

Agenda

Ordinary Meeting

Tuesday, 11 May 2021

Time: 9.15am
Location: Council Chambers
82 Brisbane Street
BEAUDESERT QLD 4285

Please note: In accordance with Section 277E of the *Local Government Regulation 2012*, this meeting will be closed to the public due to health and safety reasons associated with the public health emergency involving COVID-19.

An audio recording will be broadcast on Council's website.

Scenic Rim Regional Council
Ordinary Meeting
Tuesday, 11 May 2021
Agenda

1	Opening of Meeting	3
2	Attendance and the granting of leaves of absence	3
3	Apologies	3
4	Prayers	3
5	Declarations of Prescribed or Declarable Conflict of Interest by Members.....	3
6	Announcements / Mayoral Minutes	3
7	Reception of Deputations by Appointment / Presentation of Petitions	3
8	Confirmation of Minutes.....	3
9	Business Arising from Previous Minutes	3
10	Consideration of Business of Meeting	4
	Customer & Regional Prosperity	4
10.1	Scenic Rim Regional Council Customer Experience Strategy 2021-2023.....	4
10.2	Customer Satisfaction Survey	36
11	Confidential Matters	38
11.1	Urban Utilities Board Appointment [Closed s.254J(3)(g)]	38
11.2	Procurement Exceptions 2020-2021 [Closed s.254J(3)(g)].....	38

1 Opening of Meeting

2 Attendance and the granting of leaves of absence

3 Apologies

4 Prayers

Pastor Josh Cocks from the Beaudesert Baptist Church, will offer prayers

5 Declarations of Prescribed or Declarable Conflict of Interest by Members

6 Announcements / Mayoral Minutes

7 Reception of Deputations by Appointment / Presentation of Petitions

8 Confirmation of Minutes

Ordinary Meeting - 27 April 2021

9 Business Arising from Previous Minutes

10 Consideration of Business of Meeting

Customer & Regional Prosperity

10.1 Scenic Rim Regional Council Customer Experience Strategy 2021-2023

Executive Officer: General Manager Customer and Regional Prosperity

Item Author: Special Project Officer

Attachments:

1. Scenic Rim Regional Council Customer Experience Strategy 2021-2023  

Executive Summary

The report provides a brief recap of the Customer Centricity Project and background of the development of Council's first Customer Experience Strategy.

In 2019, in conjunction with the Refresh and Refocus journey, Scenic Rim Regional Council (Council) embarked on a new journey to become a customer-led organisation through its Customer Centricity Project. A central driver of the project was to bring the customer's voice to life and use it to inform the Council's Customer Experience Strategy 2021-2023 (the Strategy) (refer to Attachment 1), to create positive change for the region and put the customer at the heart of everything we do.

The Customer Centricity Project has successfully delivered the project outcomes of both Phase 1 - Discovery and Diagnostic and Phase 2 - Insight into Action. The Strategy signifies the final milestone of the Customer Centricity Project, and therefore concludes the project.

The Strategy is a result of the culmination of various forms of consultation, engagement and workshops from a wide range of both internal and external customers and is being presented to Council for adoption.

The Strategy will be released and made available to the Community through Council's website.

Recommendation

That:

1. Council acknowledge, as part of the Refresh and Refocus journey, the Customer Centricity Project which was initiated to help develop Council as a contemporary organisation where our customers are at the heart of everything we do;
2. Council adopt as the final milestone of the Customer Centricity Project, the Scenic Rim Regional Council Customer Experience Strategy 2021-2023 and publish it on Council's website;
3. Council delegate authority to the Chief Executive Officer the power to make minor grammatical and formatting changes to the Scenic Rim Regional Council Customer Experience Strategy 2021-2023, if required, after its adoption and prior to publishing the document for public access;
4. Council acknowledge and thank the many residents, businesses and community organisations who actively participated in the Customer Centricity Project internal and external focus groups and responded to the Customer Advocacy Survey, and for their contributions which have resulted in the development of Council's Customer Charter and the Scenic Rim Regional Council Customer Experience Strategy 2021-2023, and

5. Council acknowledge and thank industry specialists Customer Frame, the Executive Leadership Team, Customer Centricity Project Team, the Customer Centricity Steering Committee and Customer Culture Champions for their determination and commitment in the delivery of the Customer Centricity Project, Customer Charter and the Scenic Rim Regional Council Customer Experience Strategy 2021-2023.

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 22 June 2020, Council resolved to:

1. Acknowledge, as part of the Refresh and Refocus journey, the Customer Centricity Project which was initiated to help develop Council as a contemporary organisation where our customers are at the heart of everything we do;
2. Acknowledge the Customer Centricity Project consisting of Phase 1 - Discovery and Diagnostic, to collect a breadth and depth of insight from both internal and external customers, and Phase 2 - Insight into Strategy and Action, using the intelligence from Phase 1 to deliver a clear, strong vision and future direction to becoming a truly customer-led organisation;
3. Adopt the Scenic Rim Regional Council Customer Charter, which will sit at the heart of our organisation and will drive everything we do, and acknowledge the next steps are to finalise the Customer Experience Strategy and Customer Improvement Plan; and
4. Acknowledge and thank employees and the many residents, businesses and community organisations who actively participated in the Customer Centricity Project internal and external focus groups and responded to the Customer Advocacy Survey.

Report / Background

The development of the Strategy marks a momentous milestone for Council as this is the first Customer Experience Strategy. Although the Strategy officially concludes the Customer Centricity Project, it initiates putting all that was discovered and learned in Phase 1 and Phase 2 of the project to tangible operational outcomes designed to ensure Council is truly customer-led.

