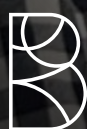




# Customer Experience Strategy

2024–2027



**Burwood**  
Inc.1874





# Acknowledgment of country

Burwood Council acknowledges the Wangal Clan of the Eora Nation, the traditional custodians of the lands in which the Burwood Local Government Area is located.

We pay our respects to their elders past, present and emerging. We acknowledge and respect their cultural heritage, beliefs and ongoing relationship with the land.





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# Message from Cr John Faker, Mayor of Burwood



**Our Council continues to set the standard for customer experience across Sydney councils. While community satisfaction with Council's overall performance has remained consistently high over the last five years, we understand that customer experience isn't a one-time project but an ongoing commitment to putting our customers at the heart of everything we do.**

I am pleased to present the Customer Experience Strategy 2024 – 2027, which outlines our commitment to enhancing customer experience for those who live, work, visit and do business in the Burwood Local Government Area.

It focuses on achieving on four key focus areas: Our People, Our Processes and Accessibility, Our Systems and Technology,

and Our Responsiveness, and includes a comprehensive set of actions to be implemented over the next 4 years.

The Strategy is the result of extensive research, customer feedback and community engagement. It also considers best practice, customer experience trends and emerging opportunities brought about by our City's continued growth to ensure our customer experience performance continues to soar for the benefit of our community now and into the future.

We will continue to work hard to deliver on the expectations of our customers and achieve our customer experience vision focussed on delivering a great customer experience every day.

We look forward to implementing this Strategy across our organisation and the benefits it will bring to our community.

**Cr John Faker,**  
Mayor of Burwood





# About this document

**This document contains important information about how Council plans to improve customer experience for those who live, work, visit and do business in the Burwood Local Government Area.**

If you would like the information supplied in another language or format, please contact us via these free services.

Voice Relay: **1300 555 727**

Text to Speech: **133 677**

If you would like to speak to an interpreter, please call the Telephone Interpreting Service (TIS) on 131 450 and ask them to call Burwood Council on (02) 9911 9911.

## Contact Us

Phone: **02 9911 9911**

Email: **[council@burwood.nsw.gov.au](mailto:council@burwood.nsw.gov.au)**

2 Conder Street, Burwood NSW 2134

PO Box 240, Burwood NSW 1805



Follow Council **@BurwoodCouncil**

**[www.burwood.nsw.gov.au](http://www.burwood.nsw.gov.au)**

## Chinese - simplified:

如果您不理解本文件并需要口译员, 请拨打电话口译服务电话 131 450 并请他们拨打 (02) 9911 9911 联系 Burwood 市议会。

## Nepali:

यदि तपाईं ले यो कागजात बुझ्न नसक्नुहुन्छ भने, कृपया टेलिफोन दोभाषा सेवा (TIS) लाई 131 450 मा कल गर्न ढुहोस् र तिनीहरूलाई (02) 9911 9911 मा Burwood काउन्सिललाई कल गर्न भन्नुहोस्।

## Arabic:

كنت لا تفهم هذا المستند وتحتاج إلى مترجم ، يرجى الاتصال بالترجمة الشفوية عبر الهاتف على الرقم 131450 واطلب منهم إذا الاتصال بـ مجلس بيروود على (02) 9911. 9911 بخدمة

## Italian:

Se non capisci questo documento e hai bisogno di un interprete, chiama il Telephone Interpreting Service al numero 131 450 e chiedi loro di chiamare il Burwood Council allo (02) 9911 9911.

## Korean:

이 문서를 이해하지 못하여 통역사가 필요한 경우 전화 통역 서비스에 131 450으로 전화하여 Burwood Council에 (02) 9911 9911로 전화하도록 요청하십시오.





### Our key focus areas:

We have identified the following four areas of focus over the next four years:

- 1: Our people
- 2: Our processes and accessibility
- 3: Our systems and technology
- 4: Our responsiveness

# About this Strategy

Burwood Council is committed to delivering high quality services and achieving positive outcomes for our community every day. As we prepare for rapid growth and change, we remain focussed on continuing to meet the changing demands and expectations of our customers who live, work, visit and do business in the Burwood Local Government Area.

