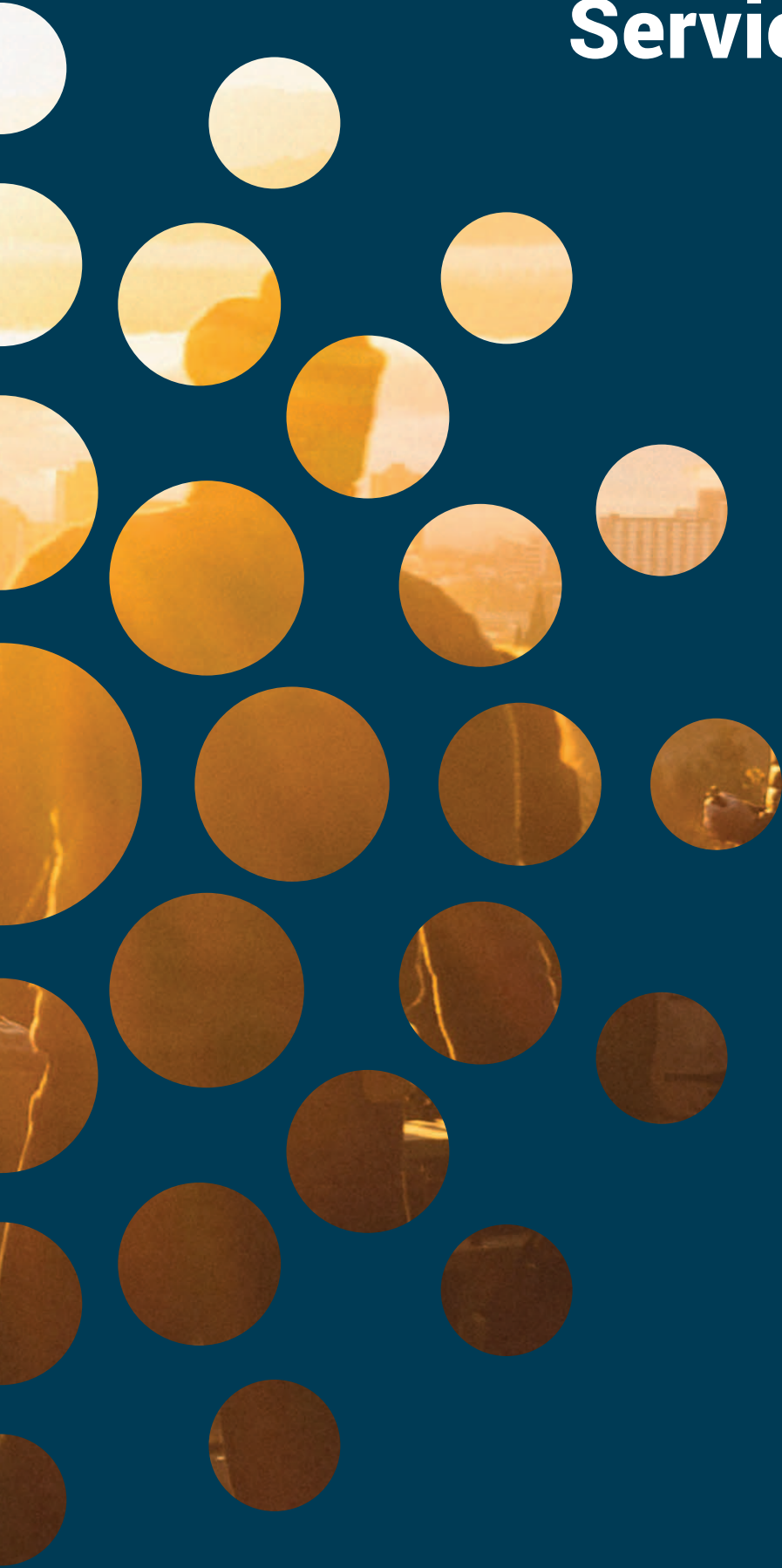


Delivering Customer Service Excellence



AlburyCity

Table of Contents

1. INTRODUCTION	3
2. WHAT IS CUSTOMER SERVICE EXCELLENCE?	4
3. WHO ARE OUR CUSTOMERS?	4
4. OUR VISION, VALUES AND GUIDING PRINCIPLES	5
5. THE CONSULTATION PHASE	7
6. WHAT YOU TOLD US	8
7. STRATEGIC PRIORITIES AND ACTIONS	10
Priority One - Our Community	11
Priority Two - Our People	12
Priority Three - Our Processes	13
8. EVALUATION AND REVIEWING	14
9. CUSTOMER SERVICE CHARTER	15

1. Introduction



The Customer Experience Strategy 2019 - 2022, outlines our strategic approach to deliver customer service excellence to you. We asked you to provide feedback into the development of the Customer Experience Strategy and your input and ideas have formed the basis of this Strategy and Action Plan. Serving our customers is at the core of what we do and who we are. We want to build on the quality of the experience we deliver and become a leader in customer service.

