

YEARS 1-3

Customer Experience Strategy

Ipswich City Council



[CX] FOCUS
GREAT EVERYDAY EXPERIENCES - EVERY DAY


**City of
Ipswich**

MAYOR'S MESSAGE



Delivering world-class services means ensuring all customers – residents, visitors and businesses alike – have a positive experience with Ipswich City Council.

I am delighted to present the inaugural Customer Experience Strategy, our commitment to providing the best possible outcome in your interactions with Council staff and services. Whether you are enquiring about financial support for local traders, paying a bill or accessing a Council park or swimming pool, we know every interaction can have an impact on your day-to-day life. That's why we are equipping our team of more than 1,400 staff with the policy framework and resources they need to deliver great experiences, every day.

This document combines extensive research, consultation, and analysis as part of iFuture, our 20-year community vision. We have engaged with the people accessing Council services at every stage, recognising the importance of your voice in improving service delivery. Inside you will find the best-practice models, targets and next steps that shaped our four new principles – consistent, approachable, responsive, and efficient – and corresponding focus areas.

The Ipswich City Council Customer Experience Strategy is the next step in creating a resident-focused Council. I look forward to delivering on its principles in the years ahead.

Mayor Teresa Harding

IPSWICH IN NUMBERS



6.2 million
waste kerbside collections



1.1 million
library items borrowed
or downloaded



65,500
customer service
requests raised



170,000
contact centre calls



14,500
customer emails actioned



1,929 kms
council-maintained roads



400
parks and
219
nature reserves
maintained



360,000
rate assessments



36,700
animal registrations



1,215
development
applications lodged



1,166
businesses
license renewals

WHAT IS A CUSTOMER EXPERIENCE FOR AN IPSWICH CITY COUNCIL CUSTOMER?

Customer Experience (CX) is influenced by every interaction a customer, whether a resident, visitor or a business, has with the council.

CX is about expectations and experiences, past, present and future intentions, across every touchpoint.

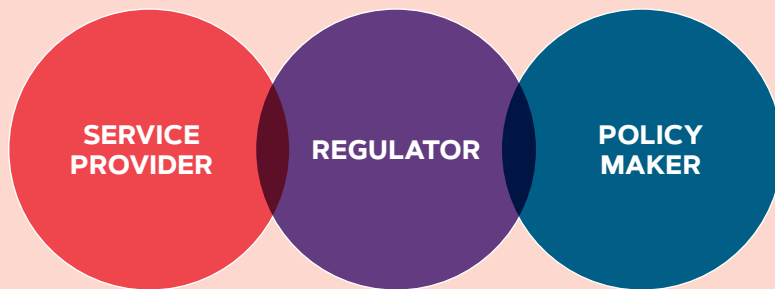


The benefits of getting CX right:

- ✓ Council will be viewed as a trusted and leading organisation
- ✓ Improve internal efficiencies in preparation for population growth
- ✓ Strengthen social licence by delivering on customer needs
- ✓ Pre-empt and meet evolving customer expectations
- ✓ Reduce costs to service through customer centric service design
- ✓ Increased customer understanding to enhance quality of life for communities
- ✓ Reducing the number of customer contacts and complaints
- ✓ Our people will feel valued, engaged, supported and empowered to deliver at their best
- ✓ Inform customer centric policy development

OUR CUSTOMER EXPERIENCE STRATEGY WILL HELP ICC

Ipswich
City Council
performs
a number
of functions...



Over 1,400 of
our people are
responsible for
the delivery
of customer
experience.



A unifying CX vision is the
best way to be organised,
optimally resourced and
best equipped to succeed.

00

I HAVE BIG IDEAS FOR THE
COMMUNITY CENTRE I VOLUNTEER
FOR AND WOULD LIKE TO ACHIEVE
THAT WITH A COMMUNITY
FUNDING GRANT.



OUR CX VISION

"We listen, we care and we deliver great everyday experiences – every day"



All customers feel valued and trust that Ipswich City Council will consistently deliver great experiences.

OUR CX PRINCIPLES

C

We will deliver **CONSISTENT** experiences across channels: by working as one team and meeting expectations every time.

A

We will be **APPROACHABLE** by offering channels of customers' choice to deliver personalised and relevant experiences.

R

We will be **RESPONSIVE** by taking a data-driven approach to deeply understand customers and proactively respond to their needs continuously.

E

We will be **EFFICIENT** by being easy and simple to deal with using automated processes, digital services and getting it right the first time.

FIVE FOCUS AREAS TO DELIVER OUR VISION AND PRINCIPLES

CUSTOMER 1ST



These five are identified as key focus areas for the council to improve customer experience today and to ensure the council is set-up to continuously improve on an ongoing basis.

