Customer Experience Projects Update

Information Session

April 19 2022

Purpose of today

To provide a project update:

MOVED Cr Kruse

1. That Council notes the value and importance of providing a personalised service to the community and the recent progress achieved in delivering this through the Click and Connect project.

2. That Council endorse $140,000 of once-off operating funding for the implementation of customer request progress notifications and improvements to the City of Mitcham website to be included at Budget Review 2, to be delivered in the 2021/2022 financial year.

3. That Council notes that notifications for each each request type will need to be investigated and evaluated individually and therefore the notification experience may be designed differently for some request types.

4. That Council notes that this decision will not have a material effect on the Council's underlying surplus, but will reduce the headline result in financial year 2021/2022.

SECONDED Cr Moss   CARRIED UNANIMOUSLY
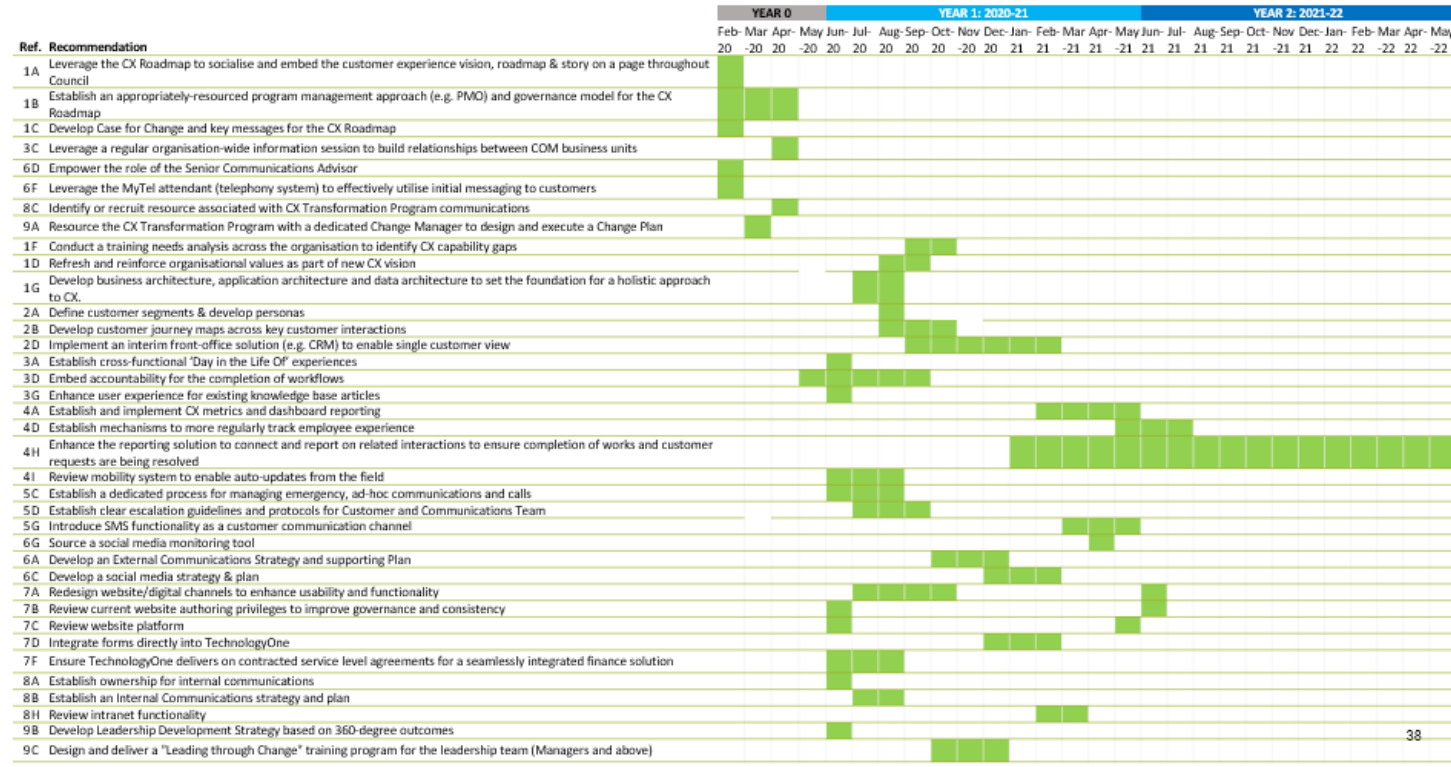
Where we've come from
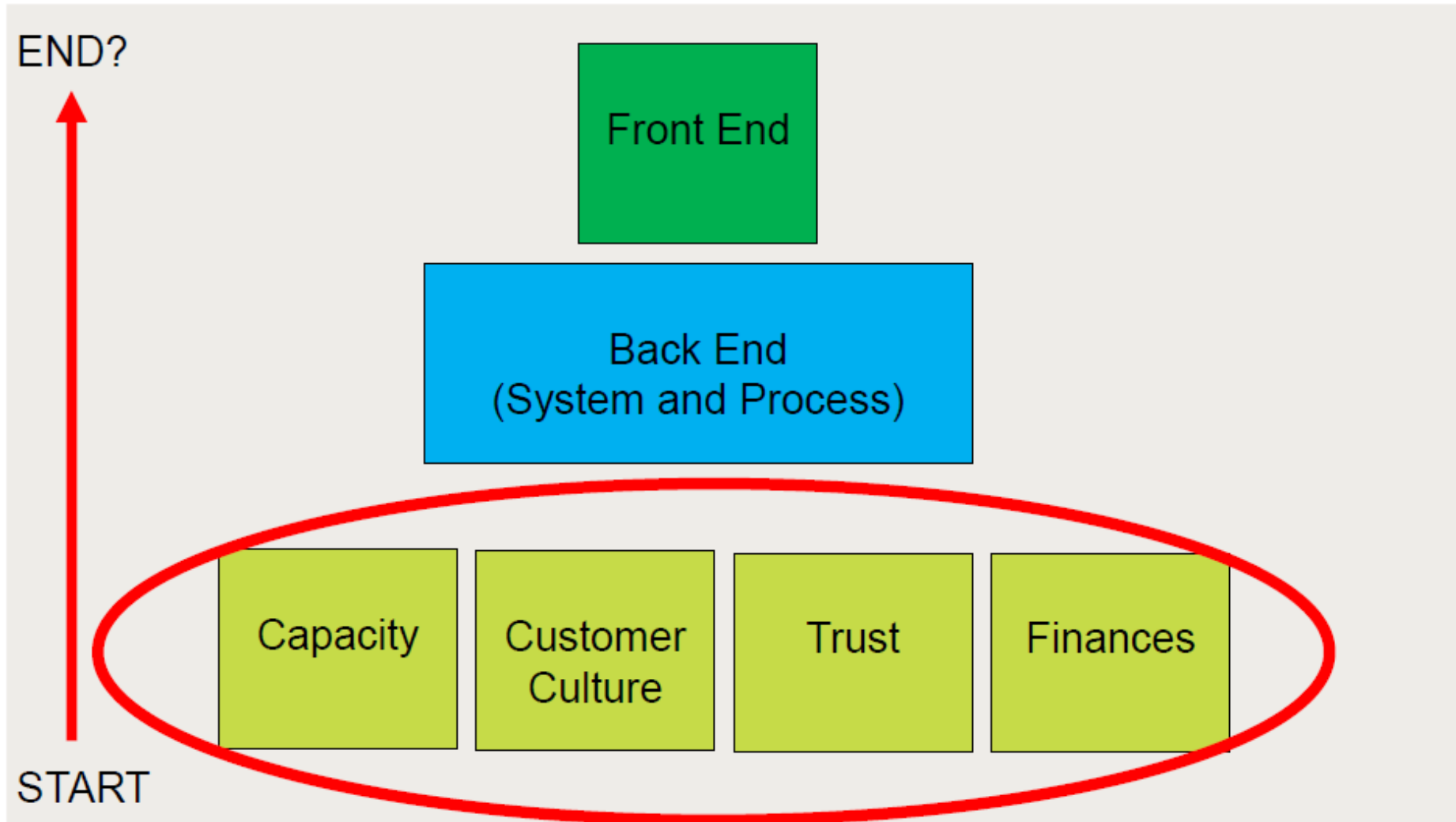
CX Roadmap

Instead of doing everything at once, we've decided to strategically scope and prioritise projects based on the greatest opportunity at the time.

This has allowed Council to make decisions in an agile and responsive way.