The key to our success is the relationships we have with you. We will continue to engage with you to help us refine our current processes, identify your needs, embrace emerging trends and deliver best practice customer service.

Our Customer Experience Strategy outlines three priorities;

1. Our Community

2. Our People, and

3. Our Processes

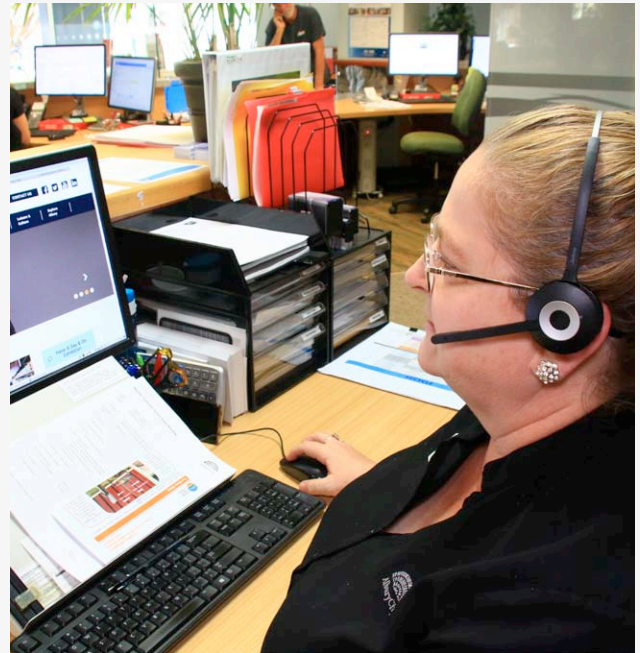
By focusing on these priorities we can deliver on the community aspirations determined through the collaborative development of the AlburyCity 2030 Community Strategic Plan.

This Customer Experience Strategy sets out our commitment to delivering customer service excellence.

2. What is customer service excellence?

Customer service excellence is a commitment to continuous improvement, a true understanding of our customers' current and future needs and an attitude and desire to serve each customer with efficient, responsive and friendly service.

It is about making it easy and convenient, providing choice, being accessible, respectful, making decisions that are consistent, equitable and being held accountable for our actions.



3. Who are our customers?



The Customer Experience Strategy defines customers as community members, rate payers, businesses, visitors, other organisations and levels of government and non-government agencies working with us and our people.

4. Our Vision, Values and Guiding Principles

Our Vision

AlburyCity – vibrant, rewarding and community focused.

Our Values

Working together

We respect, listen to and value the contributions of others and celebrate our achievements.

Integrity

We are trustworthy, honest, accountable, open and consistent in all that we do.

Courage and passion

We are enthusiastic and have the confidence to speak up for the betterment of AlburyCity and our community.

Innovation

We seek to increase our knowledge through new ideas and continuous improvement.

Loyalty

We are supportive of others and committed to AlburyCity and the community.



Our Guiding Principles

- Red carpet not red tape – we treat people as valued customers, streamline systems, listen and respond to community needs.
- We listen to our employees, value and recognise their contributions.
- Sustainability and value for money guide our spending.
- We work with all stakeholders seeking opportunities to benefit our community by achieving Albury 2030.
- Our communication is planned, clear, concise and consistent with the AlburyCity vision and values.
- Short-term gains will not detract from long-term financial and environmental sustainability.
- We respect and apply social justice principles including equity, fair access and participation.
- We take responsibility for our decisions and actions.

5. The consultation phase



We conducted a Customer Experience Survey during October and November, 2018. We needed to understand your current perception of our customer service offer and listen to your priorities for customer service excellence.

The consultation phase was fundamental in determining what is important to you. This engagement has been integral in developing the key drivers and actions within the Customer Experience Strategy.

