

Customer Experience Strategy

Banyule City Council 2021-2025



Contents

Customer Experience Strategy	1
Purpose	3
What is Customer Experience?	3
Our Customers	4
What Our Customers Say	5
Voice of the Customer	6
Our Banyule Service Promise	9
Our Customer Experience Goals	10
Our Initiatives	13

Purpose

The purpose of the Customer Experience Strategy is to outline Banyule City Council's commitment to improving the way that we interact with our customers. The strategy provides a framework for the council to deliver our services in a way that reflects our Banyule Service Promise, keeping the customer at the centre of our business.



What is Customer Experience?

Every time a customer uses one of our services or interacts with us, it shapes their experience. Customers engage with us across a range of channels, including by phone, online, and in-person, and with each interaction they bring with them a set of expectations about the experience they will have. For us to further improve how our customers feel about their engagement with Banyule City Council, we need to better understand their customer experience and explore ways in which we can meet and exceed their expectations.

Our Customers



Data sourced from 2021 Australian Bureau of Statistics (ABS) Census Data & 2022 ABS Business Register

What Our Customers Say

When asked to provide feedback about our services, our customers provided valuable insights into areas in which we can improve. Some examples that highlight common themes are below:

“Giving feedback to customers about what is happening with their enquiry”

“More prompt responses to queries would be good”

“Follow up replies and let people know when the issue has been resolved”

“Make everything available online via an online portal”

“Set up an individual portal so we can interact with council and get resolutions”

“I guess just having the issue resolved in a timely manner”



What You Told Us to Focus On

Close the loop and get back to customers

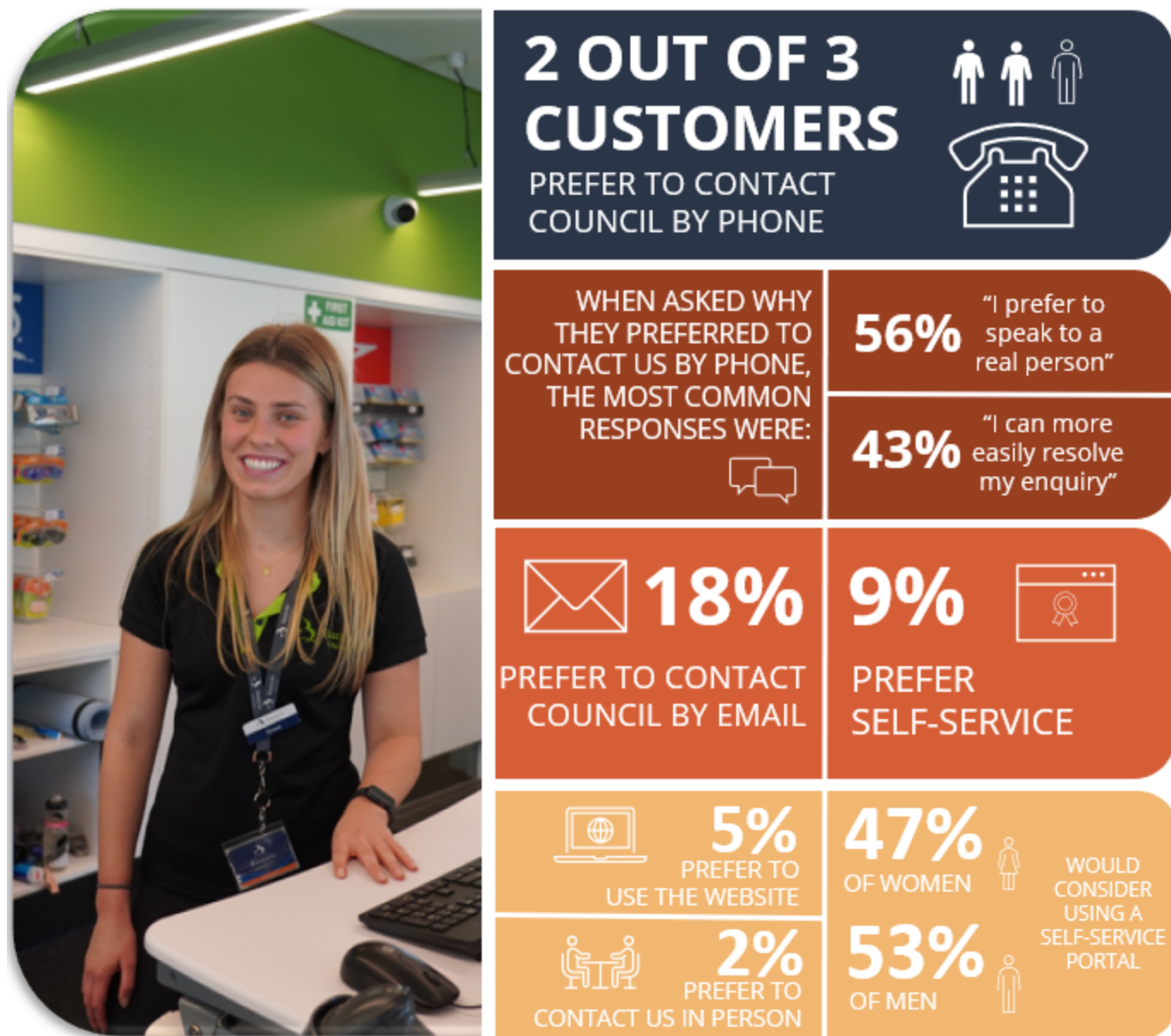
Acknowledge the query and provide timelines

