Our Customer Experience Plan

MAITLAND CITY COUNCIL

maitland
city council

Contents

Welcome

Hello

We are changing the way we deliver our service to place two things front and centre:

a) Make it easier for our customers to engage us

b) Empower our customers and people to get things done more swiftly

This document brings together everything you need to know about how we're changing and why we can't afford to wait.

Thanks,

David Evans
General Manager,
Maitland City Council

We are motivated by **three reasons** to reinvent ourselves

1 Our customers' **expectations are outpacing our current service delivery.**

2 **Our people want to do great work** and feel frustrated by the current environment and ways of working.

3 **Shifts in technology** are offering us fresh ways to better support both our customers and our people.

Our Approach

1.Inception

Clarify the design challenge, identify starting assumptions and secure the right people for the job.

Deliverables:

- Inception Workshop
- Discovery phase 1 outputs review & gap analysis
- Detailed project plan
- Project overview
- Benchmarking brief

2. Discovery

Unpack our current service delivery reality vs customer expectations to identify potential opportunity areas.

Deliverables:

- Policy and Literature Review
- CSC Operational practices Review
- Stakeholder Interviews
- Benchmarking
- Discovery workshops
- Survey Customer Research
- Synthesis/Opportunity Areas

3. Ideation, Test & Learn

Identify which service design options are desirable, feasible and viable.

Deliverables:

- Idea generation & concept development
- Feasibility & Viability Review
- Our principles
- External community engagement & report

4. Implementation Planning

Refine the preferred service design option and create a phased implementation plan.

Deliverables:

- Phased implementation plan
- ELT Briefings for report endorsement
- Socialisation with staff
- Brief Council
- Updated report

5. Launch

Secure community feedback and council endorsement of the implementation plan

Deliverables:

- Public exhibition
- Final feedback captured and report updated
- Present to council

Our blue print for a better customer experience

Maitland
city council

Customer

Our vision is to deliver consistently great service regardless of how customers choose to interact with us.

Digital	Call/Email	Visit	Afterhours	In the community
Website	Phone	Concierge	Emergency call centre	Councillor
Social media	Email	Specialist		
Live chat	Mail			

7:00am–9:00pm	8:00am–6:00pm	8:30am–5:30pm	6:00pm–8:00am	
Monday – Friday	Monday – Friday	Monday – Friday	Monday – Sunday	

The following service improvement initiatives have been adapted to take on community feedback

We tested 28 ideas with staff and then took 14 into customer testing.

The table to the right highlights the priority order of where our community would like to see us carefully invest.

Concept name	Status	
Do it all from our Website	Proceed	🟢
Empowered Customer Service	Proceed	🟢
Responsive Social Media	Proceed	🟢
Customer Service takes the lead	Proceed	🟢
Responsive Email	Proceed	🟢
Expanded hours for Specialists e.g Planners	Proceed	🟢
Work anywhere customer service	Proceed	🟢
A Concierge Welcome	Adapt	🔵
Open our Contact Centre Longer	Adapt	🔵
Digitally view, book and pay for facilities	Adapt	🔵
We support 3rd Party Apps	Monitor	🟡
AI Guided Responses	Monitor	🟡
Digital devices for field staff	Park	🔴
AI Powered Messenger	Park	🔴

Do it all from our website

We will expand the self serve options available from our website including new functionality to enable 'electronic Development Applications'.

We will make it easier to find info, that is up to date and intuitive.

From	**To**
• Static content where it's hard to find what you need	• Interactive checklists and step by step guides
• Out of date info that is confusing	• Contemporary info that is intuitive
• Hit and miss on the search bar.	• Enhanced search including within docs
• Static reports and long tables of info	• Interactive dashboards and maps

Customer

Our website

Our Systems

What it will take

People

– Content authors with digital publishing skills (overlap with knowledge producers)

– Increased specialist capacity to aid content collaboration.

Training

– UX, Agile training

– *HCD training to help aid our shift to design valuable user experiences.*

Partnerships

– *Open architecture, integration and services design*

– Digital Developers (Drupal)

Technology

– *Core system has APIs available*

– *CRM integration*

Why do it

Aligned with customers rapidly growing demand for digital and enables us to sustainably scale.

Similar to **NETFLIX**

Digitally view, book & pay for facilities

Be able to see if our facilities meet your needs, check its available when you need it, and pay, all without needing to leave your couch.

From

- Can't see if it's booked or not.
- Can only see limited services available
- Poor or limited photos
- Have to call or email to make payment
- Have to pick up keys

To

- View schedule and book online
- Complete list of amenities included
- High quality images
- Pay online using Credit card, Bpay,
- Stage 2: Keyless entry deployed only when facilities new or renovate