Delivering services for our customers and our communities is the single most important thing we do each day as a Council. We consider our customers to be anyone who we provide our services to or we have dealings with. Like all businesses and other levels of government, Council is under pressure to provide better customer outcomes and improve our service, and quite rightly so. This is what we need to do, and what we must do.

To co-facilitate the Customer Centricity Project, Council engaged industry specialists, Customer Frame, who strive to close the gap between strategy and operations and help organisations know their customers, track performance and align their business.

Through the comprehensive project structure, a range of research activities were undertaken to provide both a width and depth to gather feedback and insight from a wide range of customer sets.

Designed to deliver the best balance of quality and quantity of insight for investment, the activities were targeted through interactions with Councillors, Executive, Council team members and a diverse array of customers (local residents, community organisations, local businesses and developers) from across the region. In addition to this, a random survey was distributed to over 8,500 customers ensuring the whole of Scenic Rim was included.

As part of Phase 1 - the customers' insight and feedback was then codified into the specific themes of trust, communication and listening, perception of value, accessibility and expectations. The Customer Centricity Project update - 'Sharing the research outcomes and progress towards a customer-centric organisation' Report was published in June 2020, [srrc-customer-centricity-project-update](#)

To assist the transition from insight into action, a range of initiatives were implemented including:

- Creation of a modern exciting Customer Charter [scenic-rim-regional-council-customer-charter](#);
- Assembly of the Customer Centric Steering Committee; and
- Appointment of Customer Culture Champions.

The Strategy was developed with input from Customer Frame, the Executive Leadership Team, the Customer Centric Steering Committee and Customer Centric Project Team.

The three strategic themes of the Strategy were designed intentionally to target the insight gained in Phase 1 of the project:

- Building a Customer Culture;
- Enabling Customer Interactions; and
- Refining Customer Experience.

Each of the three strategic themes in turn has three focus areas to further ensure all aspects of Phase 1 insight was being addressed. The improvements plan is based around the three strategic themes and focus areas of the Strategy and serves as the link between strategy and operational improvements.

The implementation of these actions in the improvements plan will advance the organisation's journey to become a contemporary and customer-focused organisation with a team of dedicated people who stand collectively proud with our community, and who are driven to putting the customer at the heart of everything we do.

For noting, the Strategy was previously referred to as the Customer Strategy and Customer Improvements Plan.

Budget / Financial Implications

Funding the Customer Centricity Project was contained within the 2019-2020 operational budget and officer time. There is also funding and some savings within the 2020-2021 operational budget for the development of the Strategy and ongoing officer time to finalise the Customer Centricity Project.

The adoption of this Strategy will have some additional financial implications over its three-year span, however, many are likely to be delivered business improvement and as part of operational budgets, whereas others will be quantified as projects and once fully scoped funding for those initiatives will be sought as part of annual budget processes.

Strategic Implications

Operational Plan

Theme: 3. Open and Responsive Government

Key Area of Focus: 3.1.1 Plan, develop and implement high-quality customer-focused services

Legal / Statutory Implications

Not applicable.

Risks

Strategic Risks

The following Level 1 and Level 2 (strategic) risks are relevant to the matters considered in this report:

SR41 Inadequate or lack of appropriately defined service Levels in place resulting in failure to deliver or meet appropriate expectations of stakeholders.

Risk Assessment

Category	Consequence	Likelihood	Inherent Risk Rating	Treatment of risks	Residual Risk Rating
Reputation Nonfulfillment of community expectations to provide quality service	Moderate	Likely	Medium	Implementation of project deliverables to all stakeholder groups.	Low

Consultation

During the development of the Strategy, consultation has occurred with:

- Businesses, community organisations and residents;
- Mayor and Councillors;
- Executive Management Team;
- Customer Centricity Steering Committee;
- Customer Culture Champions and employees, and
- Customer Frame.

Conclusion

The report provides a brief recap of the Customer Centricity Project and background of the development of Council's first Customer Experience Strategy.

The Executive Leadership Team, Project Sponsor - General Manager Customer and Regional Prosperity, Customer Centric Steering Committee, Project Team, Customer Culture Champions and everyone who worked on the project, proudly present the Strategy to Council for adoption. In doing so, acknowledge the expertise of industry specialists, Customer Frame, for their professional stewardship of the Customer Centricity Project.



Scenic Rim Regional Council Customer Experience Strategy

2021 - 2023

PUTTING THE CUSTOMER AT THE HEART OF EVERYTHING WE DO



Acknowledgement of Country

We are proud of our diverse communities within the region. We acknowledge the traditional owners of the many lands within the Scenic Rim - the Mununjali in the Centre, the Wangerriburra to the East, the Ugurapul to the West, and all those of the Yugambeh and Jagera language groups. We pay respect to their Elders, past, present and emerging.

Prepared by: Scenic Rim Regional Council in conjunction with Customer Frame - April 2021

For further information contact Scenic Rim Regional Council on 07 5540 5111
or email mail@scenicrim.qld.gov.au

Contents

Acknowledgement of Country	2
Message from the Mayor	4
Message from the Chief Executive Officer	5
Our strategy journey	6
Three Strategic Themes	10
Our Customers	12
Our Services	14
Customer Interactions	16
Customer Experience Improvements Plan	18
Strategic Theme: Building a customer culture	19
Strategic Theme: Enabling customer interactions	22
Strategic Theme: Refining customer experience	24
Supporting background information	26

Message from the Mayor

It is with pleasure I introduce the first *Scenic Rim Regional Council Customer Experience Strategy 2021-2023* (Strategy). It spells out why every single customer interaction is so important for the future of our region.

Within this Strategy, the Customer Experience Improvements Plan puts into action how we are going to improve our delivery of services, our interactions with customers, and our relationships and partnerships between our communities, customers and Council.