Improve accessibility through use of technology

Voice of the Customer

Banyule City Council seeks to gain a deeper understanding of customer needs and experiences by investigating the existing customer experience to understand the primary drivers of satisfaction.

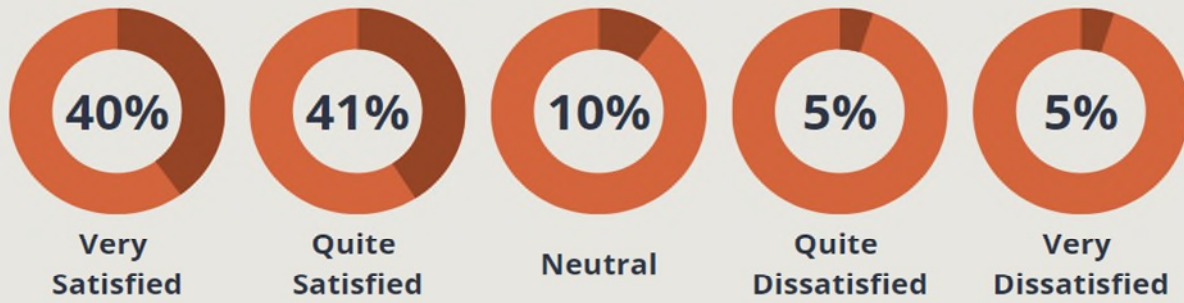
Our Voice of Customer survey (2022) asked our customers to tell us which contact channel they would most prefer to use when it comes to getting in touch with Council for a query or issue. We found that:



Customer feedback

In terms of overall satisfaction with Banyule's customer service, feedback is generally very positive. Just over **four in five customers are 'satisfied' (81%)** with their experience of contacting the Council, while just 10% are dissatisfied with their overall experience.

Overall, How Satisfied Are You With Banyule City Council's Customer Service?



When it came to how easy customers felt that it was to have their query resolved, while still highly positive with **three out of four customers finding it easy**, a higher percentage (17%) rated their experience negatively.

When It Came To Your Most Recent Interaction With Council, How Would You Rate How Easy Or Difficult It Was For You To Resolve Your Query?



When asked about a range of aspects of our customer service delivery, we found that Banyule performs well across all areas, with a varying degree of positive scores across the range of questions. We found that our style method of communication were some of our strongest points, with our follow through and resolution of enquiries being areas which, while still overall positive, are areas in which we would be well placed to focus on.

