



SUTHERLAND SHIRE

**Customer Experience
Strategy
2024 – 2028**



Sutherland Shire Council acknowledges the Dharawal people as the Traditional Custodians of the land within Sutherland Shire.

We value and celebrate Dharawal culture and language, and acknowledge Dharawal people's continuing connection to the land, the sea and community.

We pay respect to the Elders and their families, past, present and emerging, and through them, to all Aboriginal and Torres Strait Islander peoples.

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INTRODUCTION

INTRODUCTION

The Customer Experience (CX) Strategy outlines our vision, goals, initiatives, actions and measures to transform how we deliver customer-centric services, engage with our customers, and build community trust.

Informed by extensive consultation and customer research, this Strategy evaluates our current CX, identifies opportunities for improvement from both customer and staff perspectives, and sets the path toward our CX Vision.

This document addresses four critical questions:

- 1. Where are we now?**
- 2. Where do we want to be?**
- 3. How are we going to get there?**
- 4. How do we know we have arrived?**

As an integral part of our Integrated Planning and Reporting framework, the CX Strategy aligns with the outcomes and goals in our Community Strategic Plan.

The CX Strategy outlines four customer-focused goals, guided by CX Principles and anchored by our CX Vision. These goals are supported by specific initiatives and actions detailed in an implementation plan. Together, they will drive the desired outcomes and create a CX that our customers and staff can take pride in.

This Strategy is not just a plan but a commitment to our community. By continuously engaging with our customers, listening to their feedback, and adapting our services to meet their needs, we aim to build an organisation that our community can count on. This approach ensures that we are not only meeting but exceeding our community's expectations, fostering a sense of pride and belonging within the Sutherland Shire.



PURPOSE

This CX Strategy is a framework designed to transform how we deliver customer-centric services, ensuring we meet the needs of our customers and the broader community.

As a key Strategy within our Integrated Planning and Reporting framework, this document directly aligns with the outcomes, focus areas and goals in our overarching Community Strategic Plan.

This Strategy outlines our five-year plan to enhance CX at Council, including the goals, objectives, actions and roadmap for implementation.

The development of this Strategy has been informed by extensive research and consultation with our customers and staff to understand the current state and the needs and opportunities to enhance our CX.

This Strategy is designed to be a living document that guides our efforts and keeps us accountable. By clearly defining our goals and actions, we ensure that every initiative and decision is aligned with our commitment to improving CX. This focus allows us to effectively address challenges, measure our progress, and make informed adjustments, ensuring that we continuously meet and exceed the expectations of our customers.



KEY DRIVERS

Community research told us our customers' expectations for availability, quality and level of service have increased in recent years.

Advances in technology, increased digital connectivity and an ever-changing economic environment all contribute to the need to provide more seamless, efficient, and user-friendly experiences.

With numerous responsibilities across various functions and legislative requirements, we need to balance individual needs with those of the broader community.

So, while we may not always be able to achieve an outcome that is favourable for each individual, this CX Strategy outlines our commitment to continuous improvement and the pursuit of excellence in CX.

Taking a strategic, data driven approach to understanding customer expectations, needs, preferences and satisfaction with our services, allows us to identify priorities, streamline service delivery, realise efficiencies, and ultimately build community confidence and trust in our ability to serve our community.





DEFINING CUSTOMER EXPERIENCE

DEFINING CUSTOMER EXPERIENCE

WHAT IS CUSTOMER EXPERIENCE?



Customer Experience or CX

The overall feeling and perception our customers develop based on every interaction they have with us over time. If a customer visits our website or our Leisure Centres, has their bins collected, walks in our parks, or interacts with our staff, these things together make up their overall experience with us.



Customer Service

The support we provide in a single interaction. It's how we help customers when they come to us with a question or for assistance.

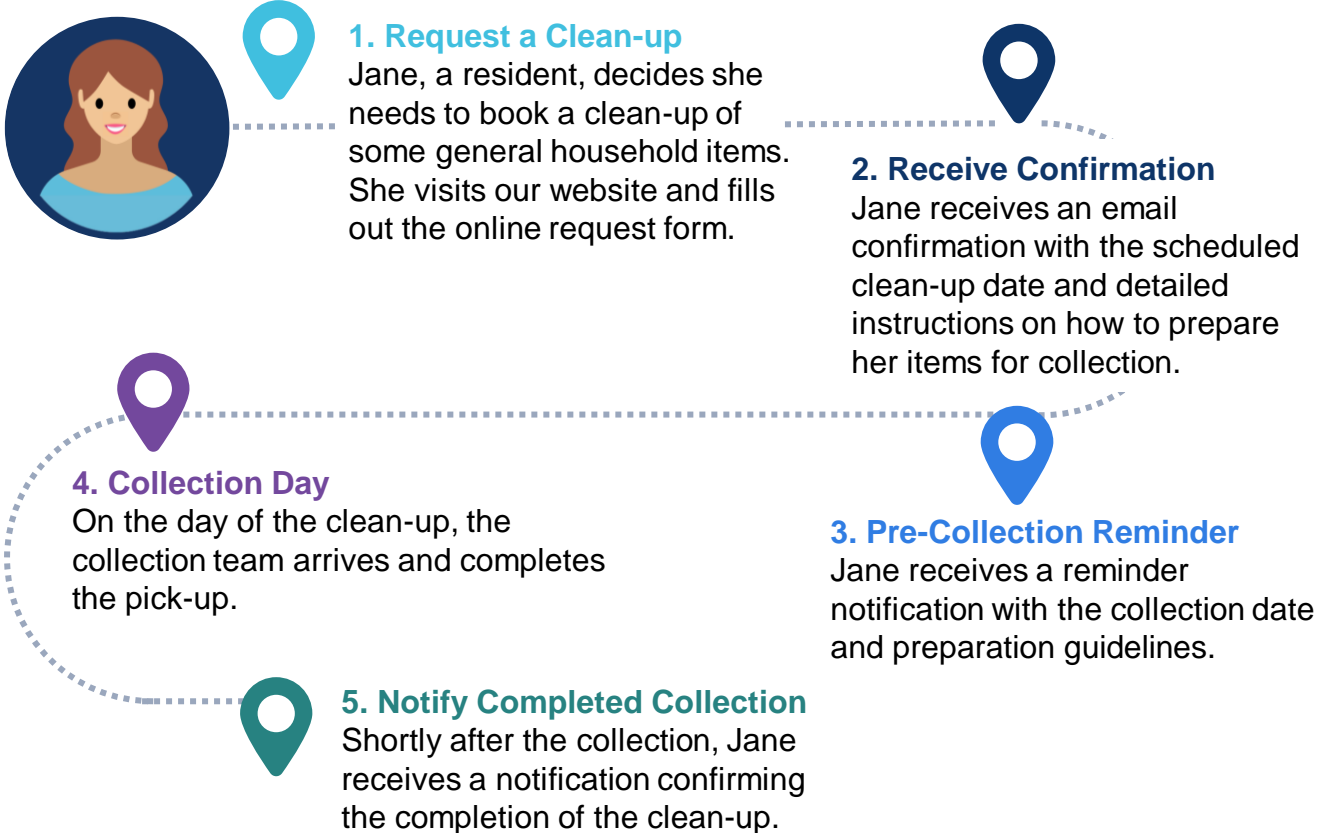
DEFINING CUSTOMER EXPERIENCE

Examples of CX

Each time our customers interact with us, they embark on a journey. By delving into these journeys and understanding our customers' actions, who they communicate with, and their feelings about the experience, we can pinpoint the challenges they face. This insight allows us to uncover new opportunities to enhance our interactions and even create moments of delight. Below are some examples of typical customer journeys with our organisation.