We will put customers at the centre every step of the way.

City-wide consultation will support the strategic direction of the strategy for years 2 and 3.



LISTEN

Listening fosters connection, understanding and enables us to learn from both our internal and external customers. Paying close attention and having good awareness is critical to understanding customers behaviours, needs and frustrations helping to prioritise improvements in customer journeys.



PROGRAM PRIORITIES

- 1. Voice of the Customer Program** – establish a framework for collecting customer insights across various touch points, journeys and at moments that really matter to our customer. We will engage with the community to understand our customer's needs.
- 2. Our people will have access to customer insights** – all Branches and Sections have access to customer insights and proactively use as both a coaching tool and to inform design improvement solutions.
- 3. Learn and act based on insights** – set up a robust process to close the loop with customers at a tactical level and to use insights strategically to re-design future experiences.
- 4. Community Engagement** – city wide consultation will be performed to inform the Customer Experience roadmap for years two and three.

HOW WILL WE KNOW WE ARE IMPROVING?

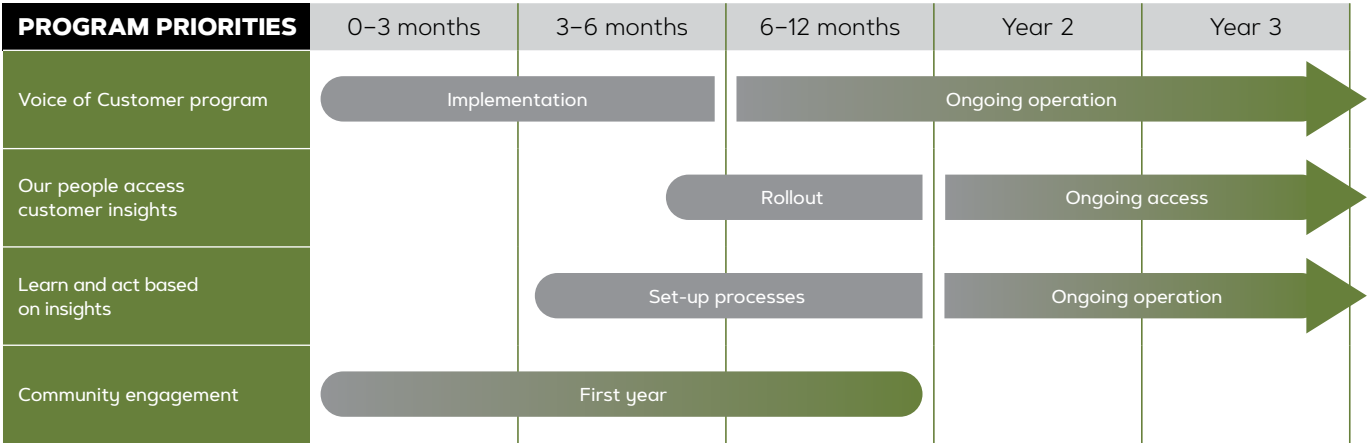
- ✓ Customers will be able to give feedback easily on key services, interactions and journeys.
- ✓ Number of contacts made to close the loop with customers increases.
- ✓ Our people will be using customer insights to inform an ongoing improvement plan.
- ✓ Insights are used to inform design of improved customer experiences.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will be confident feedback will be heard and acted upon.
- ✓ **Our People** – leaders and teams will put the customer at the centre of solutions, giving confidence to both, that decisions and outcomes will always benefit the customer.
- ✓ **Process** – clear and standardised processes will be used to collect insights. This will inform and support a high standard of service design improvement solutions.
- ✓ **Technology** – a single listening tool that manages and leverages all customer insights.



ROADMAP FOR LISTEN



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Digital Services	Information and Communications Technology Branch
Engagement	Communications and Engagement Branch
Organisational Development	People and Culture Branch

THE FUTURE OF 'LISTEN'

After we implement the program priorities we will hear...

... customers saying:

THIS WAS SO MUCH EASIER THAN LAST TIME.



... employees saying:

IT'S GREAT SEEING POSITIVE OUTCOMES FOR CUSTOMERS AND OURSELVES WITH THE RECENT CHANGES THAT HAVE BEEN MADE.





Remember customer information, needs, and interactions to deliver 'relevant' and 'personalised' experiences to each customer.



UNDERSTAND

PROGRAM PRIORITIES

1. **Review customer information systems** – inform and support the iVolve project by identifying opportunities and recommending outcomes that supports customer understanding.
2. **Customer segmentation** – understand the needs of different customer segments to inform future customer journeys during design workshops.
3. **Organisation wide system** – inform and support the iVolve project in the implementing of an organisation wide system to provide a single comprehensive view of each customer with a data-driven approach to personalise experiences.