The Customer Experience Strategy 2024 – 2027 sets out a four-year roadmap for building a better customer experience when interacting with Council.

### The Strategy aims to:

- Develop a shared vision and strategic approach to customer experience across the organisation.
- Build an increased understanding of current and future customer needs and expectations.
- Establish baseline metrics for customer experience that enables Council to actively track and measure its customer experience performance.
- Improve customer satisfaction, current levels of service and enhance the community's experience when interacting with Council.
- Provide a comprehensive set of focus areas, goals and actions to be implemented over the next 4 years to achieve excellence in customer experience.





## What is Customer Experience?

**Everyone in our community is a customer. Our customers include residents, workers, business owners, and visitors to the Burwood Local Government Area.**

We understand that each time a customer utilises one of our services or interacts with us, it shapes their overall experience with Council. We define customer experience as the feelings and perceptions that a customer holds about Council resulting from their interactions with our people, services, processes and systems.

We recognise that 'customer experience' transcends 'customer service' as it encompasses the whole customer journey, commencing from the customer's initial consideration of engaging with Council, extending through their interactions using various service channels - whether online, via phone, or in person - all the way to their most recent exchange with Council.



# Why is customer experience important in the context of local government?

**We know that customer experience plays a pivotal role in building trust and a connected relationship with our community.**

Understanding the experience of our customers offers a means to streamlining processes, reducing the time, effort and energy spent by community members in requesting or accessing a service. An efficient, customer-centric approach can also optimise service delivery, resulting in resource savings and increased operational effectiveness.

In the digital age, our customers expect the same level of convenience from us as a local council as they do from private sector entities. Meeting these expectations can enhance the reputation of Council and attract businesses and residents to the area, and make them want to stay.

Data driven insights obtained from customer research and engagement enable us to make informed decisions and allocate resources more effectively.

By making an investment in customer experience, we are seeking to build community confidence. We hope that creating more positive customer experiences will foster a sense of belonging and engagement, and enhance overall community satisfaction with Council.

## Our Community Vision:

‘Burwood is a welcoming and inclusive community that is defined by our diversity of people, liveable places and progressive ideas. We acknowledge and celebrate our history and place, protect our heritage and environment and share a quality of life that is equitable, sustainable and supports each other to thrive and prosper.’ (CSP 2036)



# Alignment with Strategic Planning Framework

The Customer Experience Strategy is a supporting strategy that assists Council to deliver on its Community Vision outlined in the Community Strategic Plan, *Burwood 2036*, and it is a Principal Activity outlined under Strategic Direction 5: 'Open and collaborative leadership.'

It interacts with a range of other Council policies and plans, such as the Burwood Community Engagement Strategy, Burwood After Dark Strategy, Burwood Council Digital Strategy, Burwood Disability Inclusion Action Plan, Burwood Library Strategic Plan and Council's Workforce Management Plan.

## Our Customer Experience Vision

'Our customers are at the heart of everything we do – we listen, we understand and we deliver a great customer experience every day.'





# Burwood at a glance

## Our diverse community<sup>1</sup>



Population  
in 2022

**40,747**

Population  
by 2036

**73,500**



We are the

**5<sup>th</sup> most  
diverse  
LGA in  
Australia**



Born overseas

**58%**

<5 years in Australia

**1 in 3**

We have many older established  
communities



Our **top 3 languages**  
spoken (other than English) are:

**#1 Mandarin**  
(20%)

**#2 Cantonese**  
(8%)

**#3 Nepali**  
(7%)



Speak a language other than English

**63%** (56+ languages)

**14%** Do not speak English well or at all



People with  
disability

**5%**



Live with  
mental illness

**1 in 20**



Seniors (70+)

**11%**

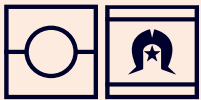


Young people  
(12–24)