6. What you told us

You gave us an overall rating of 3.81 out of 5 stars for your current perception of our current customer service delivery.

Q1 Overall Perception of AlburyCity's Customer Service	Responses
★	10
★ ★	15
★ ★ ★	40
★ ★ ★ ★	72
★ ★ ★ ★ ★	62
Total	199
Weighted Average	3.81 Stars

We asked you to rate our current customer service delivery through six different contact channels. You rated us well with the majority of you nominating the 'satisfied,' or 'very satisfied' categories.

	Very Satisfied	Satisfied	Somewhat Satisfied	Not very Satisfied	Not at all Satisfied	N/A	Total
Telephone	53	55	16	5	10	58	197
Council facility	74	48	5	6	7	56	196
On the street	23	36	8	4	4	121	195
Face to face	61	40	9	6	6	73	196
Email	43	35	6	1	11	100	196
On-line enquiry form	24	25	8	1	9	129	196

To improve our customer service delivery we asked you to nominate your top three choices from nine categories. The results show you want a strong focus on our people (Happy, friendly Council officers, staff listen to my concerns) and also on technology and online content (A more-customer focused website; I can find the answers I need on the AlburyCity website).

Top three items to deliver Customer Service Excellence	Total
Happy, friendly Council officers	68
A more customer-focussed website	66
Staff listen to my concerns	63
I can find the answers I need on the AlburyCity website	59
Red carpet, not red tape service	46
My telephone enquiry is resolved with one call	40
More opportunities for face to face interactions	31
A more timely response to returning my phone-call	25
More options online for business transactions	22
Total respondents	186

We also took the opportunity to ask you if you were aware of our Customer Service Charter. The results clearly indicated a low level of awareness, which provided us the perfect opportunity to review and update the charter to show our commitment to you. Our revised charter can be viewed on page 15.

Key takeaway messages from the survey were:

- **You want choice.**
- **You want our people to know the answers to your questions, or guide you to find the right answer.**
- **You want to be able to navigate your own way to find answers independently and have a choice as to how you contact us.**

7. Strategic priorities and actions



Your feedback, responses and comments through the engagement process identified the three strategic priorities. Implementing these key actions will ensure we meet our vision of delivering you customer service excellence.

Priority One - Our Community

We will do this through effective and consistent community consultation, engagement and internal collaboration. We are committed to ensuring you receive efficient, responsive and friendly service. You have asked for a more customer focused website, correct answers to your enquiries and a workforce which listens to you.

Our continuous improvement journey will include customer journey mapping, reviewing our Complaints Management Policy, researching customer trends and looking at better solutions to getting to know you more.