Customer

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Our website

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Our Systems
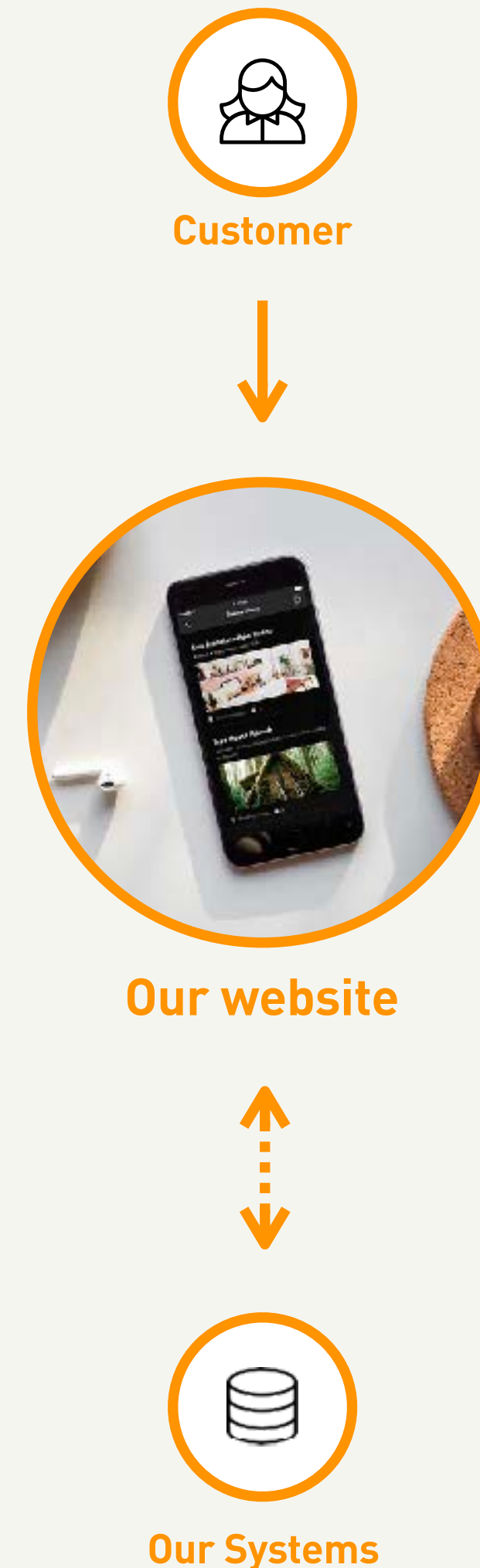
What it will take

People

- Increased specialist capacity to aid content collaboration and keep info up to date.

Partnerships

- Enterprise architecture, integration and services design
- Digital Developers

Technology

- Stage 1: Events/Assets software (Software as a Service)
- Stage 2: Digital Keyless Software
- *Core system has APIs available*
- *CRM integration*

Facilities

- *Changes to facilities key entry would be covered under maintenance*

Why do it

Drive up utilisation of facilities through making it easier to book.

Similar to **airbnb**

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Responsive Social Media

We shift the social media response to the Customer Service team to speed up our responsiveness. Service hours will be expanded to 7am to 9pm Monday to Friday.

From

- Unsure if the Council is going to respond

- Worry if expanded hours contacts will go to offshore third party

- Events info is good, but sometimes incomplete.

To

- Expanded hours to be more available

- Flexible hours for staff to enable employing local

- Increased focus on events info and being enquire via social

Customer

Social Media Post

Customer Service

24 hrs

Specialist

24 hrs
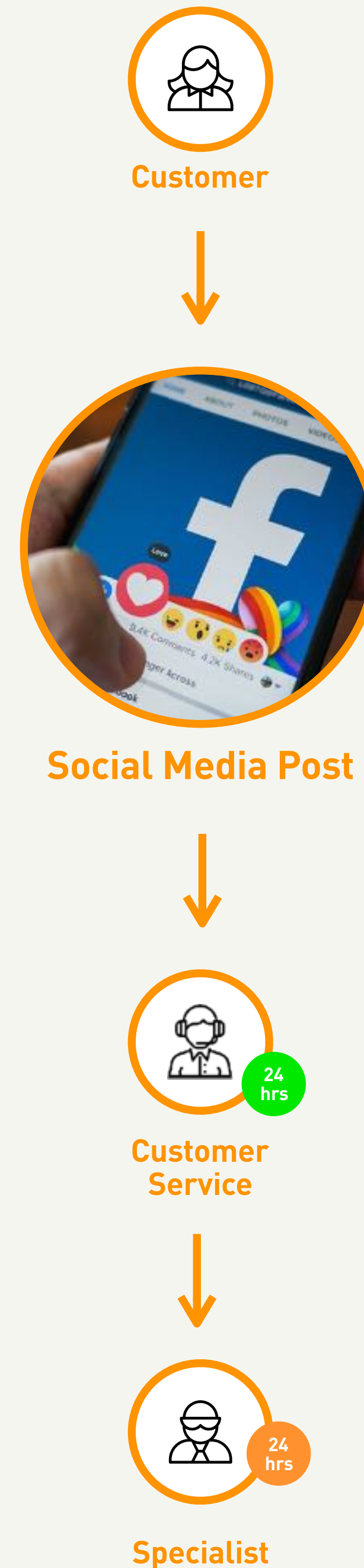
What it will take

People

- Leverage the pooled Customer Service and IS front-line FTE to expand the hours to limit the FTE increase

Training

- How to respond to Social Media enquiries.

Technology

- NEW: Monitoring and notification software.
- *Integration with CRM/workflow*
- *Knowledge Base*
- *Digital Organisation Chart*

Why do it

Match customers expectations, particularly in female and youth sectors.

Similar to *City of* Casey

Responsive Email

We shift the email response to the Customer Service team and give them additional training to answer a wider range of queries, faster. Service hours expanded to 8am to 6pm Monday to Friday.