**20%**

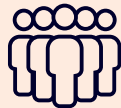
<sup>1</sup> Source: [www.profile.id.com.au/burwood](http://www.profile.id.com.au/burwood)





Identify  
as Aboriginal  
or Torres Strait  
Islander

**<1%**



We have a

**large  
workforce**

that is  
predominantly  
made up of  
young people  
aged 24 – 34 years



Low income  
households

**22%**

(<\$800 per week)



**26%**

Mortgage stress

**39%**

Rental stress



**38%**

Bachelor degree  
or higher



**22.5%**

Households with  
no motor vehicle



”

**We have an active  
community sector**

with many community and government  
services based in the Burwood Town Centre.



# Burwood at a glance

## Our unique place<sup>2</sup>



Burwood is the first **strategic centre** west of the Sydney CBD.



Suburbs **6** (7km<sup>2</sup>)



Households in 2021 **14,817**



Train stations **3**  
Burwood, Strathfield and Croydon



Local businesses in 2022 **5,381**



Residents living in Burwood Town Centre **45%**



Residents living in high rise apartments **45%**



Monthly commuters through Burwood Station **972,840**



We are a **food and cultural destination**

with unique offerings like Burwood Chinatown and **32+ annual events** that draw our community together and attract people from outside the area.



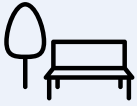
Major shopping centres **3**  
Westfield Burwood  
Burwood Plaza  
Emerald Square



**STREETS AND FOOTPATHS**  
**179 km** of footpath  
**90 km** of roads

<sup>2</sup> Source: [www.profile.id.com.au/burwood](http://www.profile.id.com.au/burwood)





Parks  
**29**



Retail industry  
**3rd  
largest  
(11%)**



## A high quality learning environment

with 11 local schools and tertiary education institutions.



## High streets **5**

Burwood Road, Burwood

The Strand, Croydon

Georges River Road, Croydon Park

Liverpool Road, Enfield

The Boulevard, Strathfield



### COMMUNITY FACILITIES

**6** Community venues

**1** Library & Community Hub

**1** Aquatic Centre



”

We have

**unique historic villages,**

like Croydon and Enfield, each with their own distinct character and charm.



# Customer Experience overview

## Our Services

We provide the following services to our community of residents, businesses and visitors:

City Development	Town planning, building and development assessment services.
City Planning	Strategic and land use planning, long term place planning, heritage advisory services, sustainability and resilience planning and programs.
Community and Culture	Community development, community programs, social planning and research, cultural projects, public art and community events.
Community Safety	Regulatory and compliance services, environmental health, community safety education and crime prevention initiatives.
Customer Experience and Business Improvement	Customer service counter and call centre, community facilities and parks bookings, customer research and improvement projects.
Enfield Aquatic Centre	Recreational facilities and programs, including learn to swim and fitness classes, aquatic events and family recreational and leisure activities.
Infrastructure and Assets	Design and engineering services, landscape architecture, tree management, asset management, traffic, transport and road safety.
Library and Community Hub	Collections and resources and access to learning, technology, creative experiences and programs.
Major Capital Works & Projects	Delivery of major or complex infrastructure projects in Council's Capital Works Program.
Operations	Parks, waste and cleansing, civil construction and maintenance (roads, footpaths and drainage) and depot operations.
Place Management and Communications	Coordination of place management and community engagement initiatives, media liaison, print and digital communications.
Property	Management of Council's property portfolio, including property projects and maintenance.

The following internal service areas assist in the delivery of frontline services:

Finance	Rates, Accounts Payable, Financial Planning and Management
Procurement	Purchasing and contracts management
Information Technology	Information Systems and Support, Digital Transformation and GIS
Governance and Risk	Records Management and Internal Ombudsman
People and Performance	Human Resources, Organisational Development, Payroll, Work Health and Safety



# How our customers interact with us

Our customers connect and interact with us in various ways. In 2022/23, our customers engaged with us in the following ways:



**29,593** phone calls received via the call centre  
#1 Planning enquiries  
#2 Garbage bins/clean up services  
#3 Rates enquiries



