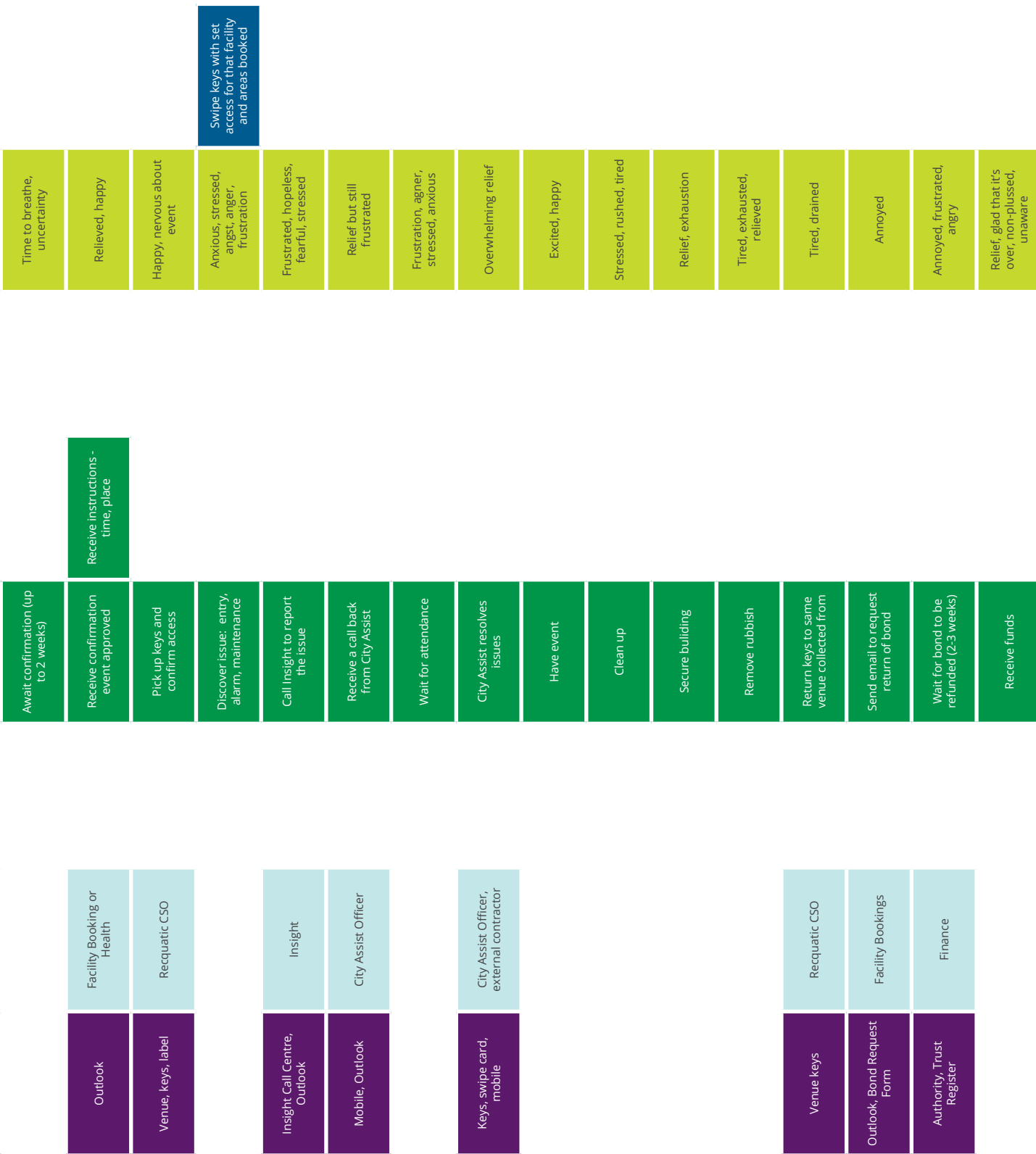


Customer Journey Map 4 – Facility Booking

Booking a hall for community group for a function with food, and tea made

INSIGHTS	THINGS	PEOPLE	DOING	THINKING	INNOVATE
Vibrancy, community, enhancing lifestyle	Website		Go online to research	Excited, keen, optimistic, motivated, eager	Offer a grant application for the event
Social connection, financial benefit	Call Centre	Customer Service, Facility Bookings	Walk in to Darius Wells or Admin	Happy	Offer for them to attend a free event management workshop
Showcasing venues	Info Pack, LINKS, Forms	Facility Bookings	Engage with Council & receive forms	Overwhelmed, apprehensive	Have staff talk through the process
Patrons and community really engage and enjoy the events			Consider information	Daunted, confused, open-minded	Hold workshops during the evening or offer video tutorials
Make it hard. It's a process not targeted at the public			Review the venue online	Renewed enthusiasm	Offer a toolkit, workshops, education sessions, offer these after hours
Shouldn't need an events degree to do this		Facility Bookings	Arrange a time to inspect	Positive, reaffirms excitement	Tailor the Events Info Brochure and Pack to different event types
You expect it to be this complex when you work here	Venue	Facility Bookings	Visit venue	Positive, reaffirms, excitement	Offer more info on facilities, capacity, and tailored online forms for each
Reluctant to run another event			Further consider the venue	Happy	
Event bookings may not generate return bookings			Complete Booking Application	Frustration creeps in, overwhelmed, confused, getting harder	
Reputational impacts to the organisers and committee	Auto-generated email through LINKS	Facility Bookings	Receipt of Application Confirmation & told 'space reserved'	Happy, relieved that there is progress	
	LINKS, Authority, Outlook	Facility Bookings, Finance	Receive invoice (part payment or full)	Ok, it's as expected	
	Call Centre, Website, LINKS, Authority	Customer Service, Facility Bookings, Finance	Pay in person at Community Centre	Ok, it's as expected	
	Outlook	Facility Booking or O Team	Receive request for further information	Frustrated, thought it was done, confused, negative	
			Gather requested information	Overwhelmed, anger creeping in	
	Outlook	Facility Booking or O Team	Resubmit requested information	Uncertain, hopeful, apprehension, wary	

and alcohol served on the premises.