EXAMPLE 1: Booking a Council Clean-Up

Booking a Council clean-up is a commonly requested service. The journey of a customer booking this service involves several key steps that illustrate how they interact with us and their experience throughout the process.



By understanding each touchpoint in Jane's journey, we can identify specific areas where we can enhance the CX. From clear communication and timely updates to efficient service delivery, each step must be designed to ensure satisfaction and build trust with our community.

DEFINING CUSTOMER EXPERIENCE

EXAMPLE 2: Gym Membership Enquiry

With over 700,000 visits per year, Sutherland Leisure Centre (SLC) is our most utilised facility, offering a broad range of services tailored to our diverse community. Our gym facilities are just one area where a seamless and personalised CX is critically important. By focusing on each touchpoint, from the initial visit to the final sign-up, we aim to create a seamless and satisfying experience for all our customers.



1. Visit Sutherland Leisure Centre

Local resident Jerry visits SLC to request a tour of the gym and to enquire about membership.



2. Enquire about a Membership

Jerry is greeted by a Customer Service Officer (CSO) who clarifies his enquiry.



4. Tour the Gym

Jerry takes a guided tour of the gym's facilities and is shown the fitness areas and timetables.



3. Meet the Gym Team

The CSO contacts the gym team, who come to meet Jerry, and tour the gym.



5. Review Membership Options

Jerry returns to reception where the CSO runs through the various membership options and provides a QR code to the website where Jerry can sign up.



6. Sign up for the Gym

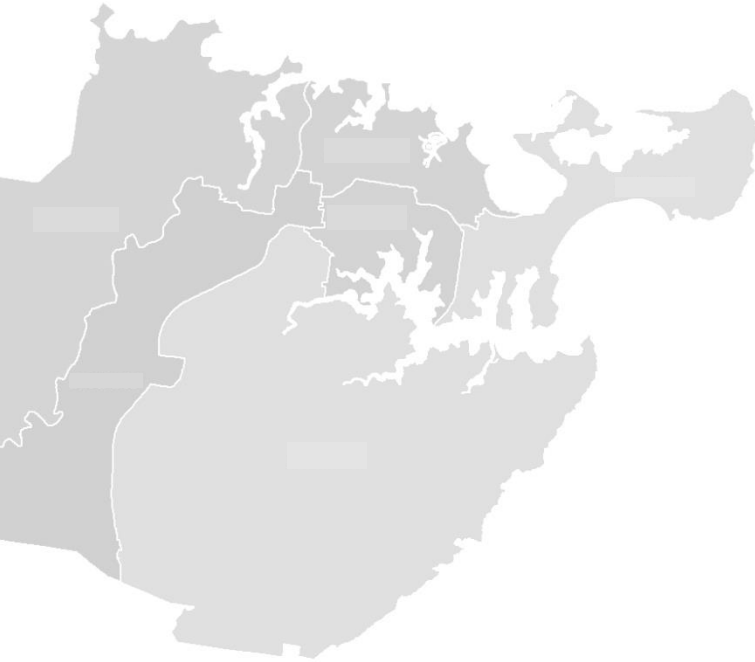
Jerry signs up for a gym membership online. Upon successful sign-up, Jerry receives a membership card, towel and a welcome email.

By understanding each step in Jerry's journey, we can identify opportunities to enhance the CX. Providing clear instructions, timely updates, and easy access to information helps reduce complexity and build confidence in the process. Each interaction is an opportunity to ensure satisfaction and foster a positive relationship with our customers.



OUR CUSTOMERS

OUR COMMUNITY



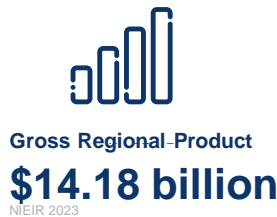
Sutherland Shire encompasses 333.7km² and is home to a growing population of over 235,029 residents. The region houses more families (37.1%) and more residents over the age of 60 (24.9%) compared to the rest of Greater Sydney (34%; 21%). This family-oriented and senior-friendly environment makes Sutherland Shire a desirable place to live, work, and enjoy life.

With a projected population growth of 10.3% in the coming years, the community is poised to expand and thrive, continuing to attract new residents and fostering a dynamic local culture.

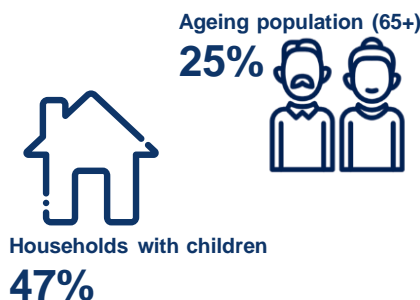
OUR COUNCIL



OUR ECONOMY



OUR PEOPLE



ABS 2021 unless otherwise stated

OUR YEARLY INTERACTIONS

2023

ENQUIRIES



80,352
Calls answered



7,904
Customers served
at Admin front
counter



13,635
Voice of customer
survey responses



99,106
Customer Requests

Top requests: bin replacement or collection, parking incidents and property maintenance

SERVICES



38,790
Council cleanup
bookings



15,551
Community venue
bookings



15,930
Tennis court bookings

896,813
Physical library
books loaned



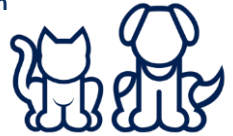
434,064
Digital library books
loaned



31,110
Visitors to
Council -
organised events



4,351
Companion
animals
registered



COMMUNITY ENGAGEMENT



4,026,658
Council website views



918,477
Individual Council
website users



54,571
Social media
followers (total)



4600 feedback submissions
received on key matters during
community consultation



12,500
Join The Conversation
subscribers



6,485
Our Shire newsletter
subscribers (digital & print)

VISITS TO OUR FACILITIES



601,465
Library visits



735,921
Leisure Centre
visits



154,212
Hazelhurst visits



OUR CX STRATEGY

This CX Strategy was developed through extensive research and in collaboration with our customers, staff, and other stakeholders. Further information regarding the research and methodology used to create this Strategy can be found in the Appendix.