Our purpose is to serve and service the more than 43,000 people who call the Scenic Rim home - they are our customers - as are our 26,000 ratepayers, 4,500 businesses, hundreds of community groups and our 1.8 million annual visitors to the Scenic Rim. From animal owners to builders and developers, corporate investors alongside state and federal government agencies, each is a customer with specific needs.

During the first phase of the Customer Centricity project we asked customers what their needs and expectations were of Council through a regional wide customer sentiment survey. We listened to what you had to say and this Strategy is a direct result of that feedback.

Councillors specifically expressed the need for Council to empower customers with access to more information and for us to shift from being the 'enforcer' or 'blocker' to becoming the 'enabler' for our community. Expanding on the Corporate Plan 2018-2023's theme of open and responsive governments statement of intent - ethical and transparent leadership supports the diverse needs of our community via a high-performing and financially sustainable organisation.

The second phase of the Customer Centricity project is for action, our response to the community.

This Strategy is our road map to building a contemporary and customer focused organisation where our decisions and services are designed with our community and for our customers.

Council will strive to be loved by our community and to be one step ahead, and we want our customers to feel assured. In the words of our *Customer Charter*, together we will become collectively proud.

Cr Greg Christensen
Mayor
Scenic Rim Regional Council



Message from the Chief Executive Officer

Delivering services for our customers and our communities is the single most important thing we do each day and I am proud to be leading the implementation of the first ever *Scenic Rim Customer Experience Strategy 2021-2023*.

Customers rely on us for a range of different services, some are required by legislation, others are time-sensitive, the majority impact people's livelihoods, health and well-being or their surroundings.

Like all service-based industries, we are under increasing pressure to improve how we deliver our services and what services we provide. We are in transition to becoming an organisation led by its customers.

We consider our customers to be anyone who we provide our services to or we have dealings with.

This Strategy has been developed to positively influence every interaction we have with our customers, and places them at the centre of our organisation and its operations. It spans a three-year period from 2021-2023 and provides a robust structure for how Council plans to build a modern, customer-centric organisation. It sets the foundation for tangible improvements to our culture, our processes and our technological solutions.

We want all of our customers' future experiences with us to be as easy as possible, open and honest, and designed for their convenience. We're not there yet.

Significant organisational change takes time and our transformation started in 2018 with the Refresh and Refocus program. This was followed by the Customer Centricity project and the release of our *Customer Charter* in 2020 based on findings from an extensive community and internal engagement program.

This *Customer Experience Strategy* brings the *Customer Charter* to life with 26 targeted initiatives and projects. We are committed to making meaningful changes to the way we do business and to putting our customers at the heart of everything we do.

Jon Gibbons
Chief Executive Officer
Scenic Rim Regional Council



Our strategy journey

The development of the *Scenic Rim Regional Council Customer Experience Strategy 2021-2023* started with the introduction of *Our Ethos* in 2018, the cornerstone of the Refresh and Refocus program.

In late 2019, the Scenic Rim Regional Council's (Council's) team embarked on a new journey with the Customer Centricity project. This was in line with the Refresh and Refocus vision to build a framework for a customer-centric organisation where a customer-first culture prevails.

The purpose of the project was to gather, reflect and combine the views of customers (Phase 1) to inform a clear, intentional improvement plan that would drive lasting change (Phase 2).

This stepped approach takes the insight obtained, both internally and externally, converting it into tangible actions to deliver the project vision.

PHASE 1 – DISCOVERY AND DIAGNOSTICS



**Councillor
Focus
Group**



**Customer
Strategy
Audit**



**'Who Is'
Customer
sessions**



**Internal
External
Benchmark**



**Customer
Sentiment
Survey**

PHASE 2 – INSIGHT INTO STRATEGY AND ACTION



**Customer
Charter**



**Customer
Experience
Strategy**



**Customer
Experience
Improvements
Plan**



Our *Customer Charter* (see Page 27) was adopted in June 2020. It aligns with *Our Ethos* and outlines the customer-led vision, promises and commitments for both our customers and our employees to understand and embrace. It helps align the organisation culturally and closes the gap between customer expectations, team delivery and strategy.



Our *Customer Charter* is the foundation piece and is already helping to direct and create customer-led change across our organisation.

The *Scenic Rim Regional Council Customer Experience Strategy 2021-2023* will guide us operationally to make the necessary changes to improve our customers' experiences, starting with 26 initiatives and projects outlined in the Customer Experience Improvements Plan.

Our strategic design choices are based on feedback from internal and external stakeholders gathered during Phase 1 of the Customer Centricity project through a variety of engagement methods including a regional wide customer sentiment survey. We gained a deep understanding of how the organisation perceived customers, and the current perception of the organisation from a customer point of view.

Above all else, our customers seek a partnership-style relationship rather than an 'us and them' culture. To achieve this transformation we need a shift in mindset from being the 'enforcer' or 'blocker' to becoming the 'enabler' for our community. We identified five main areas for improvement:

1. TRUST
2. COMMUNICATION AND LISTENING
3. PERCEPTION OF VALUE
4. EXPECTATIONS
5. ACCESSIBILITY

STRATEGIC ALIGNMENT

This Strategy is a specific action in the Corporate Plan 2018-2023 as part of the Open and Responsive Government theme.

Council's *Corporate Plan 2018-2023* vision is to enable a sustainable future for our region that enhances our unique rural communities and environments.

The strategic intent is ethical and transparent leadership supports the diverse needs of our community via a high-performing and financially sustainable organisation.

