



City of  
Greater Geraldton  
a vibrant future



# CREATING VALUE FOR OUR CUSTOMERS

CUSTOMER EXPERIENCE STRATEGY 2021 - 2025





A wicker basket filled with a green plant sits on a deck. A thick, braided rope hangs over the basket. In the background, people are visible on the deck, and the sun is setting, creating a warm, golden glow. The sky is filled with soft, white clouds.

**GREATER GERALDTON**  
**... A TRULY PERFECT**  
**PLACE TO VISIT AND**  
**TO MAKE HOME.**

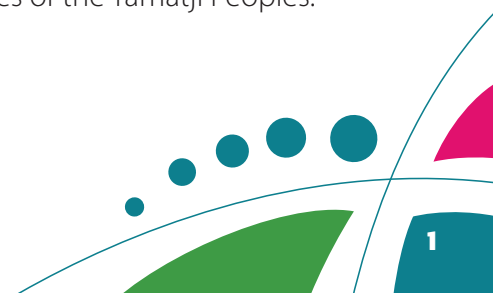




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The City of Greater Geraldton would like to respectfully acknowledge the Yamatji Peoples who are the Traditional Owners and First Nation's People of the land on which we stand. The Wilunyu, Nhanhagardi, Naaguja. We would like to pay our respect to the Elders past, present and future for they hold the memories, the traditions, the culture and hopes of the Yamatji Peoples.







# EXECUTIVE SUMMARY

• In 2017, the City of Greater Geraldton (the City) launched the Customer Service Plan 2017 – 2020; this was a publically available document which included the City’s Customer Charter. From 2018 to 2020, the Customer Service Team implemented the actions set out in that plan and improve our customer experience across the board.

• The purpose of the Customer Experience Strategy 2021 - 2025 is to build upon the achievements from the Customer Service Plan and set a clear vision for creating customer value at the City of Greater Geraldton from 2021 onwards. This strategy outlines goals and includes actions on how the City will deliver Strategic Community Plan and Corporate Business Plan outcomes.

# BACKGROUND

The Organisational Development function handles everything involving people, both internally and externally.

The Customer Experience team manages customer relationships across the organisation and aims to maximise resolution of customer queries at the first point of contact.

Our goal is to deliver a consistent and responsive customer experience via a range of customer touchpoints including over the phone, face-to-face, webchat and email throughout the customer life cycle.

In October 2017 the City launched a Customer Service Plan to improve the way the City delivered customer service. That plan was informed by customer satisfaction benchmarking, community survey results, councillor and staff consultation and a community workshop. Further to this, audits of City structure, processes and procedures found the need for improvements in the customer service space.

Extensive community consultation indicated that the public favoured a streamlined customer service process and a greater use of technology (phone and online payments, web-chat etc.) to enable clearer access to City services. There was also strong support for a centralised customer service model to facilitate single transaction completion of service.

Central to the Customer Service Plan there were three priority actions;

1. Establish a centralised Contact Centre at the Civic Centre in Geraldton.
2. Undertake comprehensive customer satisfaction surveying and benchmarking.
3. Increase the amount of services available to customers online, enabling 24/7 access.

The main outcome of the Customer Service Plan was to transform the City's outdated switchboard function, which simply triaged

queries and directed them to the relevant department, into a modern fit-for-purpose Contact Centre in an effort to improve efficiency, reduce duplication and improve the overall experience of interacting with the City.

The City of Greater Geraldton now has a customer-focused Contact Centre who address a range of complex, sensitive and routine customer requests, determine customer needs and requirements, service customer expectations and provide effective, timely solutions, escalating enquiries through to specialist staff where necessary.

With the successful implementation of the plan and centralisation of customer touchpoints, a high level of consistency has been brought to the City's customer service approach. In turn, this has led to efficiencies across the organisation with specialist staff able to focus on technical tasks while a service-focused team handles inbound queries.

The benefits of this approach can be measured through the delivery of increased customer satisfaction, with 75% of contacts handled through a central customer-focused function; the result is a very simplified and streamlined approach.

Paper-based processes have also been replaced through implementation of computerised forms and online mapped processes; efficiencies and consistencies have resulted in a better experience for our customers.

The City also engaged 'The Customer Connection' to seek customer feedback via a 'Voice of the Customer Program'. The program has highlighted customer pain-points across customer journeys with various departments and enabled the City to determine the drivers of dissatisfaction with current processes.

As a continuous improvement initiative, this program allows the City to implement solutions which provide value to our customers.