HOW WILL WE KNOW WE ARE IMPROVING?

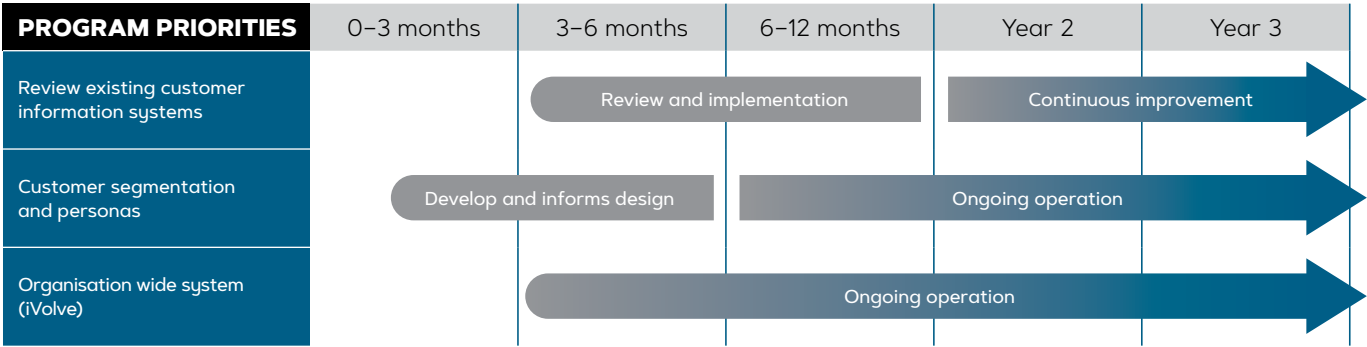
- ✓ The outcomes of the iVolve project delivers outcomes that support customer understanding.
- ✓ Improvements in First Contact Resolution and Satisfaction results.
- ✓ Teams will have access to relevant customer information irrespective of where they work in council.
- ✓ Fewer handovers and efficient processes that make it easier to serve the customer and reduce resolution times.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will see more personalised interactions, be offered relevant information and services based on their individual needs.
- ✓ **Our People** – teams will find it easy to serve the customer, with access to the relevant customer data required to understand their needs in one place and be able to respond accordingly.
- ✓ **Process** – will be streamlined with clarity around how customer data will be stored, used and leveraged.
- ✓ **Technology** – existing technology will be utilised to its potential. The iVolve Project will be informed and supported to establish an organisation-wide system to support long-term transformation in understanding our customers.



ROADMAP FOR UNDERSTAND



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
iVolve Project	Performance Branch
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch

THE FUTURE OF ‘UNDERSTAND’

After we implement the program priorities we will hear...

... customers saying:

IT WAS SO REFRESHING - COUNCIL KNEW EXACTLY WHO I WAS WHEN I CALLED TODAY. THEY EVEN PROVIDED AN UPDATE ON A PREVIOUS REQUEST WITHOUT ME ASKING.



... employees saying:

I FEEL SO MUCH MORE POSITIVE COMING TO WORK NOW, IT FEELS LIKE THE CUSTOMERS REALLY APPRECIATE WHAT WE DO.



CUSTOMER 1ST



DESIGN

Design experiences that are seamless and consistent regardless of the teams involved or the channels used by the customer.



PROGRAM PRIORITIES

1. **Map current and ideal customer journeys** – identify key customer journeys and map current state from a customer's perspective. This will help us gain insights into the Moments of Truth, Pain Points and the customer's needs across the end to end experience when designing the solutions.
2. **Design seamless consistent experiences across engagement channels** – customer journeys will be designed across various service layers and channels. The current engagement channels will be reviewed as part of this process and consistent and effective standards of communication will be established.

HOW WILL WE KNOW WE ARE IMPROVING?

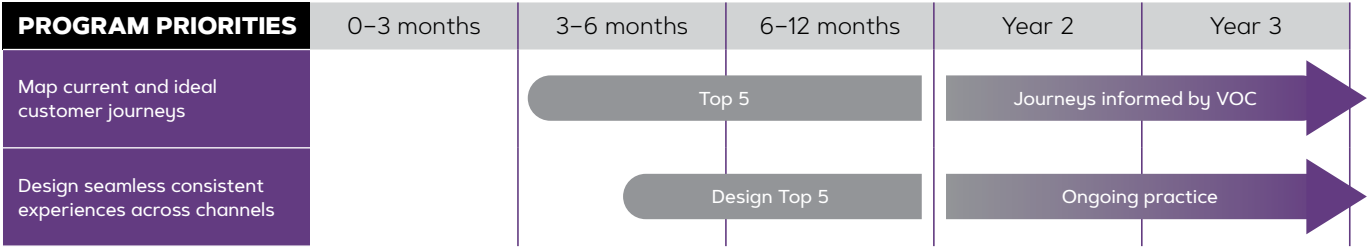
- ✓ Customers will not have to repeat themselves regardless of which channel or service they access.
- ✓ Measurable improvement in resolution times and satisfaction results due to fewer handovers and more efficient processes.
- ✓ Teams will have access to relevant customer information no matter where they work across the organisation.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will choose the way they want to contact council and receive consistent responses and resolution.
- ✓ **Our People** – teams will find it easy to serve the customer, with improved processes and consistent communication.
- ✓ **Process** – will have clear standards and align with our customers needs.
- ✓ **Technology** – a single consistent application will be used on an ongoing basis to map end to end journeys across different service layers.