OUR CX VISION

Our customers are the reason we are here. Our people listen to understand, striving to make life easy for our customers through simple, supportive interactions, delivering positive experiences that contribute to building community trust.

The centrepiece of our strategic framework. The initiatives and actions seen later in this document are all designed to guide us towards achieving the above CX Vision statement.

OUR CX PRINCIPLES



Inclusive



Transparent



Reliable



Understanding



Simple



Timely

Throughout the implementation of the Strategy, these CX principles will guide our people and the way we interact with our customers.

OUR OPPORTUNITIES

The research highlighted eight key opportunities for us to address customer's unmet needs and challenges, which are outlined below. These opportunities form the foundation of the Strategy and guide our focus areas for improvement.

Highlights from the research have been included in the Appendix of this document.

#1

Deliver consistent and timely responses so customers receive the same exceptional experience in all interactions.

#2

Prioritise collaboration and efficient workflows between business units and divisions, to support the effective resolution of customer enquiries.

#3

Build a customer centric culture, where staff are aligned on, and understand their role and responsibility in relation to CX.

#4

Empower staff with the tools, systems and knowledge to deliver a great CX, so customers have confidence in Council.

#5

Foster clear ownership and accountability of customer interactions, so customers receive empathetic, timely and accurate communication.

#6

Make customers feel heard and valued, so they trust we have their best interests at heart.

#7

Improve customers' awareness and perception of our functions and services, so customers understand how we contribute to building a flourishing community and environment.

#8

Ensure Council's decisions and actions are communicated transparently and empathetically, so customers understand and trust us.

OUR GOALS

To achieve our CX vision, we have developed a comprehensive strategic framework comprised of four strategic goals. The goals are underpinned by initiatives and actions that Council will deliver over the next four years (2024-2028). The four strategic goals include:

1. WE DELIVER AS ONE TEAM WITH EMPATHY AND PROFESSIONALISM

2. OUR CUSTOMERS ARE INFORMED AND ENGAGED IN OUR ACTIVITIES AND DECISIONS

3. OUR PEOPLE ARE CAPABLE, EMPOWERED AND ACCOUNTABLE TO DELIVER A GREAT CX

4. OUR CULTURE AND BEHAVIOURS ARE COLLABORATIVE AND CUSTOMER-CENTRIC

GOAL ONE:

WE DELIVER AS ONE TEAM WITH EMPATHY AND PROFESSIONALISM

To deliver the CX we envision, and our customers expect, we must focus on actively listening to our customers, understanding their needs, and approaching every interaction with consistency and timeliness.

We want to ensure customers have a positive experience with us, regardless of the service they use or the team they interact with.

To achieve this goal we will:

1.1 Create and maintain a consistent CX across every interaction

1.2 Develop a governance process to translate customer feedback into action

1.3 Embed capabilities and invest in tools that enhance service delivery and meet customer needs

We will know we have succeeded if:



Interactions with us require less customer effort



We consistently capture and use customer feedback to improve our processes



The changes we implement have the desired impact on customer request volume

GOAL TWO:

OUR CUSTOMERS ARE INFORMED AND ENGAGED IN COUNCIL ACTIVITIES AND DECISIONS

Customers use our services and assets every day, but don't necessarily understand the breadth of our responsibilities or interact with us in a formal way very often. This limited exposure means it's important to ensure we make every interaction count. By improving our focus on communication and transparency, we want customers to know who we are, what we can do and how we can help them.

To achieve this goal we will:

2.1 Increase our exposure and brand recognition in the community

2.2. Showcase our commitment to CX

2.3. Increase visibility and transparency around our services and processes

2.4. Improve how we communicate and engage with customers

We will know we have succeeded if:



Our customers have greater awareness of our roles and services



We're regularly capturing and using customer feedback to inform decisions



Our customers are informed, aware and involved in our initiatives and events

GOAL THREE:

OUR PEOPLE ARE CAPABLE, EMPOWERED AND ACCOUNTABLE TO DELIVER A GREAT CX

In order to meet customer expectations, we must empower our staff with the capability and support required to deliver positive experiences. It is equally important to ensure staff are accountable for delivering high quality services in a timely manner.

To achieve this goal we will:

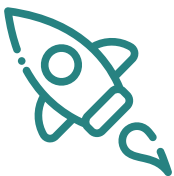
3.1 Establish clear CX metrics, standards and expectations

3.2. Uplift staff capability to deliver a great CX

3.3. Measure and monitor ongoing CX performance

3.4. Share CX performance results with our staff and customers

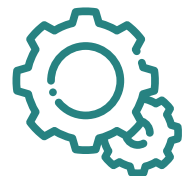
We will know we have succeeded if:



We develop, track and commit to high performance standards



Our staff are well-trained and equipped to enhance CX



We share our performance with customers transparently

GOAL FOUR:

OUR CULTURE AND BEHAVIOURS ARE COLLABORATIVE AND CUSTOMER-CENTRIC

Fostering a culture of customer-centricity will ultimately lead to improved customer satisfaction and trust. To achieve this, we will prioritise customer collaboration in our decision-making processes, ensuring their voices are heard and their feedback helps to guide our actions.

To achieve this goal we will:

4.1. Develop improved awareness and knowledge of different teams' functions and service offerings

4.2. Improve knowledge sharing and collaboration across departments, divisions and teams

4.3. Establish formal rituals to drive CX innovation

4.4. Embed customer-centricity in our decision making and planning

4.5. Establish a rewards and recognition framework around CX

We will know we have succeeded if:



Requests are handled promptly and efficiently by our teams



Our customers are an organisational and individual priority



Our staff are regularly commended for providing outstanding service

OUR SUCCESS MEASURES

The following key metrics will help us determine if we are succeeding in delivering the initiatives and achieving our goal:

	Indicator	Success Measure
GOAL 1	Interactions with us require less customer effort	<ul style="list-style-type: none"> Voice of Customer (VoC) Program: Improved Customer Effort Score Service Reviews: Identification and reduction in process pain points
	We consistently capture and use customer feedback to improve our processes	<ul style="list-style-type: none"> VoC Program scaled to include more customer touch points Develop and communicate case studies of improvements informed by customer feedback Service Reviews: Identification and reduction in process pain points
	The changes we implement have the desired impact on customer request volume	<ul style="list-style-type: none"> Customer Request Tracking: ongoing measurement of volume, including channel and type of customer request received
GOAL 2	Our customers have greater awareness of our roles and services	<ul style="list-style-type: none"> VoC Program: establish regular tracking of community awareness of Council's service offerings Create and share informative material outlining the roles and responsibilities of Council
	We're regularly capturing and using customer feedback to inform decisions	<ul style="list-style-type: none"> Online "Join the Conversation" registrations and engagement continue to grow VoC Program scaled to include more customer touch points
	Our customers are informed, aware and involved in our initiatives and events	<ul style="list-style-type: none"> Participation Rates: event attendance rates and participation in community initiatives End-user testing is embedded in project governance frameworks
GOAL 3	We develop, track and commit to high performance standards	<ul style="list-style-type: none"> Establishing customer response Service Level Agreements (SLAs) Creation and monitoring of CX Key Performance Indicators (KPIs) for Council's services and staff
	Our staff are well-trained and equipped to enhance CX	<ul style="list-style-type: none"> CX training modules are developed and mandatory for new starters and key staff Knowledge management database created to assist staff in responding to customer requests
	We share our performance with customers transparently	<ul style="list-style-type: none"> Regular publishing and communication of Voice of Customer (VoC) results on Council's Website and key documents, and in internal communications to staff Improved Community Trust Score
GOAL 4	Requests are handled promptly and efficiently by our teams	<ul style="list-style-type: none"> Templates developed for responding to high-volume requests in a timely and efficient manner VoC Program: Improved Customer Satisfaction Score
	Our customers are an organisational and individual priority	<ul style="list-style-type: none"> Organisational Cultural Inventory (OCI): Improvements in customer related measures Establish, implement and monitor CX performance metrics, reporting and KPIs across the organization VoC: Improved NPS and satisfaction at the completion of customer requests
	Our staff are regularly commended for providing outstanding service	<ul style="list-style-type: none"> CX awards established, recognising and encouraging excellent customer service Customer feedback is regularly shared with Council's staff across all service areas

OUR SUCCESS MEASURES

In addition to the previous measures, the following overarching measures will be captured and monitored to give further insight into CX Strategy performance.

CX Performance Reporting Measures

Customer Expectation Score

This measures how well our CX delivery aligns with customer expectations, helping us continuously improve to meet and exceed customer needs.

CX Capability Assessment Scores

These scores evaluate our ability to deliver exceptional CXs, guiding us in identifying where we need to enhance our capabilities.

Community Trust Score

This measures the level of trust and confidence our community has in Council, indicating our effectiveness in building positive perceptions and strong relationships.

Voice of Customer (VoC) Reporting Measures

Customer Satisfaction Score (CSAT)

This measures customer satisfaction across interactions, providing insights into areas where we excel and areas needing improvement.

Customer Effort Score (CES)

This evaluates how seamless and easy it is to interact with us, helping us streamline processes and remove obstacles to make interactions and experiences effortless.

Net Promoter Score (NPS)

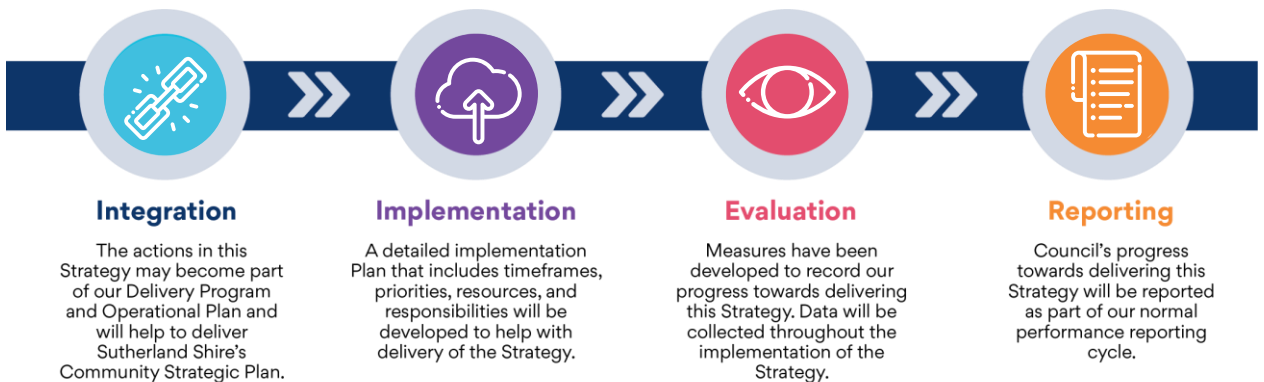
This measures the likelihood of customers recommending us to others, serving as a key indicator of trust and advocacy, and guiding our efforts to foster a positive reputation.



OUR DELIVERY FRAMEWORK

Integration and Delivery of the CX Strategy

The CX Strategy will leverage Council's strategic lifecycle delivery process to support the execution and implementation of actions outlined in this document. The implementation of actions in the CX Strategy will support our delivery of Sutherland Shire's Community Strategic Plan.



Integration

Actions identified within this Strategy and implementation plan may be included in the four-year Delivery Program and annual Operational Plans, supporting our delivery of Sutherland Shire's Community Strategic Plan. Unfunded strategic actions will be considered as part of the annual planning process.

Implementation

The implementation plan outlines a program of initiatives and actions for each of the strategic goals, including timeframes and responsibilities. This plan will guide the delivery of the Strategy, ensuring that all initiatives are executed effectively and on schedule.

Evaluation

Monitoring and evaluating the delivery of the CX Strategy will be ongoing. We will use a mix of methods to measure the Strategy's outcomes. These methods will be primarily driven by two reporting processes including the CX Performance Reporting Program and the Voice of Customer (VoC) Program.

Resourcing

Many actions in this Strategy will be funded by existing budget provisions. Unfunded strategic actions will be considered as part of the annual planning process and will be considered as part of the Council's project investment and justification process. We may apply for external funding or partner with other agencies to help us deliver the actions in this Strategy.

Reporting

We will report on the delivery of this Strategy in the following ways:

- Six monthly Delivery Program and Operational Plan reporting to Council and community
- Monthly reporting to senior manager and leadership in collaboration with two governance groups formed as part of this Strategy
- CX Performance program reporting
- VoC program reporting
- Annual Report and End of Term Report
- Biennial reviews in 2025 and 2027, and prior to the development of the next CX Strategy.