From

- Double handling of emails
- Highly manual sorting of emails
- Limited coverage
- Uncertain if the email is received or when a response will be received

To

- Pooled team who touch the emails once
- Increased automation of filtering emails
- Extended hours
- Reference numbers, integrated SLAs and triggered escalations

Customer

24 hrs

Enhanced Customer Service

24 hrs

Specialist
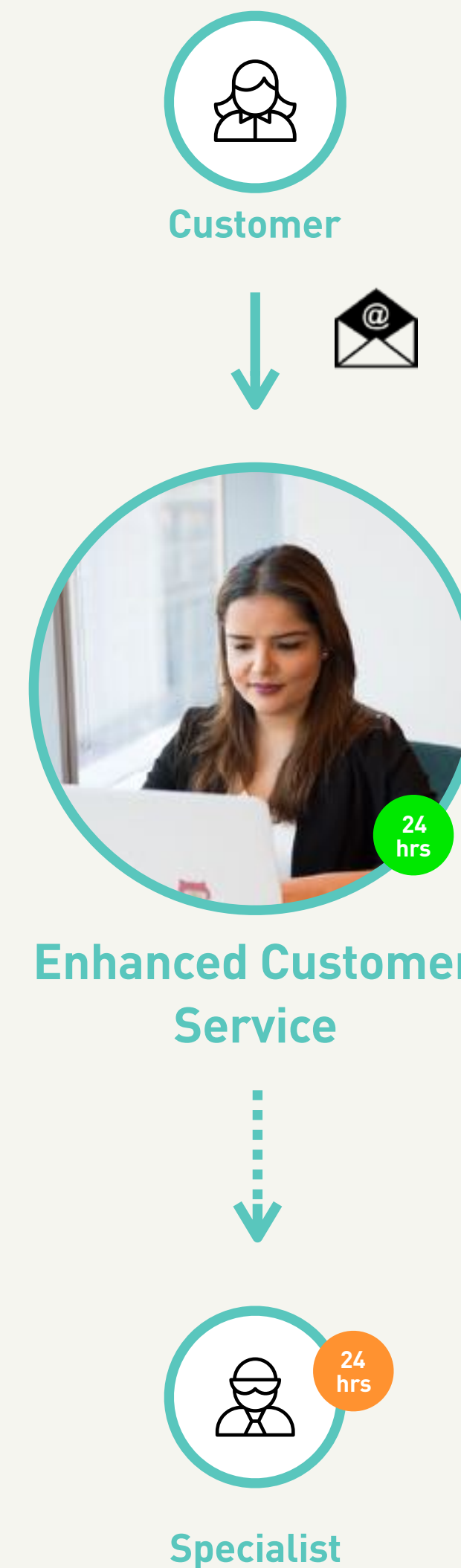
What it will take

People

- Blend the Information Services Email function and Customer Service team.

Training

- Cross training in the new processes, written communication, cyber security and customer service

Technology

- Email Routing
- *Customer Relationship Management including ticketing, automated email workflow, multichannel interaction management and dashboard reporting*
- *Staggered enablement of admin tasks to be automated/completed via self serve*
- *Knowledge Management*
- *Intranet*

Why do it

Faster response times for customers, and less double handling

Similar to **Zappos**

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Empowered Customer Service

We equip our people with the tools (CRM, knowledge base), info, comms and training to be able to answer more of your queries with less need to be transferred to a specialist.

From

- Inconsistent advice and service
- High levels of transfer to specialists
- Lost visibility, minimal handover when people are on leave

To

- Higher first call resolution
- Expanded lines of authority
- Full traceability and can pick up where last person left off

Customer

Enhanced Customer Service
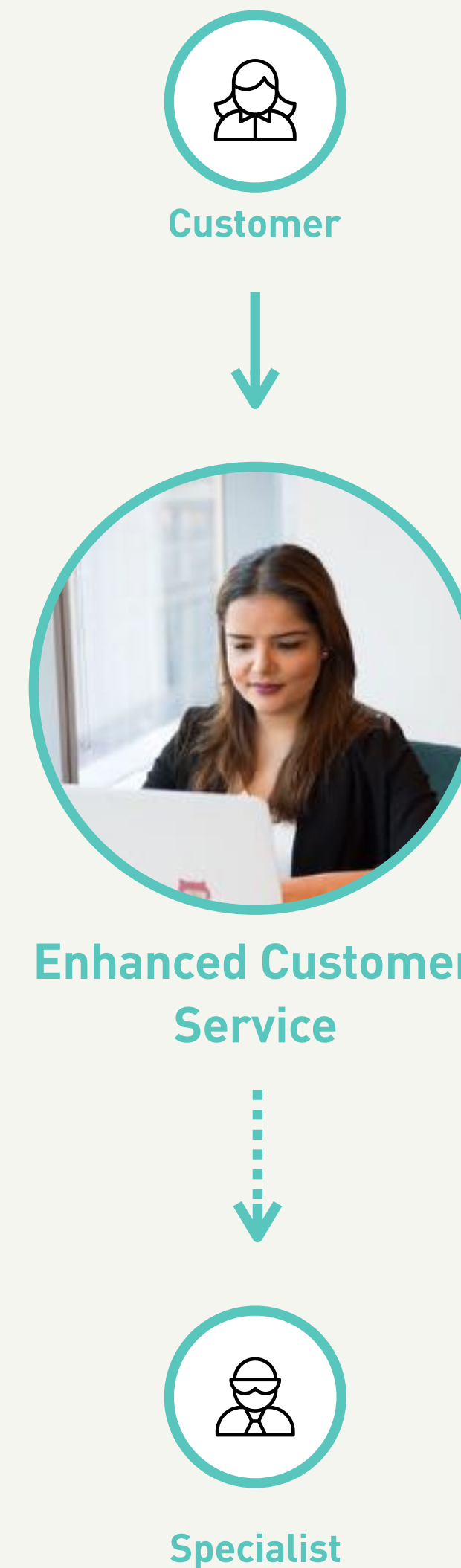
Specialist

What it will take

People

- 1 supervisor coaching capacity
- *Change to how we recruit and pay*

Training

- Contact Quality Coaching
- *Customer Service Training*
- *Access to Specialists for knowledge transfer*

Technology

- Customer Relationship Management
- Knowledge Management
- *API build and integration*
- *Intranet*
- *Integrated Rostering*

Why do it

Happy customers who are confident in the answers. Skilled and motivated staff.