Three Strategic Themes

These three key strategic themes act as support pillars to bring our customer-led vision to life. Nine strategic focus areas have been designed intentionally to drive real change across the organisation. Execution of these focus areas are detailed in the Customer Experience Improvements Plan, which is the vital link between strategy and tangible operational improvements.

STRATEGIC THEMES	WHAT DOES IT MEAN?	STRATEGIC FOCUS AREAS	WHAT WE'LL DO
BUILDING A CUSTOMER CULTURE	Bring our Customer Charter to life and cultivate a common knowledge and understanding of our customers to create a true connection between the Council team and customer	LIVING VISION AND VALUES	Establish a clear corporate vision and set of values to energise employees, incorporating the Community Plans' vision, organisational Ethos and Customer Charter.
		EMBED CUSTOMER EMPATHY	Enable a new customer-centred mindset to serve our customers more effectively through customer centred practices and behaviours.
		CUSTOMER FRIENDLY LANGUAGE	Develop and implement customer friendly language protocols to be used for all types of customer interactions.
ENABLING CUSTOMER INTERACTIONS	Put in place the foundations and infrastructure for greater customer access and care to engage with customers more often and in new ways.	CUSTOMER MANAGEMENT APPROACH	Implement an approach through which we can recognise our customers, capture their needs and interactions with Council and improve their overall customer experience.
		CUSTOMER SELF-SERVICING	Implement a self-service system that enables customers to choose how they interact with Council, providing them the services they need when they need them.
		CUSTOMER CONSULTATION	Create consultation points across the customer journey to establish a partnership relationship with the customer, ensuring customers are consulted and engaged at key decision points
REFINING CUSTOMER EXPERIENCE	Build a deeper knowledge of our customers and their journey with Council to identify opportunities to improve their experience and pre-empt their needs.	CUSTOMER PROFILING	Create customer portraits to better understand our diverse customer profiles and their unique characteristics.
		CUSTOMER JOURNEY MAPPING	Map key customer journeys to visualise and better understand our customer's needs, critical moments in their journeys and how we can best service them in line with our vision and purpose.
		MEASUREMENT AND IMPROVEMENT	Review and design customer experience measures where results drive better customer experiences



Build a deeper
knowledge of our
customers

Our Customers

To be a customer-led organisation, it is important to have a clear picture of who our customers are. There are many types of customers who choose to live, work, invest, run a business, or visit the Scenic Rim region.

The Scenic Rim is an hour south-west of Brisbane, and an hour inland from the Gold Coast, framed by outstanding World Heritage listed national parks. The main industry is agriculture and the region is well-known for its boutique tourism destinations scattered between our unique towns and country villages.

As of 2019, the Australian Bureau of Statistics estimates 43,123 residents choose to live in the Scenic Rim region, of that we have 26,125 ratepayers and 18,764 ratable properties. Based on Queensland Treasury forecasts, the population is expected to grow to more than 67,000 by 2041.

The current median age is 44 years old, the largest age group is 50-54 years, 16 per cent stated they do not have an internet connection, 89 per cent speak English only, three per cent are Aboriginal or Torres Strait Islander, and six per cent need daily support due to a disability.

Tourism Research Australia estimated the Scenic Rim welcomed 1.82 million visitors in the 2018-2019 financial year. We acknowledge the complex and diverse needs of our internal and external customers.

External Customers

- Current and potential residents
- Ratepayers
- Business owners
- License holders
- Animal owners
- Builders
- Developers
- Investors
- Queensland and Australian Government departments and agencies
- Other councils
- Local Queensland and Australian members of parliament
- Community clubs and groups
- Partnership organisations
- Funding bodies
- Suppliers and contractors to Council
- Media
- Potential employees


Internal Customers

- Mayor and Councillors
- Executive team
- Operational teams
- Administrative teams




22.9%
 RESIDENTS AGED
 BETWEEN 0-17


49.9%
 RESIDENTS AGED
 BETWEEN 18-59


27.2%
 RESIDENTS AGED
 OVER 60

3.1% RESIDENTS ARE ABORIGINAL OR
 TORRES STRAIT ISLANDER

49.3% RESIDENTS ARE MALE



50.7% RESIDENTS ARE FEMALE



Our Services

Our role as Council is to provide a range of services to support, develop, and enhance our communities across the Scenic Rim. We are expected to preserve a balance between maintaining our beautiful environment, our historical heritage and meeting the needs of a diverse population that is both growing and ageing.

Over the past 30 years, the responsibilities of local governments have moved from being simply providers of property-related services – focusing on roads, rates and rubbish – to increased involvement in the provision of social services such as health (mental, social and physical) awareness and management of recreational facilities and sporting venues; and, the active promotion of local economic and tourism development.

The Australian Local Government Association (ALGA) declared that in the past two decades there has been a fourfold increase in spending by local governments, mainly due to the provision of additional services, without an increase in revenue base.

Climate change has impacted the region's long-term weather patterns resulting in more extreme weather events. Recent bushfires and severe drought have had a significant adverse impact on residents, businesses and our pristine environment. In particular, tourism and agribusinesses have suffered. External influences such as COVID-19 have also impacted Council budgets.

In addition to increasing environmental and budgetary pressures, the 2018 Local Government Workforce and Future Skills Australia report identified skill shortages a key issue for local government. By building our capacity to become a more agile organisation, this will assist in how we better manage the increasing customer expectations and challenges from external forces.

Some of the services Council provides are required by legislation:

- Planning, development and building assessment
- Environmental health services
- Animal management
- Waste management
- Disaster management
- Local roads
- Local laws
- Administrative requirements including delegations and Rights To Information (RTI)
- Strategic plans including Planning Scheme, Corporate and Operational Plans, Corporate Policies
- Employment of a Chief Executive Officer and Council employees.