Roadmap: Year 1

The attached Roadmap illustrates the programmatic implementation of recommendations over a three-year timeframe. More detail can be examined in the embedded editable format, including categorisation and assessments of complexity and benefit.

Ref.	Recommendation
1A	Leverage the CX Roadmap to socialise and embed the customer experience vision, roadmap & story on a page throughout Council
1B	Establish an appropriately-resourced program management approach (e.g. PMO) and governance model for the CX Roadmap
1C	Develop Case for Change and key messages for the CX Roadmap
3C	Leverage a regular organisation-wide information session to build relationships between COM business units
6D	Empower the role of the Senior Communications Advisor
6F	Leverage the MyTel attendant (telephony system) to effectively utilise initial messaging to customers
8C	Identify or recruit resource associated with CX Transformation Program communications
9A	Resource the CX Transformation Program with a dedicated Change Manager to design and execute a Change Plan
1F	Conduct a training needs analysis across the organisation to identify CX capability gaps
1D	Refresh and reinforce organisational values as part of new CX vision
1G	Develop business architecture, application architecture and data architecture to set the foundation for a holistic approach to CX.
2A	Define customer segments & develop personas
2B	Develop customer journey maps across key customer interactions
2D	Implement an interim front-office solution (e.g. CRM) to enable single customer view
3A	Establish cross-functional 'Day in the Life Of' experiences
3D	Embed accountability for the completion of workflows
3G	Enhance user experience for existing knowledge base articles
4A	Establish and implement CX metrics and dashboard reporting
4D	Establish mechanisms to more regularly track employee experience
4H	Enhance the reporting solution to connect and report on related interactions to ensure completion of works and customer requests are being resolved
4I	Review mobility system to enable auto-updates from the field
5C	Establish a dedicated process for managing emergency, ad-hoc communications and calls
5D	Establish clear escalation guidelines and protocols for Customer and Communications Team
5G	Introduce SMS functionality as a customer communication channel
6G	Source a social media monitoring tool
6A	Develop an External Communications Strategy and supporting Plan
6C	Develop a social media strategy & plan
7A	Redesign website/digital channels to enhance usability and functionality
7B	Review current website authoring privileges to improve governance and consistency
7C	Review website platform
7D	Integrate forms directly into TechnologyOne
7F	Ensure TechnologyOne delivers on contracted service level agreements for a seamlessly integrated finance solution
8A	Establish ownership for internal communications
8B	Establish an Internal Communications strategy and plan
8H	Review intranet functionality
9B	Develop Leadership Development Strategy based on 360-degree outcomes
9C	Design and deliver a "Leading through Change" training program for the leadership team (Managers and above)

What we've been doing

Improving the end to end customer experience through customised progress notifications and ensuring they are able to find clear and consistent information about the services that they might need.

Click and Connect
Request Management

- ✓ **Quickly and easily submit requests and report issues to Council**
- ✓ **Online forms on the website accessible on computer or mobile**

Notify me
Customised progress notifications

- ❑ **Greater transparency of Council processes to better manage expectations to build trust and confidence**

Website Improvements
Improve structure and searchability of website content

- ❑ **Provide clear and useful information across the website to support customers to better engage with Council services**

Click and Connect

We have created a new channel for our customers to complete transactions with Council – Click and Connect.

This new platform has delivered efficiency for our teams and uptake by the community has been overwhelming

2020   **2021**

624 vs. 6,273

requests submitted online since August 2021 compared to the same time last year.

Notify me
Customised progress notifications

❑ **Greater transparency of Council processes to better manage expectations to build trust and confidence**

How we're improving the experience

Gartner

I Can't Wait! 18 Ideas for Improving the Customer Experience of Waiting

When customers complain about long waits, organizations often reflexively try to reduce those wait times, but fail to consider how to improve the wait experience.

The examples below pertain to a customer waiting to enter an amusement park, which you can use to generate ideas in your organization (whether it be product or service, B2B, B2C, D2C, government, etc.) to address waiting.

Provide information to set expectations
Provide monitors with estimated wait times (and be conservative with estimates).

Show progress
Incorporate a visual akin to a website's "progress bar" showing a task's complete/incomplete rate.

What are we actually doing?