OUR WAY FORWARD

OUR IMPLEMENTATION PLAN

Initiatives	Actions	Delivery Stream	
Goal One: We deliver as one team with empathy and professionalism			
1.1 Create and maintain a consistent CX across every interaction	1.1.1	Establish business rules and standards to support consistent and best practice use of customer request management system.	Communication, Engagement & Customer
	1.1.2	Develop a customer communications toolkit that includes standardised service-based response templates to support and assist efficient and consistent customer communications	Communication, Engagement & Customer
1.2. Develop a governance process to translate customer feedback into action	1.2.1	Establish a formal framework to guide the collection, analysis, actions and closing the loop on customer feedback to support customer-centric decision-making	Communication, Engagement & Customer
	1.2.2	Implement Request Management Champions working group, to support the consistent and efficient use of request management and assist in the identification and implementation of system enhancements	Communication, Engagement & Customer
	1.2.3	Establish a cross-divisional CX Community of Practice which champions the implementation of CX Strategy initiatives and supports analysis of customer feedback to drive actions for continuous improvement	Communication, Engagement & Customer
	1.2.4	Build a dedicated CX Team to lead the development, implementation and ongoing review of Council's CX framework	Communication, Engagement & Customer
1.4. Embed capabilities and invest in tools that enhance service delivery and meet customer needs	1.3.1	Create a roadmap for the development and implementation of a customer portal to provide secure, accessible and easy to use digital self service so that customers have a more personalised experience with Council	IM&T
	1.3.2	Investigate digital tools, including the use of AI to enhance access to Council information and services for staff and customers and support more timely and efficient interactions	IM&T
	1.3.3	Conduct customer segmentation research to better understand our customers, to inform planning for services which aligns to needs and expectations.	Communication, Engagement & Customer
	1.3.4	Develop and deliver a service review program incorporating the use of service blueprints/customer journey maps to identify opportunities and resourcing requirements that support future state service delivery	Corporate Planning & Performance Communication, Engagement & Customer

Collaboration	Funding	Year				Ongoing
		24/25	25/26	26/27	27/28	
<ul style="list-style-type: none"> Request Management Champions All Request Management Users 	Funded					
<ul style="list-style-type: none"> IM&T Support from appropriate external resource as required 	Unfunded					
<ul style="list-style-type: none"> Business Partner Group 	Funded					
	Funded					
<ul style="list-style-type: none"> Business Partner Group Corporate Governance 	Funded					
	Funded					
<ul style="list-style-type: none"> Communication, Engagement & Customer 	Unfunded					
<ul style="list-style-type: none"> Identified business units as required Communication, Engagement & Customer P&C 	Unfunded					
<ul style="list-style-type: none"> Corporate Planning & Performance Support from appropriate external resource as required 	Unfunded					
<ul style="list-style-type: none"> Identified business units as required Support from appropriate external resource as required 	Unfunded					

OUR IMPLEMENTATION PLAN

Initiatives	Actions	Delivery Stream	
Goal Two: Our customers are informed and engaged in our activities and decisions			
2.1. Increase our exposure and brand recognition in the community	2.1.1	Identify and leverage more our spaces to deliver defined customer service functions, focusing on promoting and educating customers on transactions that are available online (self-service)	Communication, Engagement & Customer
	2.1.2	Promote the breadth and impacts of our service delivery in and for the community through staff and community stories to showcase the work we execute and increase customer knowledge of our organisation	Communication, Engagement & Customer
	2.1.3	Identify opportunities to improve partnerships with community organisations and groups that reflect the needs and wants of different customer segments	Communication, Engagement & Customer
	2.1.4	Use customer insights to inform brand framework and ongoing brand management, including the tracking of brand health measures	Communication, Engagement & Customer
2.2. Showcase our commitment to CX	2.2.1	Promote CX Strategy with all staff members and ensure CX Vision and Principles are accessible to the community and referenced in opportunities to provide updates to the community on the impacts of the CX Strategy	Communication, Engagement & Customer
	2.2.2	Upgrade our customer service centre to be modern and fit for future, reflecting our commitment to CX	Communication, Engagement & Customer
2.3. Increase visibility and transparency around our services and processes	2.3.1	Create a comprehensive, interactive directory of our services, to be included on our website, and then develop an engaging 'About Us' section to help educate customers on the functions of Council	Communication, Engagement & Customer
	2.3.2	Implement proactive customer education campaigns across more service areas, based on customer request and engagement data, to increase staff and customer knowledge of our responsibilities, services and service-related decision-making, to position us as trusted subject matter experts	Communication, Engagement & Customer
	2.3.3	Review our current digital content and identify opportunities to proactively provide customers with improved access to service-related information aimed at reducing customer request volume	Communication, Engagement & Customer
	2.3.4	Develop and implement a communications campaign to build understanding of, and participation in Council decision-making	Communication, Engagement & Customer
2.4. Improve how we communicate and engage with customers	2.4.1	Map current skill levels and develop and implement resources to upskill staff responsible for website content development to ensure consistency of customer-centric communications across teams	Communication, Engagement & Customer
	2.4.2	Develop and implement a customer communication guideline, to support a consistent experience across all customer channels and customer interactions.	Communication, Engagement & Customer
	2.4.3	Review and refine the Councillor Request process, including governance, reporting and escalation criteria to manage expectations and create an efficient and consistent experience	Communication, Engagement & Customer
	2.4.4	Embed end-user (customer and staff) testing in project governance frameworks to ensure customer feedback informs the development of effective solutions and decisions	Communication, Engagement & Customer

Collaboration	Funding	Year				Ongoing
		24/25	25/26	26/27	27/28	
<ul style="list-style-type: none"> Identified business units as required IM&T 	Unfunded					
<ul style="list-style-type: none"> P&C 	Funded					
<ul style="list-style-type: none"> Community Connections Events 	Unfunded					
	Funded					
	Funded					
<ul style="list-style-type: none"> Strategic Assets IM&T 	Funded					
<ul style="list-style-type: none"> Identified business units as required 	Funded					
<ul style="list-style-type: none"> Identified business units as required 	Funded					
<ul style="list-style-type: none"> IM&T All identified Business Units 	Funded					
<ul style="list-style-type: none"> Corporate Governance 	Funded					
<ul style="list-style-type: none"> Identified business units Support from appropriate external resource as required 	Unfunded					
<ul style="list-style-type: none"> Identified business units Support from appropriate external resource as required 	Unfunded					
<ul style="list-style-type: none"> Corporate Governance 	Funded					
<ul style="list-style-type: none"> IM&T Corporate Governance 	Funded					