ROADMAP FOR DESIGN



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Relevant subject business area	All
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch
Program Management Office	Performance Branch

THE FUTURE OF 'DESIGN'

After we implement the program priorities we will hear...

... customers saying:

IT USED TO BE SO PAINFUL DEALING WITH COUNCIL, THERE WERE DIFFERENT WAYS TO DEAL WITH THE SAME THING DEPENDING ON WHO YOU TALKED TO. NOW IT'S ALL STREAMLINED AND ORGANISED.



... employees saying:

I AM NO LONGER WORRIED ABOUT PROVIDING INFORMATION. I FEEL CONFIDENT ADVISING CUSTOMERS OF A PROCESS KNOWING IT WILL BE THE SAME REGARDLESS OF WHO THEY TALK TO.





COMMUNICATE

Make effective customer engagement a priority by improving the way we communicate and setting clear expectations so customers are informed and have confidence in council.



PROGRAM PRIORITIES

1. **Establish and share service categories, standards and principles** – we will share our Service Catalogue, including service standards where they apply, with our customers and teams to assist setting expectations for delivery.
2. **Content review** – Immediately review content and communication across multiple channels for our key services to ensure we communicate consistent, accurate information to both customers and our people.
3. **Implement proactive communication** – Establish proactive communication so customers are informed about the process, next steps and outcomes relevant to their request.

HOW WILL WE KNOW WE ARE IMPROVING?

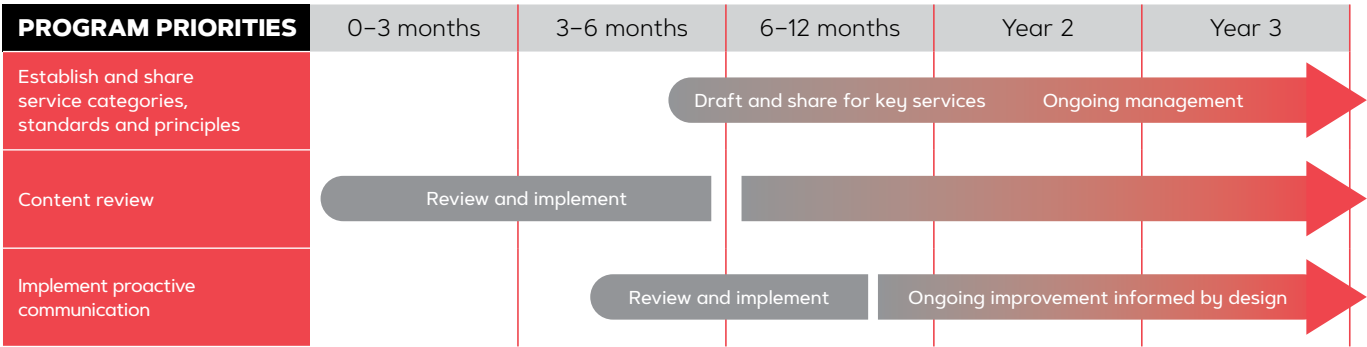
- ✓ There will be a reduced number of avoidable contacts.
- ✓ Customers will not contact us to follow up on previous request.
- ✓ Customers will know where to find information and what to expect – reduced contacts on basic enquiries.
- ✓ Reduced customer effort.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will be informed of services we provide, will receive timely updates on requests, and will know where to find relevant, accurate, and consistent information when required.
- ✓ **Our People** – will have clarity around agreed service standards and understand that communicating proactively with customers is a priority.
- ✓ **Process** – there will be clear and consistent processes to review and update content, and to ensure proactive and effective communication.
- ✓ **Technology** – current systems will be optimised for most effective communication.



ROADMAP FOR COMMUNICATE



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Financial Accounting	Finance Branch
Integrated Planning and Reporting	Performance Branch
Media and Communications	Communications and Engagement Branch
Digital Services	Information and Communications Technology Branch
Operations	Information and Communications Technology Branch
Relevant subject business area	All

THE FUTURE OF 'COMMUNICATE'

After we implement the program priorities we will hear...