Notable insights from our customer feedback told us that:

93%

FELT THEY WERE TREATED
WITH COURTESY AND RESPECT



83%

FELT THAT WE UNDERSTOOD THEIR NEEDS, AND
PROMPTLY ACKNOWLEDGED THEIR ENQUIRIES WITH
CLEAR AND EASY TO UNDERSTAND INFORMATION



80%

FELT OUR STAFF WERE SKILLED AND KNOWLEDGEABLE, AND
THAT THEY WERE PROVIDED A CONSISTENT EXPERIENCE



20%

WERE DISSATISFIED WITH THE TIME
TAKEN TO RESOLVE THEIR ENQUIRIES



Our Banyule Service Promise

Banyule Customer Charter – Banyule Service Promise

The Banyule Service Promise outlines:

- Our commitment to you on the type and level of service you can expect to receive
- Your rights
- How complaints will be handled

The Banyule Service Promise forms the foundation of Customer Service at Banyule and informs how Council builds and delivers services, creates processes and procedures, writes policies, and supports staff to deliver exceptional service.

Banyule will be:

RESPECTFUL



We have respectful relationships with all people

- Listen and work to understand the individual needs of each customer
- Help customers understand their rights, entitlements, and obligations
- Be empathetic and helpful, even if we have to say 'no'

ACCESSIBLE



We provide customer service that is accessible to all

- Assist all individuals equally
- Ensure our facilities and buildings are more accessible
- Have a range of options to contact council

PROACTIVE



We proactively communicate and seek feedback

- Provide a timely response to each request
- Inform customers of service disruptions or schedule changes
- Seek feedback to improve our service

CONSISTENT



We provide a consistent high quality customer experience across our services

- Provide consistent service regardless of how people contact us
- Provide accurate information
- Provide a contact name and number of the person handling the matter

ACCOUNTABLE



We are transparent & deliver on our commitments

- Be honest, open, and accountable for our actions
- Communicate clearly, accurately, in plain language and within appropriate time frames
- Meet reasonable expectations wherever possible and explain when we cannot

Our Customer Experience Goals

The Voice of Customer research highlighted the most important drivers of customer satisfaction for Banyule City Council. Our customer experience goals are aligned with the feedback we have received and allow us to work towards improving our services to our customers.

Banyule City Council aims to:



- Acknowledge your requests within 24 hours
- Provide timelines to when you will get more information on your request
- Provide you with details on the process and the person who is handling your enquiry
- Provide updates on how the matter is progressing
- Close the loop and get back to you in a timely manner

The work that the Customer Experience team will do to help Banyule accomplish these goals includes:

Utilising Customer Feedback

Enabling Digital Transformation

Making Data Informed Decisions

Implementing Customer Service Standards

Four Pillars of Customer Experience Goals

At the heart of the Banyule City Council customer experience goals are the four pillars identified as listen, analyse, report and act. The pillars underscore the keys to a great customer experience. Council utilises the pillars to drive intentional approaches to improve the customer experience.



Utilising Customer Feedback

Banyule City Council collects a range of qualitative and quantitative feedback from customers. This feedback is vital to gaining key insights into the customer's view of our services. Through listening to the feedback, Council can directly improve policies, processes, and practices delivered to the customer. The capacity to collect feedback, analyse it, and draw reportable conclusions from a variety of different sources is crucial to the development and improvement of the customer experience for Banyule City Council customers.

Making Data Informed Decisions

Banyule City Council utilises data collected through the Customer Relationship Management tool (CRM) to make data informed decisions for improving the customer experience. This includes analysing data on customer request types, timelines, and call trends to identify patterns, themes, and opportunities for improvement. Using this data effectively will allow us to offer a service that aims to proactively meet customer needs and exceed expectations.