OUR IMPLEMENTATION PLAN

Initiatives	Actions	Delivery Stream	
Goal Three: Our People are Accountable, Capable, and Empowered to Deliver a Great CX			
3.1. Establish clear CX metrics, standards and expectations	3.1.1	Develop customer response service levels to enable timely and reliable communications with customers to drive accountability and elevate the importance of CX	Communication, Engagement & Customer
	3.1.2	Define clear and measurable customer service behaviours and metrics and incorporate into ASPIRE program for all staff, including Senior Leader and Executive performance agreements to drive accountability and ownership of CX	Communication, Engagement & Customer P&C
	3.1.3	Establish, implement and monitor CX performance metrics, reporting and KPIs across the organisation to drive accountability and elevate the importance of CX	Communication, Engagement & Customer P&C
	3.1.4	Develop CX performance standards for all new and existing position descriptions to support clear expectations, accountability and ownership for CX in all roles.	P&C
3.2. Uplift staff capability to deliver a great CX	3.2.1	Incorporate our commitment to CX in recruitment, including the utilisation of storytelling (staff stories/profiles) for the purpose of building connection and attracting candidates.	Communication, Engagement & Customer P&C
	3.2.2	Create and deploy training programs at all stages of the employee life cycle which build capability to deliver customer-centric service	Communication, Engagement & Customer P&C
3.3. Measure and monitor ongoing CX performance	3.3.1	Implement CX benchmark program to measure and report on progress against strategic metrics every two years	Communication, Engagement & Customer
3.4. Share CX performance results with our staff and customers	3.4.1	Distribute regular internal communications to inform and engage staff on CX activities, insights, feedback and performance.	Communication, Engagement & Customer
	3.4.2	Develop a process for sourcing CX activities, insights and case studies to include in our corporate communications planning and keep customers informed about our commitment to improving CX.	Communication, Engagement & Customer
	3.4.3	Create internal CX digital dashboard displaying key customer metrics to support transparency and awareness of our CX performance.	Communication, Engagement & Customer IM&T
	3.4.4	Create a digital CX scorecard/ dashboard displaying key customer metrics for the purpose of sharing our CX performance with customers	Communication, Engagement & Customer IM&T

Collaboration	Funding	Year				Ongoing
		24/25	25/26	26/27	27/28	
<ul style="list-style-type: none"> Executive Corporate Planning & Performance P&C IM&T All External facing service areas 	Unfunded					
<ul style="list-style-type: none"> Executive All divisions 	Funded					
<ul style="list-style-type: none"> Executive P&C IM&T All divisions 	Unfunded					
<ul style="list-style-type: none"> Executive Communication, Engagement & Customer All divisions 	Funded					
<ul style="list-style-type: none"> All divisions 	Unfunded					
<ul style="list-style-type: none"> All divisions 	Unfunded					
<ul style="list-style-type: none"> P&C Corporate Planning & Performance 	Unfunded					
<ul style="list-style-type: none"> All divisions 	Funded					
	Funded					
<ul style="list-style-type: none"> Executive 	Unfunded					
	Unfunded					

OUR IMPLEMENTATION PLAN

Initiatives	Actions	Delivery Stream	
Goal Four: Our culture and behaviours are collaborative and customer-centric			
4.1. Develop improved awareness and knowledge of different teams' functions and capabilities	4.1.1	Implement a 'Day in the Life' program for staff to collaborate and work with other teams outside of their own - including a frontline program for Leadership and other identified roles	P&C Communication, Engagement & Customer
	4.1.2	Conduct a review of the intranet and external websites and update pages to ensure information is current and customer-centric	Communication, Engagement & Customer
4.2. Improve knowledge sharing and collaboration across departments, divisions and teams	4.2.1	Review the current state level of collaboration between teams and identify opportunities to improve connection and collaboration, breaking down silos for improved service delivery	Communication, Engagement & Customer P&C
	4.2.2	Develop a knowledge management framework to support collaboration and improve staff access to information and expertise from across the organisation	Communication, Engagement & Customer
4.3. Establish formal practices to drive CX innovation	4.3.1	Embed a mandatory development requirement among identified CX and IM&T resources, the need stay up-to-date on the latest trends, innovative technologies, case studies / examples, and best practices that can help to improve the CX.	Communication, Engagement & Customer IM&T
	4.3.2	Identify key focus areas from 2024 Cultural Inventory results that support and enhance customer centric culture shift and prioritise these in workforce strategy review.	P&C Corporate Planning & Performance
	4.3.3	Develop a formal process for staff to share ideas to improve customer-centric service delivery to encourage innovation, participation and ownership	P&C Communication, Engagement & Customer
	4.3.4	Review organisational values to incorporate customer-centric behaviours and attributes	P&C Communication, Engagement & Customer
4.4. Embed customer-centricity in our decision making & planning	4.4.1	Develop a plan to incorporate CX as a criterion in planning and decision-making governance frameworks (e.g. enterprise risk framework, operational project governance framework, risk appetite assessment)	Corporate Governance Corporate Planning & Performance
4.5 Establish a rewards and recognition framework around CX	4.5.1	Conduct a review of current reward and recognition programs and establish a model to reward and recognise CX excellence at division and organisational levels	P&C Communication, Engagement & Customer

Collaboration	Funding	Year				Ongoing
		24/25	25/26	26/27	27/28	
<ul style="list-style-type: none"> Identified divisions as required Customer Service Operations 	Funded					
<ul style="list-style-type: none"> IMT Identified divisions as required 	Unfunded					
<ul style="list-style-type: none"> Executive Corporate Planning & Performance Support from appropriate external resource as required All divisions 	Unfunded					
<ul style="list-style-type: none"> P&C All divisions 	Unfunded					
<ul style="list-style-type: none"> P&C 	Unfunded					
<ul style="list-style-type: none"> Executive All divisions 	Unfunded					
<ul style="list-style-type: none"> Executive IM&T All divisions 	Unfunded					
<ul style="list-style-type: none"> Executive 	Unfunded					
<ul style="list-style-type: none"> Communication, Engagement & Customer IM&T 	Funded					
	Funded					



APPENDIX

GLOSSARY OF TERMS

Key Term	Definition
Channels	The mediums or platforms through which we communicate and deliver services to our customers, such as websites, social media, and physical offices.
Community Strategic Plan	A long-term plan developed by the council to reflect community aspirations and guide future initiatives and services.
Council	Sutherland Shire Council, a body corporate constituted as a municipal Council under the Local Government Act 1989
Councillors	Elected members of the council who represent the interests of residents within Sutherland Shire Council and make policy decisions.
Customer Centricity	An approach to business that focuses on providing a positive CX before and after the sale in order to drive profit and gain competitive advantage.
Customer Effort Score (CES)	A metric that measures the ease of customer interaction and resolution of their issues with the company.
Customer Experience (CX)	The sum of all interactions and impressions a customer has with any of our services.
Customer Satisfaction Score (CSAT)	A measure used to quantify the degree to which a customer is satisfied with a product, service, or experience.
Customers	Individuals, businesses or organisations that use or are affected by our services and products.
CX Principles	Fundamental beliefs that inform the approach to crafting outstanding customer experiences.
CX Vision	A statement that encapsulates the desired future state of CX within the organisation.
Digital Transformation	The process of using digital technologies to create new — or modify existing — business processes, culture, and customer experiences.
Implementation Plan	A detailed description of actions we will take to achieve the strategies or goals outlined over the following years.
Integrated Planning and Reporting Framework	A tool used by councils to integrate various planning activities and ensure alignment with community strategic plans.
Net Promoter Score (NPS)	An index that measures the willingness of customers to recommend an organisations services to others.
Resourcing Strategy	A Strategy outlining the resources (time, money, technology, assets, people) needed to achieve strategic objectives.
Strategy	Long term (2-5 year) description of objectives we aim to achieve
Voice of Customer (VoC)	A term used to describe the in-depth process of capturing customers' expectations, preferences, and aversions.