Customised and visual notifications

Clear and transparent information

3 notifications at different stages:

1. On submission share Council process and response timeframe to manage expectations

2. Once investigated provide explanation of outcome and an approximate timeframe

3. (Where possible and appropriate) notification of completion

A Challenge

- To send a notification when work has been completed for requests that involve a work order (e.g. tree maintenance, footpaths, roads etc.) is a challenge because of current system limitations

- This is because two different systems are used for managing the request:
  - Request management system
  - Defect system

How many requests does this relate to?

It's worth noting that this isn't a problem for *all* of Council's requests.

29 out of 123 Request categories

Park or reserve maintenance	Dead animal on Council land
Playground maintenance	Missed bin collection
Council road maintenance (e.g. potholes or faded road lines)	Additional bin(s)
Kerb or gutter maintenance	New bin(s) (for new residents)
Road sign maintenance	New footpath or stormwater drain
Street furniture (e.g. bus stops, bollards or fencing)	Ongoing flooding issue
Street sweeping	Lighting issue at a park, oval or reserve
Fallen tree or tree branch	New road, kerb or bus shelter
Overhanging vegetation from a private property	Damaged or stolen bin
Tree removal or maintenance	Maintenance or cleaning of Council buildings and facilities
Graffiti removal	Footpath cleaning or sweeping
Dog bag dispenser	Stormwater drain maintenance
New tree planting	Verge mowing, weed control and maintenance
Hazardous or damaged footpath	Issue with a creek
	Park furniture and BBQs maintenance

About 30% total volume of requests to date

Pie chart: 1884 (Work order requests), 4389 (Other)
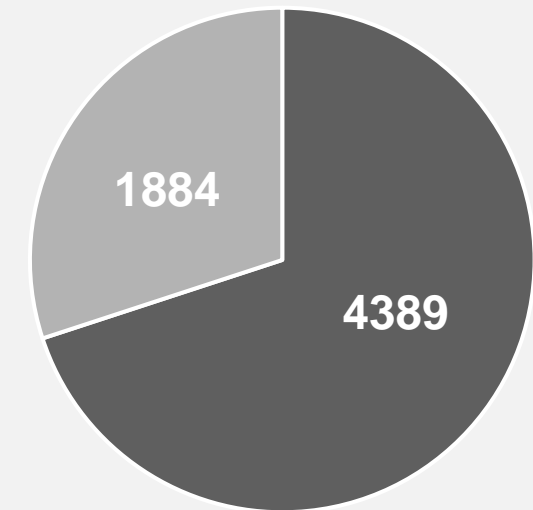
■ Other   ■ Work order requests

What are we actually doing?

We're looking into the issue

Your reference: **FD/2022/0611**

Request category: **New footpath or stormwater drain**

Hi Jess,

Thank you for submitting a request with the City of Mitcham.

Your request is important to us and is now with our Assets team who will be reviewing it soon.

Our next steps will be to review your request and undertake steps to investigate the problem appropriately. For reviewing the need for a new footpath or stormwater drain we generally take the following steps:

1. **Inspect and review**

   Site inspection to understand the problem and site

   Review the condition and specific factors related to renewal

2. **Determine priority**

   Compare the footpath/stormwater drain against the rest of the network to determine priority

   Cross reference against already planned works and internal teams

3. **Schedule**

   Schedule the works according to its priority

Once we have scheduled the works, we will get back to you and let you know of the outcome.

If you would like to check in about the progress of the request as we undertake this process, please feel free to follow up with us using this form.

Many thanks,

City of Mitcham.

We've scheduled the work

Your reference: **FD/2022/0611**

Request category: **New footpath or stormwater drain**

Hi Jess,

We've been taking steps to review and determine the priority of this issue.

When our team assessed the problem they determined that the footpath was a low priority.

We've completed the work

Your reference: **FD/2022/0611**

Request category: **New footpath or stormwater drain**

Customised and visual notifications

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Website Improvements
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❑ **Provide clear and useful information across the website to support customers to better engage with Council services**

Work to Date

- Content audit (removed 206 pages) – gone live
- User Interface Structure and Architecture – how do the menus work and how do people navigate?
- Fonts, heading structures and metadata review to help search functionality
- Language review and move to 'active language' (community centres vs 'visit your local community centre')

Next Steps

- Go-live from now, iteratively
- Regular EM updates via email – your feedback welcome
- Final product will come to an Information Session for show and tell