BB ... customers saying:

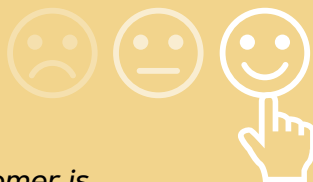
IT IS A WELCOMED CHANGE TO BE RECEIVING REGULAR UPDATES FROM COUNCIL. BEFORE, I HAD TO INITIATE MY OWN FOLLOW UP, WHICH WAS FRUSTRATING.



BB ... employees saying:

IT'S SO NICE KNOWING THAT ALL OF COUNCIL ARE NOW FOCUSED ON THE CUSTOMER AND NOT JUST LEAVING IT TO THE FRONT-FACING TEAMS.





EMPOWER

To ensure the customer is the focus across all areas of the organisation, our people will understand their direct impact on customers. Empower every employee to make every moment matter.

PROGRAM PRIORITIES

1. **Employee development program** – Introduce Employee CX Development as part of 'onboarding' with a goal that every employee understands that their decisions impact our customers.
2. **Employee experience program** – Implement an employee experience program to monitor and manage employee experience in order to build a customer-centric culture. Employee experience drives customer experience.
3. **Develop governance to ensure accountability across council** – Co-design measures and standards across each business unit to create accountability and empowerment to improve customer experience.
4. **CX program support** – The CX program will be supported by the Executive Leadership Team and a cross organisation working group will be established to drive the program of work.
5. **Collaboration across business units** – Cross functional teams established to solve customer problems and to focus on continuously improving CX.
6. **CX Maturity Review** – A review of councils CX maturity will be undertaken on an annual basis to assess progress in embedding and empowering the customer focus in the organisation.

HOW WILL WE KNOW WE ARE IMPROVING?

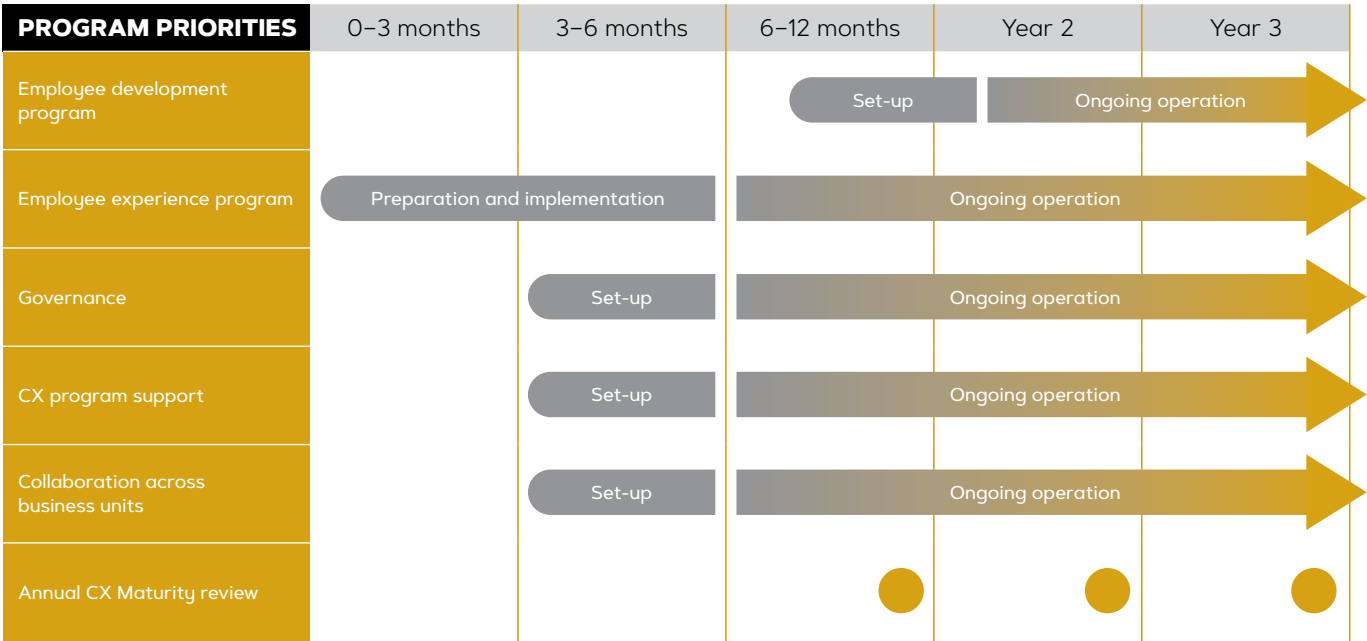
- ✓ Improved employee experience measures.
- ✓ All people, including those who are not customer facing, will have customer focused goals.
- ✓ Established processes in place for cross department collaboration.
- ✓ Our people will see and hear support from the Leadership Team.
- ✓ CX Maturity will move from 'foundation' level to 'practised' then 'leading'.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will experience our CX Vision and principles when they connect with council.
- ✓ **Our People** – will feel more in control, informed and confident they are supporting our customers experience.
- ✓ **Process** – there will be clear and consistent processes to support cross-collaboration.
- ✓ **Technology** – explore and identify effective systems to support our people making informed decisions and taking customer centric actions.