Customer Journey Map 5 – Recquatic Usage

Family wanting to explore what the facility offers, in particular what kids could

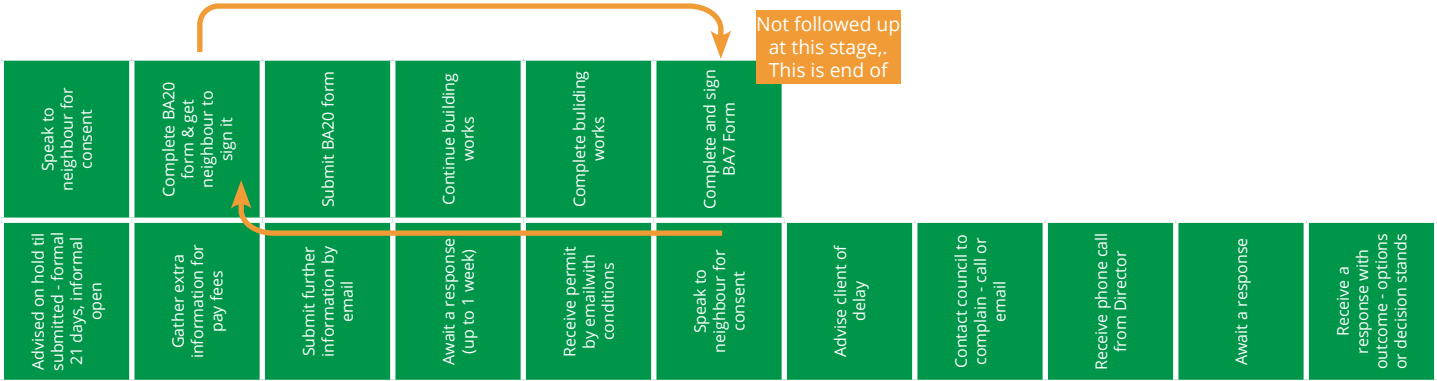
INSIGHTS	THINGS	PEOPLE	DOING	THINKING	INNOVATE
Car park queues, waiting	Google		Search online for service	Motivated, overwhelmed, confused, anxious, excited	
Lots of things they can't do online	Recquatic website		Access website for more information - \$, times, etc.	Settled, knowledgeable, satisfied, anxious, confused, time consuming, frustrated, excited, motivated	
Time restricted	Recquatic website		Determine happy with price and timetable	Satisfied, motivated, excited to start, eager, content	
Lack of availability	Social media		Refer to social media for referrals, thoughts from friends	Confused, overwhelmed, excited, affirmed	
	Phone system, LINKS, QUIKKIDS	Recquatic CSO or Supervisor	Call venue to check availability	Hopeful, eager, calm, relieved, anxious, annoyed that I had to call	Offer more online options to check availability
	LINKS, Outlook, Flyers, Brochures	Recquatic CSO or Supervisor	Attend venue and speak to staff	Eager, excited, raring to go, motivated, annoyed I had to go in	Provide more information online
	LINKS, Passes, Forms, Excel, Computers	CSO, Supervisor, Crèche	Complete registration papers	Resigned, annoyed, frustrated, positive, excited, motivated	Allow for online registration
			Complete crèche application form		
			Make decision to join	Ready to give up, annoyed, frustrated, happy to receive one call but frustrated with repeat calls	
			Pay at venue by credit card or cash	Positive, empowered, determined, motivated, anxious	
	LINKS, Membership Forms, Timetable, EFTPOS machine, Cash Register, Debit Success Portal	CSO, Supervisor, Duty Manager, Gym	Pay by phone with credit card (Swim or Term programme)	Anxious, committed, neutral, regret, annoyed	Educate options for carparking and late entry
	Card Machine, LINKS, Forms	CSO, Supervisor, Duty Manager, Gym	Receive T&C, Timetable, Membership info & Card	Good, positive, secure, curious	
	LINKS, Outlook	CSO, Supervisor, Duty Manager	Receive email confirmation - swimming, term, staff member	Neutral	
	Pro Shop items, bathers	Pro Shop staff	Purchase work out equipment	Fun, excited, motivated	
	Recquatic website		Look at timetable on website	Curious, excited, hopeful, overly optimistic, determined, inspired	
			Tell family and friends	Excited, confident, proud of myself, delusional	