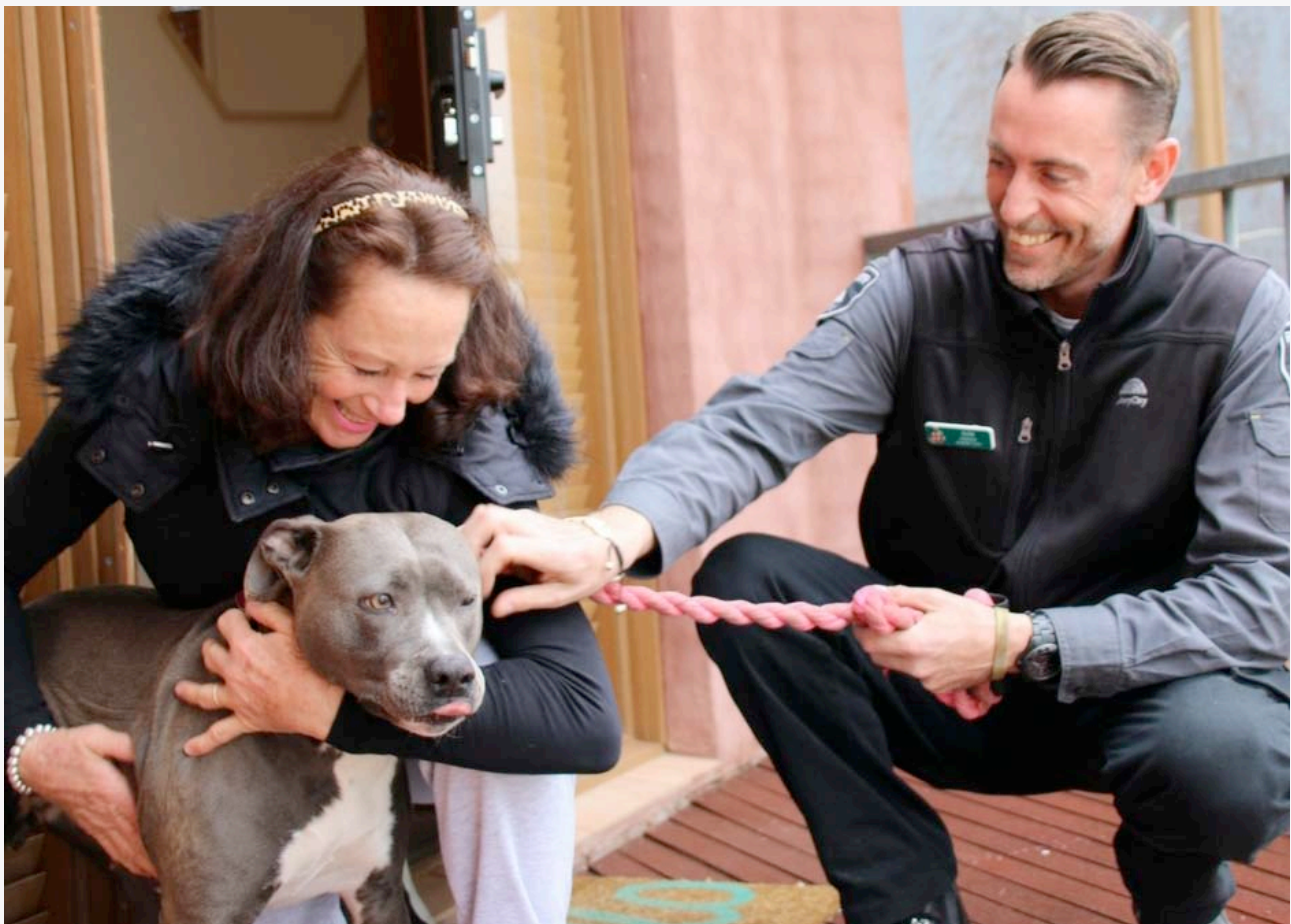
Our Community	Action	What this means for you	Year Priority
To engage with and understand our customers' needs	Review and update the content on the AlburyCity website to reflect community needs	<ul style="list-style-type: none"> • Create a user friendly website that is accessible and easy to navigate • Refine the services online for you to have easier access 	Year 1 2019
	To continue with website improvements that will benefit you	<ul style="list-style-type: none"> • Greater choice online • Provide a range of services that you want 	Ongoing
	Implement Customer Journey Mapping across the organisation	<ul style="list-style-type: none"> • Improve your satisfaction levels • Increased efficiencies for our people to deliver you the most efficient service we can 	Year 2 2020
	Review and update Complaints Management Policy	<ul style="list-style-type: none"> • A clear understanding of the process to give feedback, offer suggestions or place a complaint 	Year 1 2019
	Seek solutions to provide customers convenient and easy methods to give feedback	<ul style="list-style-type: none"> • Research latest trends to improve your experience 	Ongoing
	Regularly receive feedback from you to ensure we continue to meet expectations	<ul style="list-style-type: none"> • To give you the opportunity to have your say • To keep you informed of changes that will affect you • We will gather information so we better understand who you are and what your needs are 	Ongoing

Priority Two - Our People

To deliver customer service excellence we must have a culture that always places you at the forefront of every transaction and interaction. We will build more effective relationships and treat you as an individual.

To successfully implement this priority, the Customer Experience Strategy will collaborate with and work alongside our Workforce Management Strategy, Information Management Strategy and Communications Strategy and align with our Community Engagement Plan.

Our People	Action	What this means for you	Year Priority
To establish a culture to deliver customer service excellence	Review the Customer Service Charter	• To show our commitment you	Year 1 2019
	Implement quality assurance within the Customer Service Team to improve performance	• Enhance the quality of the service delivered to you	Year 2 2020
	Deliver an organisation wide training program focusing on customer service, 'It's everyone's responsibility'	<ul style="list-style-type: none"> • To build a culture that places you first • You will receive customer service excellence across all teams and all areas of AlburyCity 	Year 1 2019



Priority Three - Our Processes

We will review current processes and research possible effective and efficient future trends. We will invest in the tools to have sufficient customer insight to understand both how and why you access services and interact with us.