Similar to **icare**

Work anywhere customer service

We equip our customer service team to be able to work from home or work giving us greater flexibility to retain our people and cope with peak calls, emails and social media enquiries.

From

- Limited coverage during peak periods
- Mixed ability to attract and retail staff due to traditional approach
- Challenging to extend hours with inflexible rosters

To

- Greater flexibility to adapt to peak periods
- Can offer a contemporary way of working
- Can support a wider range of hours

Customer

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Home 🏠 🏛 Work

Customer Service
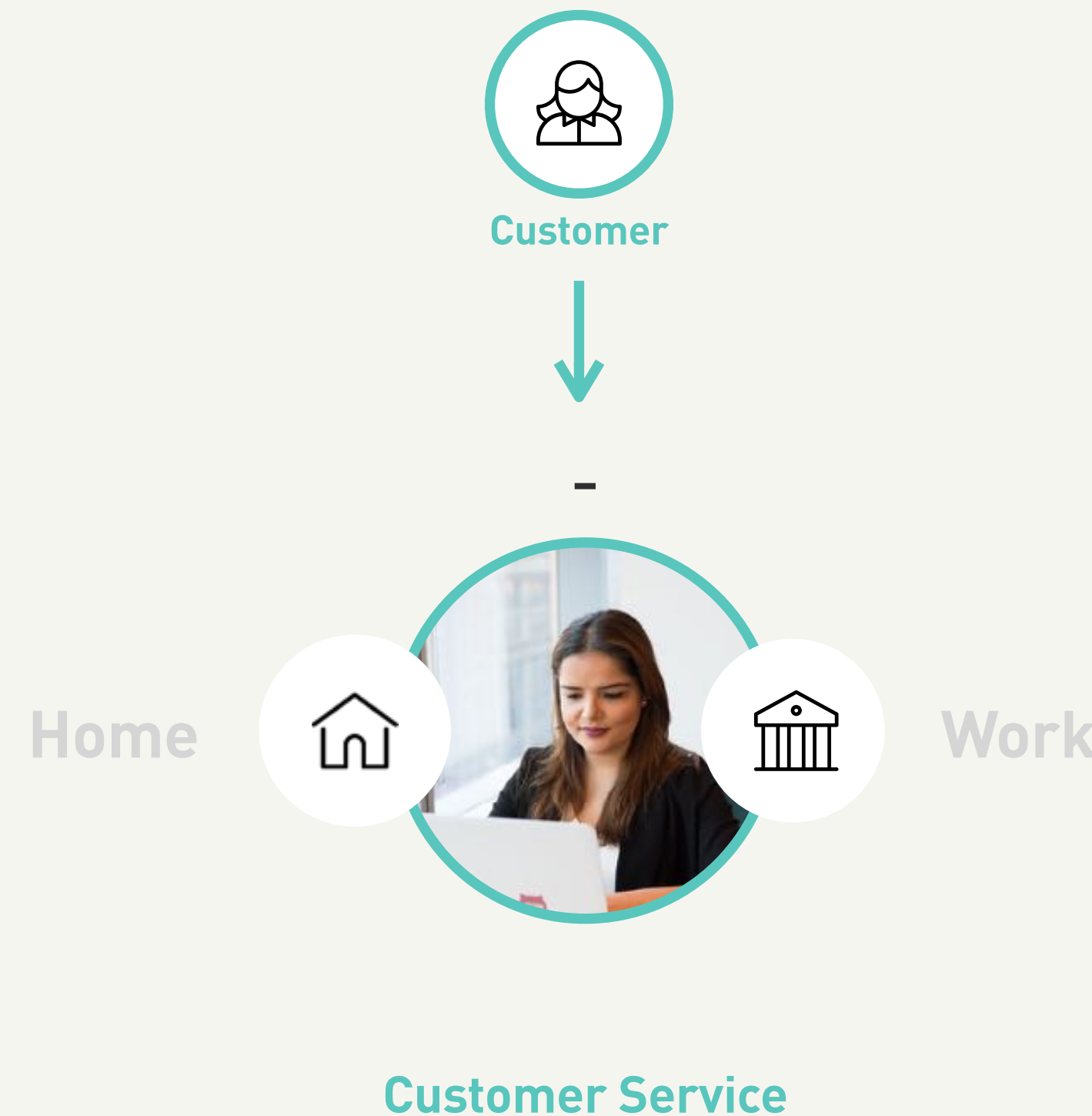
What it will take

People

- Limited training on new hardware / software operation and process changes
- Responsive IT support for multi-location

Training

- How to use new equipment

Technology

- Multi-channel routing to support multi location ie email, calls, social.
- Remote Access Authentication
- Devices (Laptops/pads, telephony headsets)
- *Customer Relationship Management*
- *Knowledge management*
- *Intranet*

Why do it

More efficient response time. Higher morale and support to organisations.