Enabling Digital Transformation

Digital transformation drives the rethinking of how the organisation uses technology, people, and processes to fundamentally change business performance. It is the process of using digital technologies to create new processes, organisational culture, and customer experiences to meet changing business and community requirements. Through this transformation, we are reimagining the services Banyule offers to its customers while transforming organisational culture, improving business performance, and strengthening digital maturity and capability.

Banyule aims to keep the customer at the forefront of our decision-making throughout the digital transformation process by using our five digital design principles when developing solutions. They are:

Customer First

The customer experience should be at the forefront of our decision making

Consistent

Our thinking and design choices should be consistent with best practice

Concise

Solutions should aim to maximise efficiency with minimal effort

Flexible

Approach solutions with openness to different approaches and methods

Forward Thinking

Approaching solutions with a strategic and collaborative mindset

Implementing Customer Service Quality Standards

Banyule City Council benchmarks globally to improve the service provided to customers and to develop quality standards based on best practices, as well as our customer data. The standards ensure a level of quality provided to the customer and include guidelines that drive positive customer interactions.

Our Initiatives

Our Initiatives are informed by our Customer Service Goals and will drive our efforts to elevate the level of service we provide. Our Initiatives will involve collaboration with teams across Banyule City Council, with reviews occurring on an ongoing basis to ensure that they align with customer needs.

Utilising Customer Feedback

Priority	Action	Timing
Voice of Customer Framework	Design, delivery, and implementation of a Voice of Customer Framework which includes current state and future state plans, action plans, and reporting features. This will enable Banyule to listen, monitor, report, and act on customer feedback.	2023-24

Making Data Informed Decisions

Priority	Action	Timing
Customer Experience Dashboards	Discovery, design, and delivery of the CX Dashboard Series in collaboration with IT. This will allow CX data to be available for both operational and strategic decision-making. Reviewing data to determine measurable actions we as a Council can take to ensure we are meeting the promise to the community. This will enable us to best serve our customers.	2023-25

Enabling Digital Transformation

Priority	Action	Timing
Customer Experience Platform (CXP) Support	<p>The CX Strategy team will be supporting the development of our new Customer Experience Platform (CXP), beginning with Phase 1 which focuses on our high-volume customer requests. This involves taking part in the consultation around the user experience and assisting with the development of CXP leading into the launch.</p> <p>The CX Strategy team led the development of a Gender Impact Assessment for CXP in September 2023, with recommendations to be implemented in Phases 1 and 2.</p>	2023-25

Implementing Customer Service Standards

Priority	Action	Timing
Contact Centre Quality Standards	Research Contact Centre best practices and develop a proposal for training and reference tools available to all staff to improve the level of customer service that we provide at Banyule City Council.	2023-24
Embed Banyule Service Promise	Designing and delivering training, initiatives, and resources to empower Council staff to further embed the Banyule Service Promise in their everyday work. We will use customer feedback data to measure our performance against the promises and to inform our approach.	2023-24
Complaints Management	<p>Delivery of expanded training modules for complaint management, which will include both operational training as well as strategic approaches to working with customers across a variety of different archetypes.</p> <p>Discovery of best practices in working with unreasonable or difficult customers, delivery and utilizing case management to coordinate united response efforts across Council. This will equip staff to manage customer interactions.</p>	2021-23

In accordance with the Gender Equality Act 2020, a Gender Impact Assessment was completed on the CX Strategy in October 2023. Recommendations from the assessment included ensuring that there is a balance of gender in the images chosen for the document, that the relevant gendered data is represented in the Voice of Customer data, and that inclusive language is used throughout the document.

Banyule City Council is proud to acknowledge the Wurundjeri Woi-wurrung people as Traditional Custodians of the land and we pay respect to all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

Our community is made up of diverse cultures, beliefs, abilities, bodies, sexualities, ages, and genders. We are committed to access, equity, participation and rights for everyone; principles which empower, foster harmony and increase the wellbeing of an inclusive community.