RESEARCH AND STRATEGY DEVELOPMENT

How we crafted the CX Vision and Principles

Leaders and staff from across Council co-created a CX Vision statement along with a set of guiding CX principles to support the change. Both the CX Vision and CX Principles were validated and refined through customer and staff research and then endorsed by our leaders, staff, and customers.

This collaborative approach ensures that our vision and principles are rooted in the real experiences and needs of our community and workforce. By engaging everyone in the process, we have created a shared commitment to making our vision a reality and living our principles in every interaction.

How we created the strategic goals

The research insights and opportunities informed the creation of four strategic goals. These goals will guide our efforts in achieving the our CX Vision and address the eight key opportunity areas identified in the research.



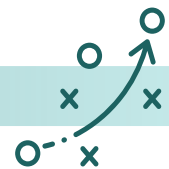
Research
Insights



Opportunities



Goals &
Actions



CX Strategy &
Roadmap



RESEARCH AND STRATEGY DEVELOPMENT

Methodology

We wanted to ensure Strategy Strategy's development reflected the commitment outlined in our CX Vision. As such, we worked closely with our customers, staff, and other stakeholders, using best practice design methodologies (human-centred design) to collaborate and create a CX Strategy informed by a deep understanding of our customers' needs.

Our phased approach included the following steps:

- **Research:** Conducted research with our customers, staff and other stakeholders to understand the current state of CX at Council, including performance, capability, and maturity.
- **Insights:** Analysed research data to identify key themes and insights.
- **Opportunities:** Identified key opportunity areas related to the specific insights.
- **Strategy:** Using the key opportunity areas, we developed the CX Strategy through several collaborative workshops focused on generating and prioritising strategic goals, objectives, actions, and measures.
- **Roadmap:** We refined the Strategy and created an implementation roadmap to clearly outline how the Strategy would be delivered.



A comprehensive review of historical customer data and CX reporting



Collaborative working sessions with key stakeholders and leaders



Consultations with a range of our stakeholder groups



Several of our staff participated in **observational research**



In-depth interviews were conducted with a diverse customer sample and staff



A CX survey was deployed to a diverse sample of customers and staff

RESEARCH AND STRATEGY DEVELOPMENT

Our CX Performance

Research conducted with our customers and staff provided valuable insights into the current state of CX. These results highlight a significant opportunity to improve our performance across all baseline measures.

These metrics will be embedded into our reporting framework, forming a baseline for tracking our CX performance and ensuring our customers are at the centre of everything we do.



Customer Trust in Council

The extent to which customers perceive us as trustworthy and reliable

3.3

Out of 5



Customer Satisfaction

The degree to which customers are pleased with our services

3.8

Out of 5



Alignment with Customer Expectations

The degree to which our services match customers' anticipated standards

3.6

Out of 5



Customer-centricity

The extent to which our services prioritise and address customers' needs and experiences

3.4

Out of 5



RESEARCH AND STRATEGY DEVELOPMENT

OUR CX Capabilities

Through customer research, we assessed our ability to deliver CX across six core capabilities. These capabilities represent what customers perceive to be most important in their interactions with us and how satisfied they are with those capabilities.

This assessment helps us focus on what matters most to our customers. By addressing the biggest gaps between what customers find important and how satisfied they are, we can make meaningful improvements.

While there's room to improve across all six capabilities, our key focus areas are communication, consistency, transparency & reliability, and empathy. Improvement in these areas is crucial for building trust and ensuring customers feel valued.

Embedding these metrics into our reporting will allow us to track progress and understand if the actions we implement are having the desired impact.

Most Important



Transparency & Reliability

Our ability to openly share information, deliver on promises and meet your expectations consistently



Communication

Our ability to effectively interact with you, using simple and clear language



Empathy

Our ability to make you feel valued and heard



Consistency

Our ability to make your experience with us easy and seamless every time



Accessibility

Our ability to provide quick and easy access to the information, people or services you need



Personalisation

Our ability to tailor our services based on your needs and preferences

Least Important

SATISFACTION Scores

3.4 Out of 5

3.6 Out of 5

3.4 Out of 5

3.6 Out of 5

3.8 Out of 5

3.5 Out of 5



RESEARCH AND STRATEGY DEVELOPMENT

Customer Insights

In-depth customer research revealed key insights into the needs and expectations of our customers. Emphasis on the need for consistent and timely responses, being more accountable for resolving issues, having more flexibility when engaging with us, and having greater exposure to our initiatives and services were all identified as key areas where we can improve the CX

These insights directly informed the development of targeted actions aimed at meeting customer needs and delivering positive CXs.

- #1 Consistent and timely responses
- #2 Greater accountability and ownership in customer interactions
- #3 A flexible and transparent approach to addressing customer needs
- #4 More exposure to our initiatives and services in the community

“

Some areas of Council take extended periods of time to respond to customers on things that could be responded on quickly.

“

I think closing that loop and being as upfront as possible to manage expectations is important.

“

Returning customer enquiries in a timely manner, not passing around to different people just to get it off their desk.

“

I was going to say they do need to be a bit more visible in what they do. If the council was out there saying, look, we're the council, you need any help with something? We can provide you, that'd be really good.