Similar to **iag**

A Concierge Welcome

You will welcomed by a knowledgeable staff member who will ask you a few questions to either answer your simpler questions on the spot or guide you to those who can best help you.

From

- Sterile, cold environment
- Time wasted waiting when quick enquiry
- Unsure how long wait
- Forced to come in as not sure how to do it online.

To

- Comfortable setting and warm welcome
- Quick help and guidance
- Visible of where up to
- Option for you to learn how to help yourself in the future

Customer

Concierge

Customer Service   **Specialist**   **Self Serve**
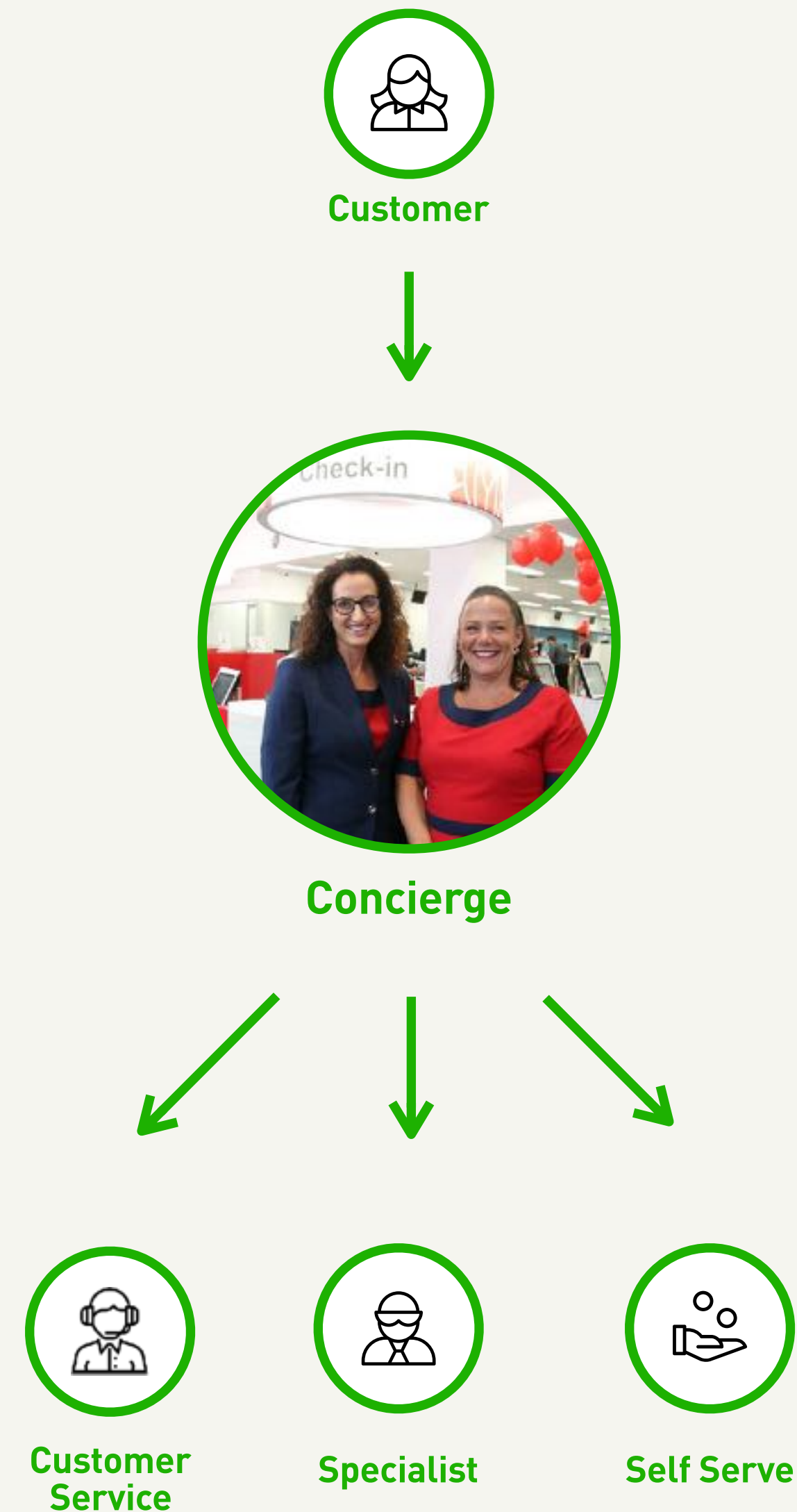
What it will take

People & Training

– Additional staff to welcome customers, who are rostered on a rotation with the counter and contact centre team members.

– All staff are recruited and trained for exceptional customer service.

Technology

– *Mobile tablets that can swiftly plug in with larger screens for education sessions.*

– *Queue management capability and dashboard reporting.*

Facilities (covered as part of MAC build)

– *Include check-in desk, comfortable seating for customers, and digital displays*

Why do it

Match customers service expectations

Similar to **Service NSW**

Expanded hours and ability to book appointments with specialists

We expand the specialist hours at the Service Centre beyond 8:30am to 12:30pm to now close at 5:30pm.

The space would be redesigned as part of the new Maitland Admin Centre to make it easier and more welcoming.