ROADMAP FOR EMPOWER



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Organisational Development	People and Culture Branch
Executive Leadership Team	Ipswich City Council
Program Management Office	Performance Branch
Relevant subject business area	All

THE FUTURE OF 'EMPOWER'

After we implement the program priorities we will hear...

BB ... customers saying:

I CAN'T BELIEVE IT'S THE SAME COUNCIL, THERE IS CLEAR, OPEN COMMUNICATION. IT FEELS LIKE THE STAFF ARE ABLE TO FIX PROBLEMS.



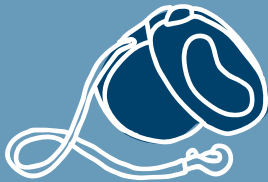
BB ... employees saying:

I FEEL VALUED AND SEEN. THE SUPPORT FROM THE LEADERSHIP TEAM IS APPRECIATED AND REALLY BOOSTS MORALE.





**WE HAVE A NEW
ADDITION TO THE FAMILY.
WHAT SHOULD WE DO TO BE
A RESPONSIBLE PET OWNER?**



HOW WILL WE MEASURE CX IMPROVEMENT?

The three measures which will collectively help ICC measure Customer Experience and track our progress will be:



CX OVERVIEW

CX VISION

We listen, we care, we deliver great everyday experiences – every day



CX PRINCIPLES: CUSTOMER WILL FIND ICC TO BE:

Consistent >> Approachable >> Responsive >> Efficient



TO DELIVER ON OUR VISION AND PRINCIPLES WE WILL FOCUS ON THESE AREAS

Listen >> Understand >> Design >> Communicate >> Empower



BY DELIVERING ON CX STRATEGY OUR PEOPLE WILL FEEL

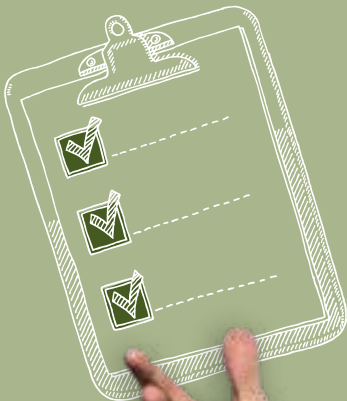
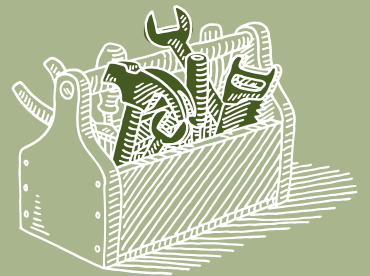
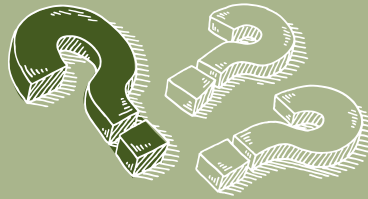
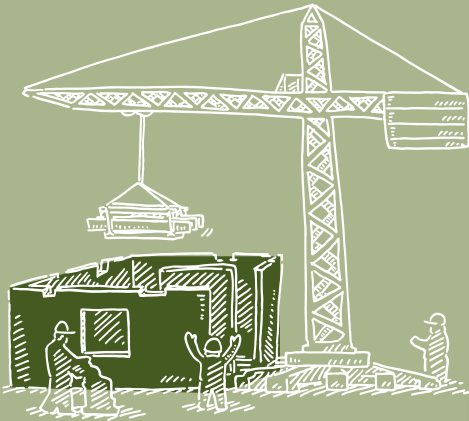
Engaged >> Sense of belonging >> Clarity >> Pride