We will have consistent internal protocols so we can provide clear communication and easy to understand processes.

Our Processes	Action	What this means for you	Year Priority
To provide consistent high quality customer service	Implement a knowledge base system in Customer Service	<ul style="list-style-type: none"> • Correct and consistent answers to your questions • Questions answered on your first call (where possible) • Fast and efficient responses 	Year 1 2019
	To review and update our face to face and telephone communication and develop email guidelines	<ul style="list-style-type: none"> • To have an easy to understand language in all our communication (face to face, telephone, email and online) 	Year 1 2019
	To review the AlburyCity's dress code and uniform policy to reflect a corporate standard and brand	<ul style="list-style-type: none"> • Promote a professional, consistent and corporate image at all times 	Year 1 2019
	Research web chat technology	<ul style="list-style-type: none"> • Giving you the best options possible to enhance your experience when contacting us • Providing convenient and accessible services to you 	Year 1 2019
	Implement an online lodgement facility for development applications complying development and other associated applications	<ul style="list-style-type: none"> • To simplify the application process and reduce paper usage 	Year 2 2020
	Review the after-hours contact service model	<ul style="list-style-type: none"> • To provide you with the most efficient and effective after hours contact service 	Year 2 2020
	To review our customer request system to increase efficiency	<ul style="list-style-type: none"> • More efficient response times • Reduce wait times 	Year 1 2019
	Review industry trends in technology to better improve the customer experience	<ul style="list-style-type: none"> • We will work with the Information Management Strategy to provide you the best digital experience possible • To provide you a range of services that suit your needs 	Ongoing

8. Evaluation and reviewing

To remain current and relevant, a review of the Customer Experience Strategy will be conducted every three years or as required. All actions will be reviewed annually with respect to monitoring targets and new actions determined if needed.

You can contact us anytime with your thoughts, suggestions or anything that you believe we can do better. We are here to deliver you the best customer experience we can.



Customer Service Charter

AlburyCity is committed to providing customer service excellence and ensuring that you receive efficient, responsive and friendly service.

There are many reasons why you may contact us. Our dedicated teams are ready to respond.

We will:

- Acknowledge all enquiries and respond within five business days. If your request requires more investigation, we will keep you posted.
- Treat you like a valued customer every time you interact with us.
- Do our very best to untangle red tape and streamline systems and processes.
- Listen to you and respond to your enquiry.
- Respect and protect your privacy.
- Answer your calls promptly and do our best to resolve your enquiry immediately.
- Provide an inclusive environment and remove any barriers when accessing our services.

Feedback and complaints

We aim to deliver you excellence in customer service each and every time. If you are not satisfied with your experience, we encourage you to contact us and let us know.

We will listen to you and handle your feedback or complaint with professionalism. We will also do our very best to deliver you a timely resolution or outcome.

How will we know if we are meeting your expectations?

We use community satisfaction surveys to engage with you and ask you for feedback so we can continue to improve our services and your experiences.

Our contact channels are:

Website: alburycity.nsw.gov.au
Use our contact form

App: Report a problem using Snap Send Solve

In person: 553 Kiewa Street, Albury
Monday to Friday (8:30am-5:00pm)

Lavington Library
366 Griffith Road, Lavington
Mon, Tues, Wed & Fri (9:30am-5:30pm)
Thursday (9:30am-7:00pm)
Saturday (9:30am-1:00pm)

Email: info@alburycity.nsw.gov.au

Mail: Albury City Council
PO Box 323 Albury NSW 2640

Phone: 02 6023 8111 – during business hours - 8:30am to 5:00pm Monday to Friday

1300 133 391 - After business hours and public holidays

Further assistance

If you have a hearing or speech impairment you can contact us through, National Relay Service on 1800 555 660. You will be required to give the service our number 02 6023 8111

Translating and Interpreting Service (TIS) 131 450

Help us help you

To assist us with efficient, responsive and friendly customer experiences we ask that you treat our teams with respect, work with us to solve issues and provide accurate and timely information.

Customer Experience Strategy 2019 - 2022

Delivering Customer Service Excellence

553 Kiewa Street, Albury NSW 2640

PO Box 323, Albury NSW 2640

P: (02) 6023 8111

F: (02) 6023 8190

E: info@alburycity.nsw.gov.au

W: alburycity.nsw.gov.au