do over school holidays.

Booking file, appointment card	CSO, Supervisor, Duty Manager, Gym	Arrange time to attend with friends	Committed, reality, accountable	
Enrollment form	Crèche staff	Schedule time in calendar	Authoritative, organised, relieved	
		Decline session with a trainer	Scared, optimistic, unrealistic, anxious, nervous, sense of achievement, motivated, determined	Book a time with a trainer
		Complete crèche application form	Relieved, nervous, neutral, happy, annoyed	
		Book into crèche - by phone, in person (at crèche)	Annyed, nervous, frustrated	
		Find a carpark	Annoyed, frustrated, rushed, stressed, happy	Maps with overflow parks, educate staff where to park
		Scan into the centre and select area	Anxious, frustrated, annoyed, rushed, frantic	Provide self scanning options to save time
		Declined entry - late or full	Irate, disappointed, frustrated, demotivated, traumatic	Anxious, confused, unsure what to do next
		Go to change rooms / water station	Rushed, stressed, emotional, nervous, anxious, relieved	
		Check noticeboard for teacher and area	Neutral	
		Go to desired area	Flustered, rushed, happy, curious, grateful	
		Attend a class	Hurried, rushed, ready to go, settled, anticipation, nervous, uncertain, why did I do this?	
		Go to equipment or pool	Why?: Fun, excited, enthusiastic, positive, happy	
		Assessment with a trainer	Motivated, content, relieved, positive, inspired,	
		Rebook into a programme (Reception)	Accomplishment, proud, annihilated, exhausted, nauseas	
		Go to another area of centre	Excited, relieved, hungry, stressed	
		Shower and change		
		Exit & return to car		
Scanner, Membership cards, LINKS, EFTPOS, till, tickets	CSO, Front Counter			
LINKS, Cards, Wristbands	CSO, Front Counter			
Sign in sheet, Excel, cards	Crèche staff			
Change rooms, water dispenser				
Noticeboard, printer, Microsoft Word, laminator	Swim School staff			
Entire facility				
Entire facility	Gym staff, All staff, instructors			
LINKS, Booking folder, FORMS, Cash, Till, EFTPOS	CSO, Front Counter			
Entire facility	Café, crèche staff			
		Collect children from crèche & sign out		
		Go to café		

(close to boundary)

Anxious, mixed - depending on neighbour	Mixed	Mixed	Neutral	Neutral
Annoyed, frustrated, confused	Annoyed, frustrated, confused	Annoyed, frustrated	Annoyed, frustrated	Happy, relieved
Elation, excitement	Anxious, blaming, reluctant, scared	Furious, angry	Furious, angry, calm, sceptical, cynical	Anxious, cynical, obliging
Depends! Resigned, accepting, comfortable, frustrated, relieved that moving to a resolution				



Not followed up at this stage.. This is end of

May be repeated requests for info if doesn't meet regulations

May need face to face meeting or customer may be happy

Outlook, K'drive, Gambit, Bluebeam, CM9, Authority	Building Admin, Building Supervisor
Outlook, Authority, CM9, Policies, LDP, K'drive, R-codes, Checklists, NCC, Building.com, Intramaps	Building Supervisor
Outlook, K'drive, Gambit, Bluebeam, CM9, Authority	Building Admin
Phone, Outlook	Mayor, CEO
Phone	Director
Outlook	Planning, Building, Environment, Director, Engineering, Mayor, CEO
Outlook, Phone	Director, Planning, Building, Environment, Engineering



ADMINISTRATION

Cnr Gilmore Ave and Sulphur Rd,
Kwinana WA 6167
PO Box 21, Kwinana WA 6966

Telephone 08 9439 0200

customer@kwinana.wa.gov.au

www.kwinana.wa.gov.au