From

- Hard to get to a specialist

- Feel vulnerable and exposed with the current layout

- Hard to see the plans easily

To

- Choice to book or pop in and see specialist

- Designed for semi privacy, with side by side seating

- Large space and screen for plans

Customer

Website Book appointment

Pop in on the chance available

F2F with Specialist
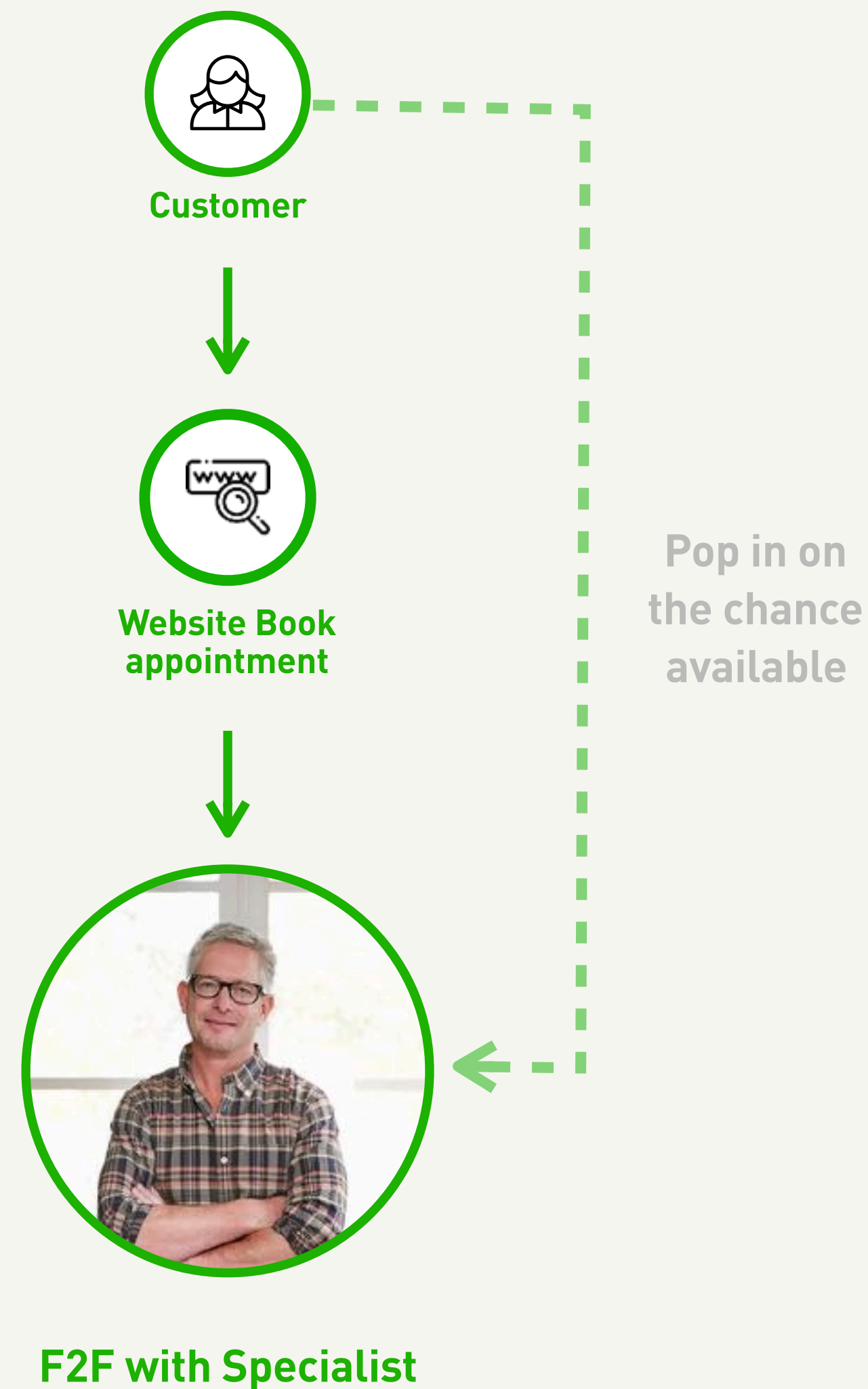
What it will take

People

- 1 additional FTE planner to cover expanded hours

- *Note additional specialist capacity to align with business as Usual demand leading*

Technology

- Phase 1: Mobile laptops/pads

- Phase 2: Appointment booking software integrated with calendars and online (

- Phase 3: Integration with CRM and to prep customer, get the right info prior to the session.

Facilities

- *Redesign the specialists space for privacy, comfort and capacity (part of MAC)*

Why do it

More convenient for our customers. Appointments enables both parties to prepare

Similar to **Microsoft**

Open our contact centre longer

We expand our contact centre hours to 8am to 6pm Monday to Friday. Calls outside of those hours are handled by an after-hours call centre which is for emergency calls only.

From

- The customer service hours don't match customers needs
- High percentage of non emergency calls during after-hours
- Outsourcer captures notes and send next day to Council who re-enter.