**The purpose of this strategy is to set a clear vision for creating customer value at the City of Greater Geraldton for 2021 - 2025**

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Strategic Direction:  
Leadership

.....

Our Strategic Outcome:  
Meaningful customer experiences created for the people we serve.

# OUR CUSTOMERS

This strategy has been designed in collaboration with and for City of Greater Geraldton customers. The City defines our customers as;



**Ratepayers**



**Business owners**



**People who invest in our community**



**People who live in our community**



**People who work or study in our community**



**Members of community support organisations**



**All levels of government working in the City**



**Visitors to the entire Midwest region**

While various departments across the City deliver a range of services, everyone employed is working to serve our customers. Delivering this strategy is therefore the responsibility of all employees – not just our customer facing teams.

## The changing landscape of service

### **DIGITALISATION**

We live a world that is becoming increasingly digital; expectations are rapidly changing and customers expect to be able to self-serve online outside of core business hours. In general, customers also expect an answer more quickly due to the rise of social media and businesses being more accessible.

### **URBANISATION**

Western Australia is no stranger to urbanisation; Perth is unofficially one of the longest cities in the world. The City of Greater Geraldton sprawls across a total area of 9,908km<sup>2</sup> – with properties throughout this area the City has a range of different customers with differing needs and priorities.

### **COVID-19 PANDEMIC**

The COVID-19 pandemic has touched everyone's lives in different ways and its impact continues to be felt across the globe. Here at the City of Greater Geraldton, we're in the process of future-proofing our organisation so our customers can source information and support whatever the circumstances.





# CUSTOMER STATISTICS

Following is a snapshot of how our customers have contacted us:



## PHONE CALLS

<b>2018</b>	<b>2019</b>	<b>2020</b>
31,465	30,270	31,176



## FRONT COUNTER

<b>2018</b>	<b>2019</b>	<b>2020</b>
21,809	19,297	16,194



## WEBCHATS

<b>2018</b>	<b>2019</b>	<b>2020</b>
477	573	648



## WORK REQUESTS

<b>2018</b>	<b>2019</b>	<b>2020</b>
6,211	6,403	6,676



# OUTCOMES AND PRIORITIES

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## SUMMARY

This strategy, *Creating Value For Our Customers*, sets out how we plan to deliver on our promise of providing meaningful customer experiences for the people we serve. This strategy outlines the key outcomes and priorities required to meet and exceed customer expectations and continuously improve the customer experience.





## GOAL

# CUSTOMER SATISFACTION

ACTIVITY	PERFORMANCE MEASURE	TARGET	RESPONSIBILITY
Voice of the Customer program	Roll out targeted qualitative and quantitative feedback surveys to customers who've lodged works requests with the City and benchmark the results against a range of Australian councils.	December 2023	Coordinator Customer Experience
Roll out post-interaction customer feedback surveys	Develop and implement a mechanism to regularly survey customers across multiple-channels.	July 2022	Coordinator Customer Experience
Increase First Call Resolution (FCR) to 80%	First Call Resolution is maintained at 80% or above as reported in monthly Customer Experience reports.	Ongoing	Customer Experience Team
Customer Journey Mapping	Review City processes by assessing typical customer journeys to identify gaps and pain points for the customer.	December 2024	Coordinator Customer Experience





## ORGANISATIONAL IMPROVEMENTS

ACTIVITY	PERFORMANCE MEASURE	TARGET	RESPONSIBILITY
Creation and roll out of internal service standards	Mandatory customer experience inductions for all new employees.	Ongoing	Coordinator Customer Experience and Human Resources
	Develop training program for key staff in complaints handling procedure.	April 2022	Coordinator Customer Experience and Manager Organisational Development
	Review and align Mullewa District Office activities with Customer Experience	June 2025	Coordinator Customer Experience and Manager Organisational Development
All staff access to a single-source of truth via a knowledgebase	Internal launch of knowledgebase to employees with a device and introduction of expectations around its widespread use to deliver consistent responses and better serve customers.	October 2023	Coordinator Customer Experience
	Increase usage of knowledge base system over twelve month period as specified in Customer Experience reports.	Annually	Customer Experience Team
Exploring Diversity	Explore options and criteria for City public sites to become a registered Welcoming Place through the Welcome Here project.	August 2022	Coordinator Customer Experience and Manager Organisational Development
	Develop disability etiquette protocols into the City's Customer Service Charter, policies and procedures	Ongoing	Customer Experience Team and Coordinator Customer Experience
	Identify key support staff to undertake Auslan training.	June 2023	Coordinator Customer Experience and Human Resources