Council also provides and maintains the social infrastructure to support residents, community groups, and visitors, including:

- Parks
- Libraries
- Cultural and Community Centres
- Customer Contact and Administration Centres
- Cemeteries
- Aquatic Centres
- Sporting facilities
- Economic and tourism development



Customer Interactions

Customers interact with us in many ways and for many different reasons. They want to reach us in ways that best suit them. We have three Customer and Administration Service Centres spread across the region located at Tamborine Mountain, Beaudesert and Boonah to facilitate traditional face-to-face service delivery. Council officers are also accessible via phone, email and our website.

Our Mayor and six Councillors are a vital link between the community and Council and interact with customers in a variety of ways through public events and meetings, membership of various associations, committee and societies, representation of community clubs and organisations, and face-to-face appointments.

"We want all of our customers' future experiences with us to be as easy as possible, open and honest, and designed for their convenience."

OUR CUSTOMERS

- Property owners
- Residents
- Animal owners
- Business owners
- Community groups
- Applicants
- Visitors
- Developers
- Builders
- Investors
- Other Government Departments
- Service requesters
- Licence holders

WHAT OUR CUSTOMERS NEED FROM US

- Value for money services
- Customer education
- Consistent information
- Improved online channels
- Better access to Council
- Enhanced consultation
- Customer friendly processes
- Open communication

WHY CUSTOMERS CONTACT US

- Make a payment
- Gain permission
- Report a problem
- Make a request
- Provide feedback
- Use a Council service
- Find information
- Attend a Council program or event
- Access Council facility

CUSTOMER INTERACTIONS

(2019-2020)

44,800

TELEPHONE CALLS TO
07 5540 5111

13%

CUSTOMER
REQUESTS

10%

CUSTOMER
RATE
ENQUIRIES

9%

BUILDING AND
PLUMBING
ENQUIRIES



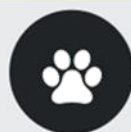
52,374

EMAILS TO MAIL@
SCENICRIM.QLD.GOV.AU



4,445

REGISTERED
BUSINESSES



5,216

REGISTERED
DOGS

4,260



APPLICATIONS IN RELATION TO
DEVELOPMENT, PROPERTY SEARCHES,
LICENSING, BUILDING AND PLUMBING

UP TO

30



ORGANISATIONS AND LANDHOLDERS
APPLIED TO COUNCIL'S
ENVIRONMENTAL GRANTS PROGRAM

CUSTOMER INTERACTIONS

(2018-2019)



27,514

LIBRARY
MEMBERSHIPS



199,160

VISITORS TO COUNCIL'S
FOUR LIBRARIES



778

PARTICIPANTS IN DIGITAL
TRAINING FOR SENIORS

1,577



EVENTS AT COUNCIL'S
CULTURE AND COMMUNITY
CENTRES WITH **50,472**
ATTENDEES

363



STORY TIME SESSIONS
WITH **6,921**
PARTICIPANTS

300



MEMBERS IN THE LAND FOR
WILDLIFE PROGRAM AND
OVER **20** CONSERVATION
AGREEMENTS

Customer Experience Improvements Plan

These initiatives and projects have been developed after listening and engaging with the Scenic Rim community and Council employees. Each one is linked to a strategic theme and strategic focus areas to lead our transformation to becoming a truly customer-centric organisation where we put customers at the heart of everything we do.

Financial Implications

It is important to recognise the Strategy will have impacts on the whole of Council over a three-year span. There are several planned outcomes in the Strategy that will have a substantial influence on Council resources both human and financial over the life of this Strategy.

The exact budget impact over the next three years is not quantified at this time due to the projects and initiatives in the Customer Improvements Plan yet to be suitably scoped. It is anticipated many of the initiatives will be able to be implemented with existing Council resourcing.

Timeframes

Although the Strategy spans three years, and projects and initiatives will have commenced, it is anticipated that some will continue beyond 2024. This is due to the rapid change of the current environment and the scale and complexity of some of the projects.



Page 18

Strategic Theme: Building a customer culture

Bring our *Customer Charter* to life and cultivate a common knowledge and understanding of our customers to create a true connection between the Council team and our customers.

STRATEGIC FOCUS AREA: LIVING VISION AND VALUES

Establish a clear corporate vision and set of values to energise employees, incorporating the Community Plans' vision, *Our Ethos* and *Customer Charter*.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
NEW CORPORATE VALUES: Develop new compelling corporate values that are created by employees across all levels of the organisation and are aligned with the Customer Charter.	People and Strategy	<ul style="list-style-type: none"> New Corporate Values that employees have embraced Language and behaviours of employees mirror values All employees are held to account to demonstrate the values 	31 December 2021
CUSTOMER FOCUSED PERSONAL PERFORMANCE AND DEVELOPMENT (PPD): Incorporate new values and Customer Charter into the employee PPD processes.	Human Resources	<ul style="list-style-type: none"> Employees have a raised awareness of being customer-focused and are accountable for their behaviours Customers (internal and external) notice a positive difference in organisational culture 	30 May 2022
CUSTOMER FOCUSED RECRUITMENT AND INDUCTION: Incorporate new corporate values and Customer Charter into organisational recruitment and employee induction program.	Human Resources	<ul style="list-style-type: none"> 100% of new employees have a customer-focused mind set Feedback from customers and employees noticing a positive difference in organisational culture 	31 December 2021 Ongoing
EXECUTIVE LEADERSHIP TEAM - WALKING THE WALK: Executive Leadership Team engage with employees across all portfolios on a regular basis to acknowledge successes and positively reinforce new values and Customer Charter.	Chief Executive Officer	<ul style="list-style-type: none"> Executive Leadership Team visit every business unit at least twice a year Break down castle walls Building a positive culture 	30 September 2021 Ongoing