To

- Better access to our people when you need them
- After-hours charges only for emergency calls
- Phase 2: Option to leave a message and auto coverts to text

Customer

Script

Afterhours
(6pm- 8:00am Mon to Fri 24 hours on Weekend)

Outdoors Response Team
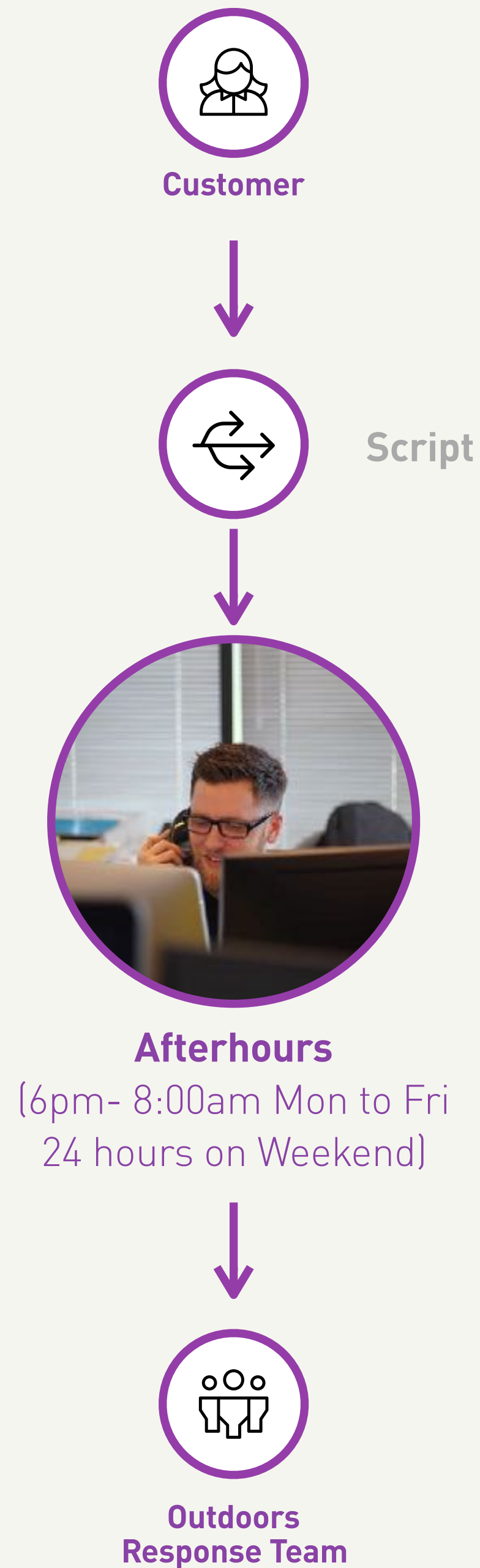
What it will take

People

- 1 additional FTE Customer Service to cope with a additional hours

Training

- Basic training on new process / system. Revised scripts and processes to outsourced providers.

Technology

- Phase 1: Outsourced provider script update
- Phase 2: Integrated Roster
- Phase 3: *Leave a message for non emergencies and converts to text and sends direct to the Council*

Why do it

Streamlined services and quicker responses.

Similar to   City of Casey
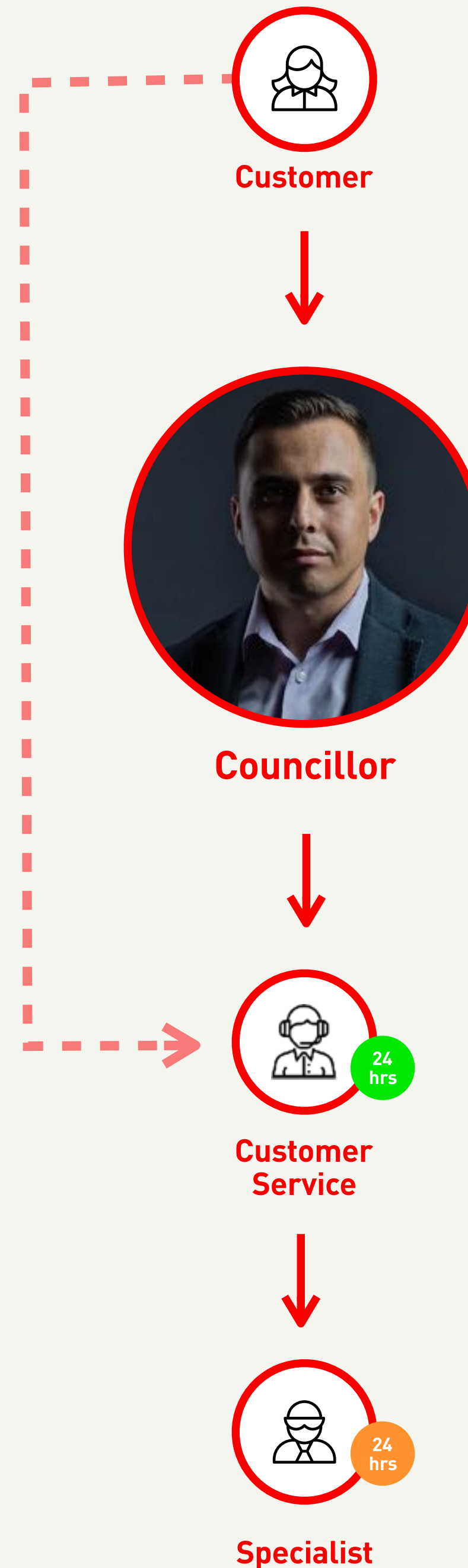
Customer Service takes lead

We are focussed on preventing the need for escalation by getting it right the first time. For those customers who do further escalate their concerns to Councillors we will ensure when the Councillors pass the concern onto customer service all of these interactions will be tagged and transparently reported on so we can continue to learn and improve our services

From	**To**
• Many hands to go through	• Vital few to speed up the service
• No reporting on the outcome	• A traceable feedback loop
• Customers having to repeat themselves to multiple people	• Reference number linked to a CRM of the interaction

Customer

Councillor

Customer Service

24 hrs

Specialist

24 hrs

What it will take

Training

– Training for Councillors, Customer Service & Specialists on managing the Councillor escalated queries.