GOAL

# INNOVATIVE TECHNOLOGY

ACTIVITY	PERFORMANCE MEASURE	TARGET	RESPONSIBILITY
Contact Centre Platform Upgrade	Enhance the functionality of Genesys Cloud to improve the employee and customer experience including post-interaction surveying and call quality management for agents.	July 2022	Coordinator Customer Experience
Enterprise Resource Planning Software Upgrade	Integrated customer relationship management, work orders and scheduling integrated to the finance system, providing near real-time updates through digital channels to customers.	December 2025	ERP Manager and ERP Team
	360 degree process views of customer information and transactions, cross functional process visibility, process digitisation with automation, data driven decisions.		ERP Manager and ERP Team
Implement further online customer self-service capabilities	Services such as the ability to register a new dog or cat aren't currently available online; success is increased online interactions and transactions.	December 2023	Coordinator Customer Experience and Coordinator Rangers
Website review	Conduct a user experience assessment of City websites to discover the pain points and preferences of customers.	December 2022	Communications
	Review and developing content that is clear, appropriate, consistent and accurate.		





# APPENDIX 1 – CUSTOMER CHARTER

## Our Customer Focus

FIND US ON



The City of Greater Geraldton is committed to being WA's regional capital. We aim to do this by being an adaptive, transparent and accountable administration that authentically engages with our community. We promise to provide meaningful customer experiences for the people we serve.



### OUR ORGANISATIONAL VALUES

#### SERVICE

- We will make customers the focus of everything we do.
- Our service will be fair, flexible, innovative and reliable.
- We will show genuine concern for customers.

#### TRUST

- We will trust the foundation of all relationships.
- We will rely and depend on each other.
- Our communications will be open and genuine.

#### ACCOUNTABILITY

- We will honour our commitments.
- We will take responsibility for our own actions.
- We won't blame others.
- We will hold each other accountable for our actions and behaviours.

#### RESPECT

- We will treat others like we would like to be treated.
- We will listen before we talk.
- We will seek and value contributions of others.

#### SOLIDARITY

- We will be united in our decisions.
- We will be united in our actions.
- Our strengths will come from interdependence.

### Contact us

Engaging with the community is an ongoing process in which the City regularly seeks ideas and feedback on the projects, programs, services we deliver and also collaborates with residents to develop plans and strategies to make our community a better place to live, work and play.

To let us know how we can do even better, you can contact us by:


 **Telephone** 08 9956 6600


 **Email** [council@cgg.wa.gov.au](mailto:council@cgg.wa.gov.au)

 **Mail** City of Greater Geraldton, PO Box 101 Geraldton WA 6531

 **Web Chat** Click Chat on our website

 **Facebook** [www.facebook.com/cityofgreatergeraldton](https://www.facebook.com/cityofgreatergeraldton)

 **Visit us** in person in Geraldton at the Administration Centre 63 Cathedral Avenue Geraldton between 8.30am - 5.00pm, Monday to Friday.

 **Visit us** in person in Mullewa at the Mullewa District Office, corner of Thomas and Padbury Streets, Mullewa between 8.00am - 4.30pm, Monday to Friday



## **Our Service Standards**

When you contact us you can expect to be treated with honesty, fairness, sensitivity and dignity. You can also expect us to;

- Strive for excellence in all that we do
- Be transparent in our decision making
- Respect the diversity of our community
- Be fair and accountable in our service delivery
- Focus our improvement efforts on better service for everyone
- Make it easier, more convenient and quicker to do business with the City
- Work with our customers to understand and respond to their needs both now and in the future

## **Contacting us by telephone**

- Our contact centre team members will answer your call promptly and try to resolve your query at the first point of contact.
- Your call will be answered within 30 seconds 80% of the time.
- When we experience unexpected delays, we will inform you and give you the option of keeping your place in queue and requesting a call back.
- You will always speak to a real person who lives locally and understands your needs.
- We will answer your call politely and professionally, identifying ourselves by first name and area of the business.
- Where possible we will manage your enquiry on the spot. If this is not possible we will either redirect your call or take a message for a subject matter expert.
- If we take a message, we will return your telephone enquiry no later than the next working day.
- If you request a service, we will give you a reference number to quote should you need to re-contact us.
- Should you have an emergency or after hours issue, we provide a 24 hour telephone service for emergency calls.

## **Contacting us in Person**

- We will greet you in a timely manner and provide you with professional, polite and attentive service every time.
- We will ensure all staff wear name badges so we can be easily identified and you know who you are speaking to.
- We will treat you with respect, courtesy and dignity. We will listen to you carefully and fully consider your issues in order to determine how we can help.