STRATEGIC FOCUS AREA: EMBED CUSTOMER EMPATHY

Enable a new customer-centred mindset to serve our customers more effectively through customer centred practices and behaviours.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
CUSTOMER FOCUSED REWARD AND RECOGNITION PROGRAM: Develop a reward and recognition program for individuals and teams to celebrate excellency in a customer first attitude and outcomes.	Human Resources	<ul style="list-style-type: none"> Improved employee morale Workforce body that becomes Collectively Proud Increase in quality and quantity of nominations Improved customer experiences 	31 March 2022 Ongoing
TEAM ENGAGEMENT: Develop a guide to define frequency and content to engage teams, celebrate successes and share knowledge.	Customer Contact	<ul style="list-style-type: none"> Improved communication and knowledge sharing Workforce body that becomes Collectively Proud Erode castle walls 	31 March 2022
CUSTOMER SERVICE TRAINING: Conduct an organisational training program that will assist employees improve their empathy towards customers and develop a customer-focused approach to servicing our customers.	Learning and Development	<ul style="list-style-type: none"> Number of employees complete training Training program designed to improve customer and employee relations Raised awareness of the customers perspective by employees 	31 December 2021 Ongoing

STRATEGIC FOCUS AREA: CUSTOMER FRIENDLY LANGUAGE

Develop and implement customer friendly language protocols to be used for all types of customer interactions.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
PLAIN ENGLISH GUIDELINES: Update Council's Style Guide to include Plain English to help reduce confusion for our customers and reflects our customer-led vision.	Communications and Marketing	<ul style="list-style-type: none"> Guidelines approved by CEO Clarity of purpose for applying plain language when communicating with customers Organisational knowledge of plain language guidelines 	30 June 2021 <i>*Note also identified in Communication Strategy 2020-2023</i>
PLAIN ENGLISH TRAINING: Conduct training for employees in 'writing plain English' so that it aligns to corporate Style Guide and all types of communication channels.	Learning and Development	<ul style="list-style-type: none"> Number of employees to complete plain language training Understanding of importance and relevance of using plain language when communication with customers Improved comprehension of Council correspondence by customers 	31 December 2021 Ongoing <i>*Note also identified in Communication Strategy 2020-2023</i>
PLAIN ENGLISH FACT SHEETS / FAQs: Develop fact sheets and FAQs in accordance with corporate Style Guide and corporate branding.	Customer Contact	<ul style="list-style-type: none"> Customer's queries answered from information provided from FAQs and fact sheets Fact sheets and FAQs have been created and available to customers 	31 March 2022 Ongoing



Strategic Theme: Enabling customer interactions

Put in place the foundations and infrastructure of greater customer access and care to engage with customers more often and in new ways.

STRATEGIC FOCUS AREA: CUSTOMER MANAGEMENT APPROACH

Implement an approach through which we can recognise our customers, capture their needs and interactions with Council and improve their overall customer experience.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
CUSTOMER CONCIERGE/ CASE MANAGER: Develop a program where customers identified as having complex/cross functional challenges trigger a designated customer concierge/case manager to be the main point of contact.	Development Assessment and Engineering	<ul style="list-style-type: none"> Council transitions to become the enabler Increases Customer accessibility to Council Improved customer experience 	31 December 2021
CUSTOMER RELATIONSHIP MANAGEMENT/ CUSTOMER ENGAGEMENT CENTRE: Determine what is considered a fit for purpose CRM/CEC and implement a best fit solution.	Customer Contact Information Services and Technology	<ul style="list-style-type: none"> Customers can log requests at their convenience Consistent and meaningful reporting leading to continuous improvement 100% of organisation use system 100% of customers receive acknowledgement following lodging a request Improved customer experiences from customer feedback and surveys 	31 December 2023



STRATEGIC FOCUS AREA: CUSTOMER SELF-SERVICING

Implement a self-service system that enables customers to choose how they interact with Council, providing them the services they need when they need them.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
WEBSITE REVIEW: Review our website to ensure it meets accessibility requirements and can be navigated easily.	Communications and Marketing	<ul style="list-style-type: none"> Less phone calls to Customer Contact Centre Anecdotal feedback All members of the community can access important information about Council, regardless of ability 	30 September 2021 <i>*Note also identified in Communication Strategy 2020-2023</i>
ONLINE FORMS: Review all customer forms for easy online submission.	Information Services and Technology	<ul style="list-style-type: none"> Customer forms have the ability to be submitted electronically 100% of customer forms have been reviewed Consistent look and feel of customer forms 	31 May 2022
ONLINE PAYMENTS: Provide ability for payment of Council services to be online.	Information Services and Technology	<ul style="list-style-type: none"> Where practical, 100% of payments to Council have the ability to be made online 	30 December 2023

STRATEGIC FOCUS AREA: CUSTOMER CONSULTATION

Create consultation points across the customer journey to establish a partnership relationship with the customer, ensuring customers are consulted and engaged at key decision points.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
CUSTOMER REFERENCE PANELS: Develop and maintain a range of customer reference panels to enable customer consultation on changes or proposed improvements prior to being implemented.	Customer Contact	<ul style="list-style-type: none"> Partnerships fostered between customers and employees through engagement Key stakeholders have opportunities to have some input in to Council processes Increase customers knowledge of Council processes Employees have a real opportunity to step into customers shoes 	30 September 2022 Ongoing
DEVELOP A COMMUNITY ENGAGEMENT FRAMEWORK: Develop a Community Engagement Framework.	Communications and Marketing	<ul style="list-style-type: none"> Partnerships fostered between customers/ community and employees through engagement Community Engagement Framework is endorsed by Executive Leadership Team and adopted by Council 	31 March 2021 <i>*Note also identified in Communication Strategy 2020-2023</i>
PUBLIC KNOWLEDGE FORUMS: Conduct annual knowledge sharing forums that invite community and Council to come together to celebrate achievements over the past year and provide highlights of what is planned for the next year.	Community and Culture	<ul style="list-style-type: none"> Public forms are conducted yearly Increase customers knowledge of Council activities Build trust with community/customers Increase community/customers perception of value 	July 2023 Ongoing

Strategic Theme: Refining customer experience

Build a deeper knowledge of our customers and their journey with Council to identify opportunities to improve their experience and pre-empt their needs.