Reporting

– The development of automated reporting on Councillor initiated inquiries.
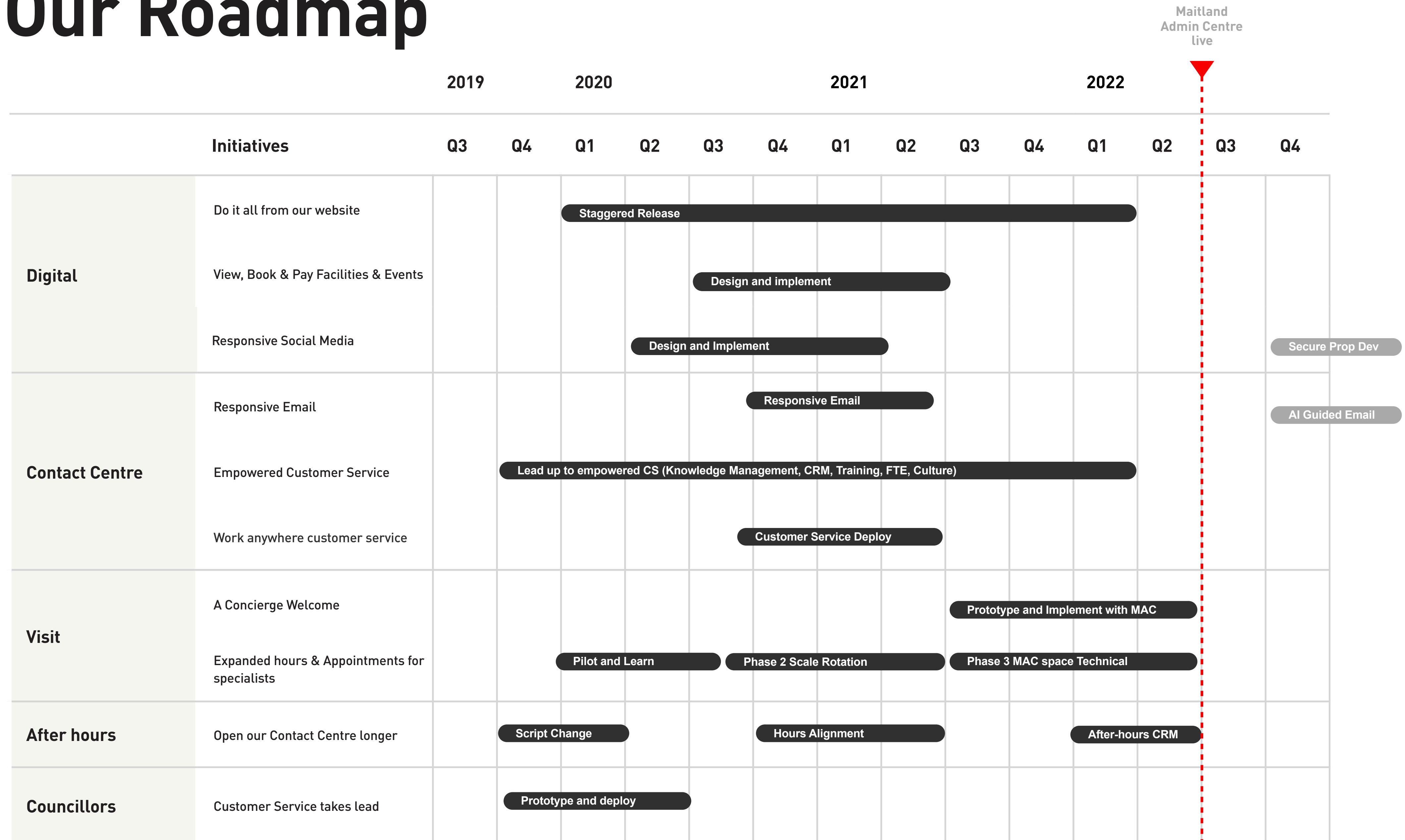
– *Reporting will be via the new CRM*

Technology

– *Customer Relationship Management*

– *Knowledge Management*

Why do it

Streamlined process, accountability, and better communication with Councillors

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Our Roadmap

	Initiatives	2019		2020				2021					2022			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Digital	Do it all from our website			Staggered Release											Secure Prop Dev
	View, Book & Pay Facilities & Events				Design and implement										
	Responsive Social Media			Design and Implement											
Contact Centre	Responsive Email						Responsive Email								AI Guided Email
	Empowered Customer Service			Lead up to empowered CS (Knowledge Management, CRM, Training, FTE, Culture)											
	Work anywhere customer service						Customer Service Deploy								
Visit	A Concierge Welcome										Prototype and Implement with MAC				
	Expanded hours & Appointments for specialists			Pilot and Learn			Phase 2 Scale Rotation				Phase 3 MAC space Technical				
After hours	Open our Contact Centre longer		Script Change				Hours Alignment					After-hours CRM			
Councillors	Customer Service takes lead		Prototype and deploy												

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The investment delivers against the 3 key motivations

1 **Customers have greater access** to the information and staff they need, when and where they need them.

2 **Our people are equipped** to answer customers queries efficiently.

3 The investment leverages changes in technology to help us **cost effectively scale to meet growing demand**

Thanks