WE WILL KNOW WE IMPROVED BY MEASURING

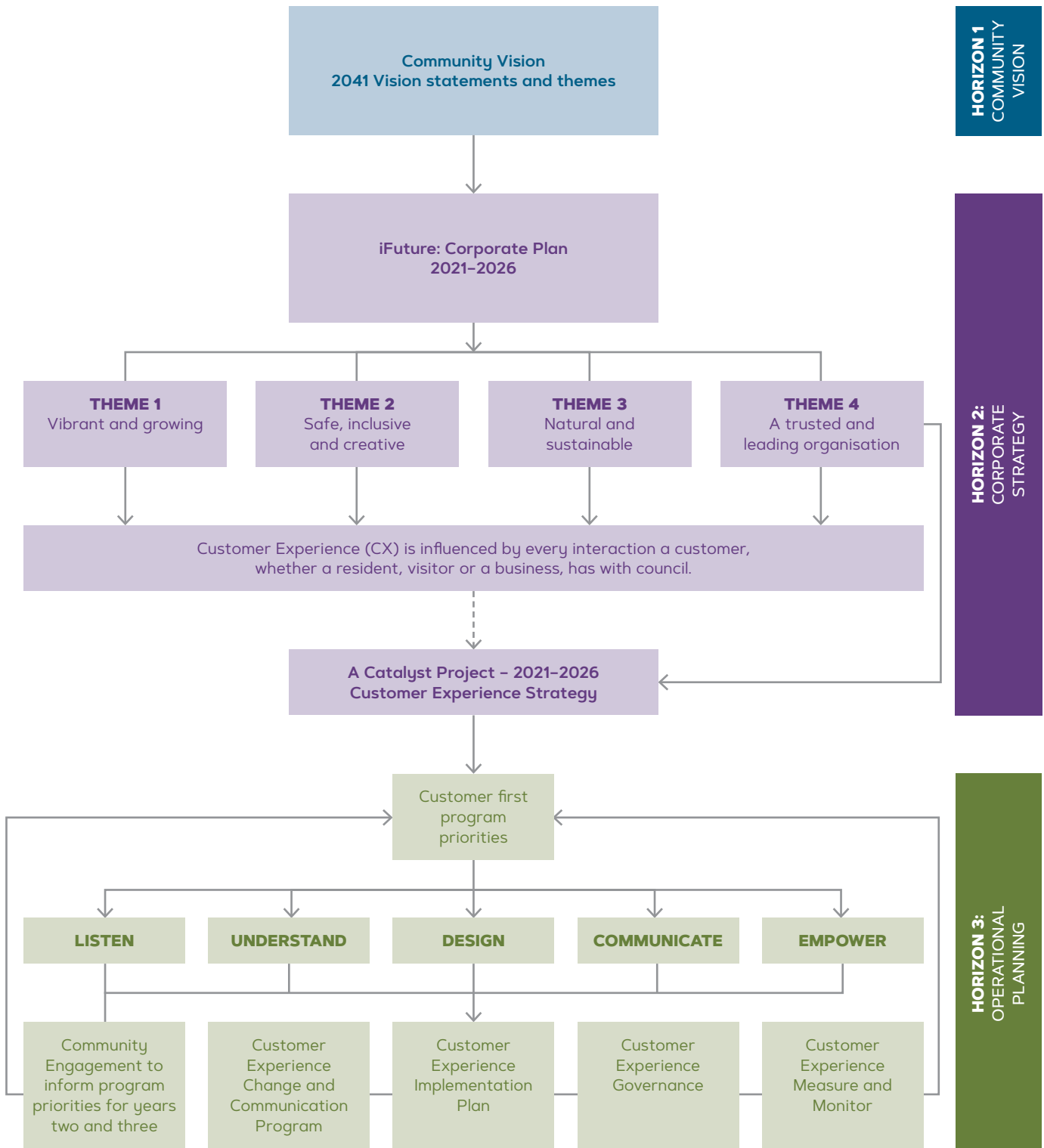
NPS Score >> Customer Satisfaction >> Customer Effort

OO I HAVE BIG PLANS TO
BUILD MY MAN SHED,
WHERE DO I START WITH MY
DEVELOPMENT APPLICATION?