STRATEGIC FOCUS AREA: CUSTOMER PROFILING

Create customer portraits to better understand our diverse customer profiles and their unique characteristics.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
CUSTOMER PORTRAITS: Create customer portraits for top five 'customer types' to assist making customer-focused decisions.	Customer Contact	<ul style="list-style-type: none"> Richer understanding of customers in the organisation 	30 December 2022
CUSTOMER PORTRAIT PROGRAM: Develop and implement a program including training resources to embed customer portraits within Council activities.	Customer Contact	<ul style="list-style-type: none"> Greater customer empathy Improved relationships and decisions made with customer in mind 	March 2023



STRATEGIC FOCUS AREA: MEASUREMENT AND IMPROVEMENT

Review and design customer experience measures where results drive better customer experiences.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
CORPORATE PLAN REVIEW: Review Council's current Corporate Plan 2023 to incorporate alignment with Customer Charter and Customer Experience Strategy and Improvements Plan.	People and Strategy	<ul style="list-style-type: none"> Alignment with the vision of a customer centric organisation Corporate Plan adopted by Council 	30 June 2021
OPERATIONAL PLAN ALIGNED WITH CORPORATE PLAN: Ensure Operational Plan is aligned with Corporate Plan including meaningful customer focused KPI's.	People and Strategy	<ul style="list-style-type: none"> Operational Plan is adopted by Council 	30 June 2021
CUSTOMER SURVEY PROGRAM: Develop a customer survey/ feedback program.	Customer Contact	<ul style="list-style-type: none"> Survey program aim is for results to be used as a benchmark and continuous improvement initiatives Program aim is to gain a better understanding of customer needs, expectations and desires 	30 September 2021
ORGANISATIONAL KPI'S: Develop meaningful and effective KPI's that are linked to Council's services.	People and Strategy	<ul style="list-style-type: none"> Improved response times Improved customer experiences from feedback and survey results Customer accessibility to Council 	31 December 2022


Supporting background information


Scenic Rim Regional Council shared the research outcomes and its progress towards becoming a customer-centric organisation when we released the Customer Centricity Project Update in June 2020.

The project was designed to help us understand where we are today, with respect to our customer, reveal the Strategy gaps and needs, in order to create an action orientated path to success.

The Customer Centricity Project Update is available to download from our website www.scenicrim.qld.gov.au/customer-charter.

Our Customer Charter





Vision


Where we want to be in 10 years from now, lived now

COLLECTIVELY PROUD

We're proud, together.

As community, we're proud to be part of the thriving region that is the Scenic Rim. As a team, we're proud to work for Council and of what we stand for and deliver. Council and Community are united, working together to achieve our goals for the common good.

We sit together at the table, in unity, not in opposition.



Intent

The intent that gets us out of bed in the morning


TO BE LOVED BY OUR COMMUNITY

You're the ultimate reason we're here.

It's important to us that you value the work that we do and that you love dealing with us.

Just because you can't 'choose' us, doesn't mean we shouldn't try.

In fact, if you had the choice, we'd want to be your number one.



Feeling


The intentional feeling we want to arouse in our customers

ASSURED

In all dealings you have with us, we want you to feel assured.

Confident that we'll do what we say we'll do, that we'll keep you informed, that we're on your side.

We want you to feel safe, certain in the knowledge that we have your best interests at heart, whatever your goal.



Target

What we are aiming for in our operational delivery, every day

BE A STEP AHEAD

Our goal is to ensure we're always on the front foot in everything we do for you, our community. We anticipate your needs, sometimes before you do. We know what's important to you and actively look for ways to make your life easier.


We know the rules and how they impact you and your goals. We help you understand and navigate the complexity to make your journey as easy as possible.

We keep you informed on things that are relevant to you, so you don't have to search for it yourself.

We're one step ahead, yet we walk beside you, always.

Commitments

The promises we make to our customers




WE'LL ACKNOWLEDGE YOU AND LISTEN TO YOUR NEEDS

We won't treat you like a number. We'll treat you with the respect and care you deserve.

You matter to us. We care about what it is you want to achieve, and we'll do our best to help you achieve it.

We may not always give you the answer you'd like, but we'll do our best to get it for you if we can.

And if we can't, we'll treat you with care. We don't like it when we can't give you what you want. It affects us too. We're in this together.




WE'LL MAKE DEALING WITH US AS EASY AS POSSIBLE

We'll connect you to who and what you need and help you navigate the tough stuff.

Dealing with government authorities isn't easy. There's a lot of us and only one of you. We will do our best to put you in touch with the right person, the first time.

We'll keep it simple.

We'll put things in plain English, not technical jargon. We'll make our processes as frictionless as we can so you can achieve what you want to achieve. We'll help you make it happen.




WE'LL BE OPEN AND HONEST, ALWAYS

We'll be honest and transparent with you.

We won't hide facts from you or keep you in the dark. If we can't do something, we will tell you and if possible, we'll work with you to find another way.