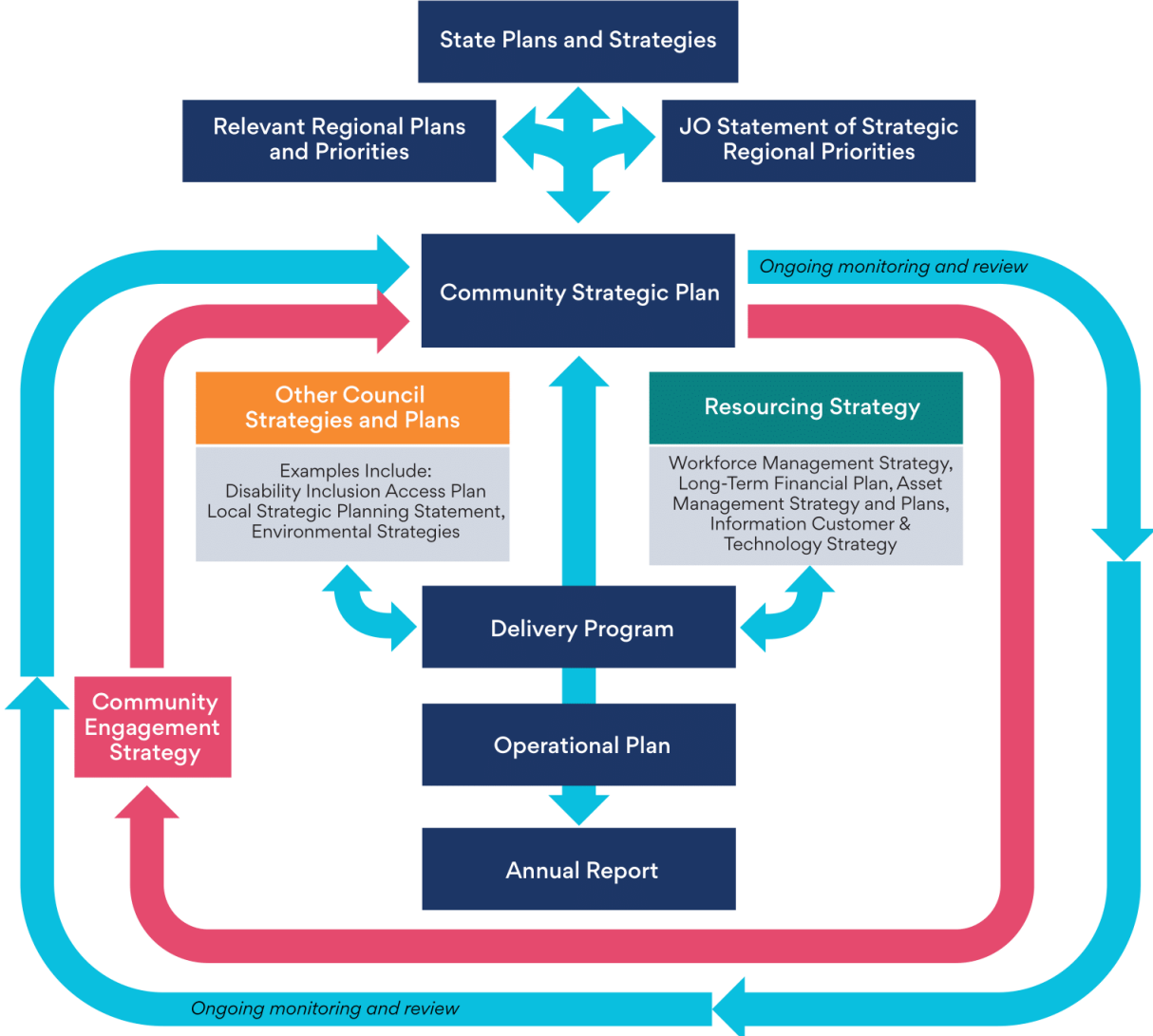
OUR PLANNING PROCESS

Integrated Planning and Reporting Framework

Our plans and strategies work together to make Sutherland Shire a connected and safe community that respects people and nature, enjoying active lives in a strong local economy.

We take an integrated approach to implementing the community's needs, priorities and aspirations as identified in the Community Strategic Plan.

Our framework illustrates how CX is a core component of our processes and service delivery, with feedback from customers playing a critical role in the decision-making processes across Council.

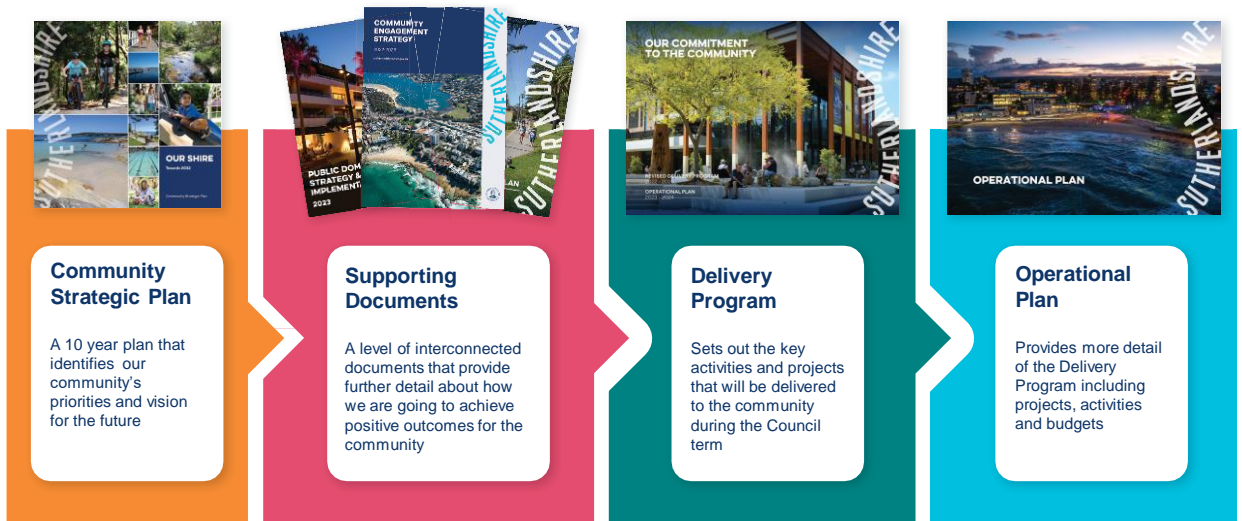


OUR PLANNING PROCESS

Integration with Community Strategic Plan

The CX Strategy directly contributes to ‘Our Shire, Community Strategic Plan’ and supports several Outcomes and Strategies in the overarching plan.

Outcome One in the Community Strategic Plan is ‘Strong civic leadership trusted by an informed and engaged community’ and is underpinned by goals and measures that correspond to CX and satisfaction.



Integration with Supporting Plans and Documents

The Community Strategic Plan provides a vehicle for each community to express its long-term aspirations. However, these aspirations will not be achieved without sufficient resources – time, money, technology, assets and people – to implement them. The Resourcing Strategy is a critical link in translating strategic objectives into action. The CX Strategy forms part of our overall Resourcing Strategy and plays a strategic role in the execution and achievement of our Delivery Program and Operations Plans, as well as other strategic plans developed to support our Visions and overarching strategic goals.

- Outcome 1** Strong civic leadership trusted by an informed and engaged community
- Strategy 1.1** Our community and leadership will collaborate to support the lifestyle and environment to which we aspire.
 - 1.1.2.** Actively engage with the community to understand their views and aspirations in order to develop and deliver community centric strategies.
- Strategy 1.3** Sutherland Shire Council demonstrates good governance and is trusted by the community to make informed decisions that reflect community values and aspirations.
 - 1.3.4.** Utilise emerging technology and innovation to improve service delivery and ensure a positive CX.



Prepared by Sutherland Shire Council in consultation with the Sutherland Shire community.

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SUTHERLANDSHIRE