- We endeavour to resolve enquiries, requests for service, payments and ticket enquiries at the time of your visit. If the enquiry is of a technical nature, the appropriate officer best able to assist with your enquiry will be called to assist.
- If the relevant officer is unavailable we will make an alternate meeting time with you or take a detailed message for response no later than the next working day.

## **Contacting us in writing and by email**

- If you email us, you will immediately receive an automated response acknowledging your correspondence has been successfully received.
- We aim to respond to all emails received to [council@cgg.wa.gov.au](mailto:council@cgg.wa.gov.au) and emails sent directly to an individual officer or department within three working days unless you receive an out of office notification which will specify when the officer will return to the office.
- We aim to resolve all written enquiries within 10 working days. If your written enquiry (letter or email) requires in-depth research or follow-up that will take longer than 10 working days, we will acknowledge your correspondence and where possible provide an expected completion date.
- We will always reply to you in clear, concise, plain language that is easily understood.

## **Contacting us via social media**

- The City's Facebook page is monitored by staff between 8.30am and 5.00pm, Monday - Friday.
- Any queries will be forwarded to the relevant department for an appropriate response within two working days.

## **Contacting us by web chat**

- The City's web chat is managed by staff between 8.30am and 5.00pm, Monday - Friday.
- Your web chat will be answered within 30 seconds 80% of the time.

## **Helping us to help you**

You can help us to meet our commitments to you by:

- Treating our staff with courtesy and respect.
- Being open and honest in your dealings with us.

- Providing accurate and complete details when contacting us with any queries.
- Sharing your feedback so we can make improvements to how we interact with you in future.
- Contacting the City to make an appointment if you have a complex enquiry or need to see a specific officer.
- Not being abusive and refraining from any type of any type of malicious threat towards our staff or any City facility.
- Understanding that the City of Greater Geraldton and its' staff may exercise our right not to deal with you should your behaviour and/or actions be unacceptable.
- Understanding that the City of Greater Geraldton has a responsibility to report all threats, implied or otherwise, direct to the Police Department.
- If English is not your first language or you need some help in understanding any of the services the City delivers, we can offer alternative formats and services.
- All complainants will be treated with respect, courtesy and professionalism.
- If the complaint is received by phone or in person an officer will take all the details from you at that time. If the matter cannot be resolved at that time, an investigation will be commenced within three working days. A written response informing you of the decision will be sent to you within 10 working days.
- If the complaint is received in writing we will acknowledge your correspondence within three working days and provide a written reply informing you of our decision within 10 working days.

## Complaints

We realise that sometimes, despite our best efforts, you may not be happy with the way we have delivered a service. We encourage you to bring your concern to us directly so the matter can be resolved promptly.

A complaint may be received in person, over the phone or in writing including electronic communication.

A complaint is not to be confused with a suggestion, a request for service or a request for information. For convenience, the following definitions are provided:

- **Complaint** - a statement of dissatisfaction by a customer regarding the unsatisfactory delivery of a product or service offered by Council or the unsatisfactory conduct of Council officers.
- **Suggestion** - suggested service or product improvement.
- **Request for information** - an enquiry or request for information about Council services, facilities, policies or procedures.
- **Request for service** - request for action to be taken in relation to a service or product.

The City manages all complaints in line with established policies and procedures. When a complaint is received at the City, the following action will be taken –

## Dispute Resolution Process

- Should you still be dissatisfied with the decision you can apply in writing (letter or email) for it to be reviewed internally by the Manager Organisational Development. An investigation will be commenced within three working days. A written response informing you of the decision (or an update on our progress) will be sent to you within 10 working days.
- If the matter cannot be satisfactorily resolved by the Manager Organisational Development you can request that the matter is passed to the office of the CEO for review. An investigation will be commenced within three working days. A written response informing you of the decision (or an update on our progress) will be sent to you within 10 working days.
- Decisions can be appealed via external review by contacting the Office of the Ombudsman of WA. Various publications on how to make a complaint are available on the Ombudsman website.

The contact details are as follows:

**Ombudsman Western Australia**  
**PO Box Z5386**  
**St Georges Terrace, PERTH WA 6831**


## Personal Information Protection


The City values the privacy of its customers. Unless required to do so by law, we will keep your personal information safe and not disclose it without your consent.






## CONTACT US:


 **Telephone** 08 9956 6600


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 **Facebook** [www.facebook.com/  
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