We will always tell you the truth, as soon as humanly possible.

If something goes wrong or we mess up, we'll step up and be there to help. If something is taking longer than expected, we'll keep you informed. If we have to say no, we will own that decision, even if it's not ours in the first place. We're here for you.



WE'LL FOLLOW THROUGH


When we make a promise, we keep it.

We'll do what we say we're going to do and keep you informed along the way. If we can do it quicker, we will. If we can save you money, we will.

You'll never feel alone.

When we begin a journey with you, we see it through to the end, regardless of the outcome.

We'll stay in touch and we'll close the loop. We'll be there.



WE'LL PUT OUR COMMUNITY FIRST

We'll act in the community's best interest, always.

Balancing the needs of individuals and the collective can be challenging, but we'll do our best to deliver fair, reasonable, meaningful outcomes for all.

We'll make decisions for long-term sustainability over short-term gains, always with our community in mind.

We'll avoid waste at all costs, operating for the good of the community in all that we do. We're for the people.



SCENIC RIM



REGIONAL COUNCIL

PO Box 25 | 82 Brisbane Street,
Beaudesert QLD 4285

Telephone 07 5540 5111

scenicrim.qld.gov.au

10.2 Customer Satisfaction Survey

Executive Officer: General Manager Customer and Regional Prosperity

Item Author: Special Projects Officer

Attachments: Nil

Executive Summary

This report is to update Council on the Customer Satisfaction Survey action contained in the 2020-2019 Operational Plan. With the pending adoption Scenic Rim Regional Council Customer Experience Strategy 2021-2023 the survey is being deferred.

An important action in the Scenic Rim Regional Council Customer Experience Strategy 2021-2023 is to develop a Customer Survey Program. This is on track to be developed in quarter one of the 2021-2022 financial year. Once finalised, this will enable a customer survey to be conducted in accordance with the planned Customer Survey Program. Therefore, the survey scheduled for the 2019-2020 financial year will be deferred.

Recommendation

That:

1. Council acknowledge the Customer Satisfaction Survey action contained in the 2019-2020 Operational Plan is being deferred; and
2. Council note the Scenic Rim Regional Council Customer Experience Strategy 2021-2023 includes development of a new Customer Survey Program; once finalised in the quarter one of the 2021-2022 financial year a customer survey will be conducted.

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 24 June 2019, Council repealed the Customer and Community Satisfaction Surveys Policy - CC01.05CP as the organisation embarks on the building of Our Customer Centric Organisation Project, which will incorporate how Council surveys its customers in the future.

Report / Background

An outcome of the Customer Centricity Project, was consideration of the need for a much more contemporary approach towards customer and community surveying that it is aligned with Council's Customer Charter and new strategic documents. As a result, an action in the Scenic Rim Regional Council Customer Experience Strategy 2021-2023 is to develop a customer survey/feedback program. The Customer Survey Program will outline how Council will survey its customers to provide meaningful information to better understand customer needs and for benchmarking purposes.

The Coordinator Customer Contact will lead the development of the Customer Survey Program, which will be in line with the Corporate Plan, the Scenic Rim Regional Council Customer Experience Strategy 2021-2023 and the Scenic Rim Communication Strategy 2020-2023.

The new Customer Survey Program is intended to be finalised by end of quarter one in the 2021-2022 financial year, enabling a customer survey to be conducted in the 2021-2022. As such the Customer Satisfaction Survey action contained in the 2019-2020 Operational Plan will be deferred.

Budget / Financial Implications

In the March budget review the \$10,000 funds in the 2020-2021 budget allocated for the Customer Satisfaction Survey have been reallocated for the finalisation of the Customer Centricity Project.

Strategic Implications

Operational Plan

Theme: 3. Open and Responsive Government

Key Area of Focus: 3.1.1 Plan, develop and implement high-quality customer-focused services

Legal / Statutory Implications

Nil.

Risks

Strategic Risks

The following Level 1 and Level 2 (strategic) risks are relevant to the matters considered in this report:

SR41 Inadequate or lack of appropriately defined service Levels in place resulting in failure to deliver or meet appropriate expectations of stakeholders.

Risk Assessment

Category	Consequence	Likelihood	Inherent Risk Rating	Treatment of risks	Residual Risk Rating
Reputation Nonfulfillment of community expectations to provide quality service	Moderate	Likely	Medium	Implementation of project deliverables to all stakeholder groups.	Low

Consultation

Consultation has occurred with the General Manager Customer and Regional Prosperity, the Executive Leadership Team and the Coordinator Customer Contact.

Conclusion

As part of the Scenic Rim Regional Council Customer Experience Strategy 2021-2023, the Customer Survey Program is scheduled to be developed in quarter one of the 2021-2022 financial year, once finalised a customer survey will be conducted.. Therefore, the Customer Satisfaction Survey action contained in the 2020-2019 Operational Plan will be deferred.

11 Confidential Matters**11.1 Urban Utilities Board Appointment [Closed s.254J(3)(g)]**

Executive Officer: General Manager Council Sustainability

Item Author: General Manager Council Sustainability

This report is **CONFIDENTIAL** in accordance with Section 254J(3)(g) of the *Local Government Regulation 2012*, which permits the meeting to be closed to the public for business relating to the following:

- (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

11.2 Procurement Exceptions 2020-2021 [Closed s.254J(3)(g)]

Executive Officer: General Manager Customer and Regional Prosperity

Item Author: Manager Regional Prosperity & Communications

This report is **CONFIDENTIAL** in accordance with Section 254J(3)(g) of the *Local Government Regulation 2012*, which permits the meeting to be closed to the public for business relating to the following:

- (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.