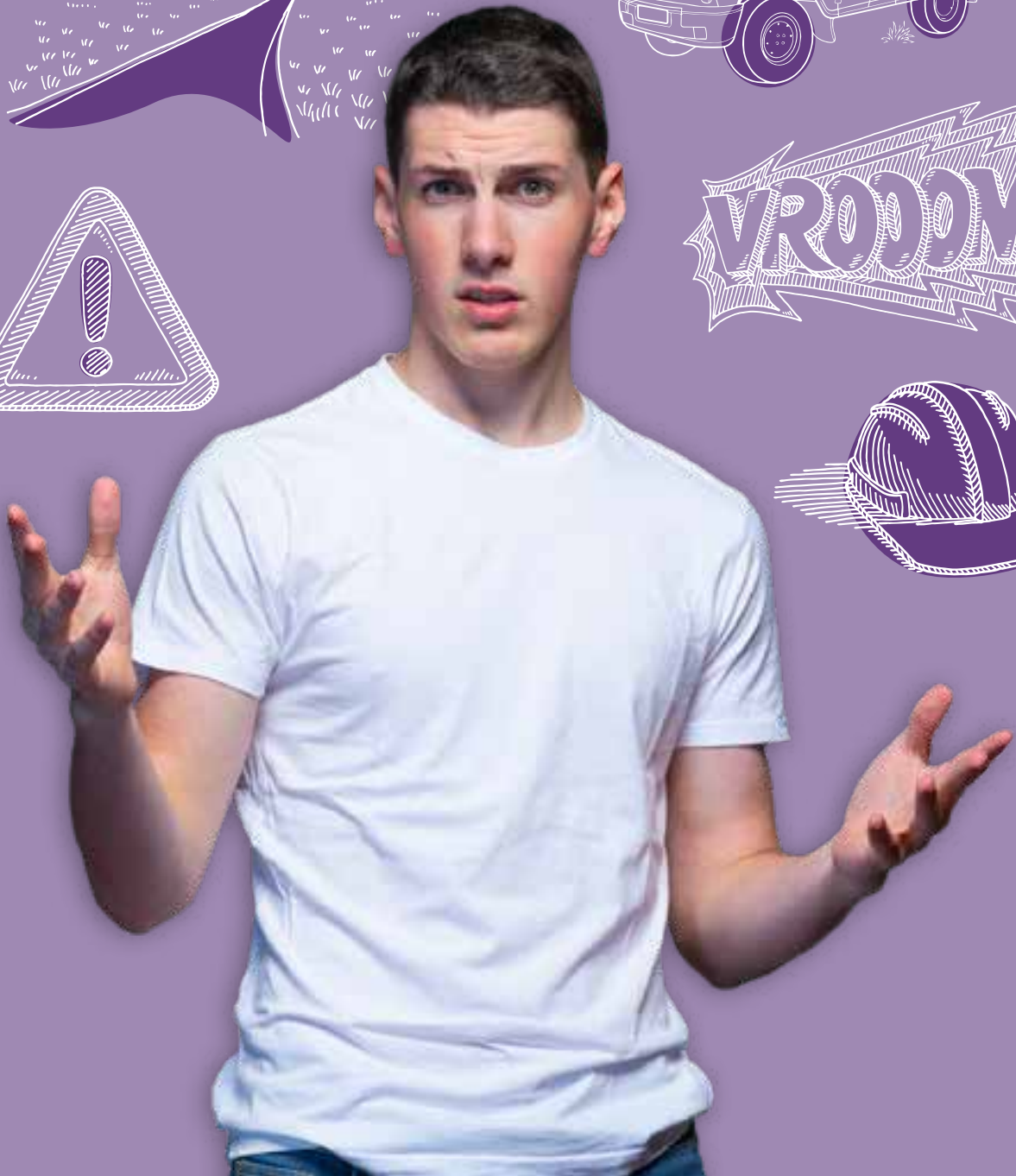
iFUTURE: CORPORATE PLAN

The Customer Experience Strategy is a catalyst project in the iFuture: Corporate Plan for 2021–2026



CC

I JUST GOT MY FIRST CAR - YAY!
BUT I'M WORRIED ABOUT DAMAGING
THE TYRES ON THE POTHOLES IN
MY NEIGHBOURHOOD. CAN YOU
PLEASE REPAIR MY STREET?



NEXT STEPS

- A detailed implementation plan will now be drafted to support the CX Strategy.
- The Customer Experience and Customer Service Teams will support the CX vision by focussing on an Immediate Action Plan to support the uplift of council's Customer Service channel.
- City wide consultation will be designed with the Communication and Engagement Section to communicate the CX Strategy and seek feedback to inform the CX roadmap for years two and three.
- The Customer Experience team will work with the Project Management Office to ensure strong governance and structure is established to support the CX roadmap. This will enable the organisation to build a customer-centric culture that will become part of our DNA. Including:
 - leaders and teams from across the organisation understanding clear and defined ownership and responsibilities
 - accountability for every CX focus area will ultimately sit with one person
 - establishing a process to ensure every change initiative moving forward in the organisation assess the impact it will have on CX, encouraging cross functional collaboration.
- A change and communication plan be created to ensure the strategy is embedded in the organisation.
- CX metrics will commence being used for evidence and ongoing understanding on how we are tracking.
- Councillors and our people will be able to stay informed of our progress through regular reports and will be able to provide ongoing feedback.



Ipswich City Council
PO Box 191, Ipswich QLD 4305, Australia

Phone (07) 3810 6666
council@ipswich.qld.gov.au
ipswich.qld.gov.au

Join us online:

[/ipswichCityCouncil](#)

[/ipswich-city-council](#)

[/ipswichCityCouncilTV](#)