**1,294** Customers served face to face at the Customer Service Centre  
#1 Parking permits  
#2 JP service  
#3 Rates and payments



**382,392** Council webpage views  
**32,797** Participate Burwood views



**9,655** emails/online forms via the customer service centre



**11,904** Service requests received  
#1 Council clean up  
#2 Missed garbage  
#3 Dumped rubbish



**3,221** After hours calls received



**379** web chat users (since commencement of the service from April 2023)  
#1 Planning enquiries  
#2 Garbage bins/clean up services  
#3 Website enquiries



**275,529** Visitors to Burwood Library and Community Hub  
**152,793** Physical loans  
**167,906** Wifi connections



**133,959** Visitors to Enfield Aquatic Centre  
**1400+** Learn to Swim students per term



**480** DAs or Certificates lodged via the Planning Portal



**5,901** room and venue bookings via bookable online portal



**2,544** parks and sports fields bookings via Bookable online portal





## Customer experience trends and opportunities

This Strategy seeks to ensure we effectively prepare for and address the following customer experience trends and opportunities, which our Local Government Area is facing now and into the future.

### Our growing and changing city

By 2036, Burwood's population is anticipated to nearly double to more than 73,500 people, creating a significantly higher demand for our services. The Burwood North Masterplan will significantly contribute to residential population growth. The Burwood North Metro Station under construction will notably strengthen our connectivity and accessibility, increasing visitation to Burwood seven days per week once operational.

To successfully manage increasing customer volumes, we must maintain and enhance access to our services and drive new service channels that embrace new technologies.

### Emerging Night Time Economy

In alignment with the Burwood After Dark Strategy, Burwood is actively expanding its after dark identity and night time activities.

Burwood is home to a growing number of residents who work outside the traditional 9am to 5pm window. These workers have a very different set of needs and requirements compared to those who work daytime hours. Similarly, Burwood's large student population has also articulated the need for services and programs into the late evening. Community engagement has highlighted that these growing cohorts want to access a number of community venues after dark, such as the Burwood Library and Community Hub and Burwood Park, but are limited by current opening hours or conditions. Council has concrete plans to extend the opening hours of existing and new community venues to address this identified need.

Burwood businesses are also operating later into the evening to meet the demand of residents, which has additional flow on impacts for Council services, particularly those involved in supporting or regulating local business or ensuring the Town Centre is safe and clean late into the evening. Over the coming years, Council will be required to make sizable shifts to its operational hours to support the Night Time Economy. This means working towards a 24/7 operational service delivery model for some distinct service areas.





## Increasing customer expectations

Customer expectations are rapidly evolving for local councils. Residents increasingly expect online access to services and information, especially self-service and digital channels. They want user-friendly websites, mobile apps, and the ability to complete transactions online, mirroring the convenience they experience with private sector interactions. Customers also want services faster than ever before. They expect timely issue resolution and transparent communication regarding their requests and concerns. They also desire more personalized services and communications and expect councils to understand their unique needs and preferences, tailoring services and information accordingly.

In relation to transparency and accountability, residents want to understand how resources are allocated, track the progress of initiatives, and hold councils accountable for their actions and decisions. The growing emphasis on community engagement also means that councils are required to actively seek and act on community feedback to drive continuous improvements in customer experience.

”

We need to proactively drive a shift in philosophy within the organisation to look at all of our services from a customer perspective.



### Evolving technology and artificial intelligence (AI)

The rapid rate of technological change continues to transform the way we live, work and play. Keeping pace with these changes is challenging as we balance maximising the use of technology, while maintaining traditional customer interaction approaches to ensure members of the community are not inadvertently excluded from services.

As data breaches and privacy concerns increase, customers want to know their data is secure. Building trust through robust data protection measures is crucial for long-term customer trust and satisfaction.

It is also clear that AI is revolutionising the world we live in and has the power to significantly enhance customer experience through improved communication, problem solving and the customisation of services. AI-driven chatbots, virtual assistants and automation are becoming common and more sophisticated, enhancing efficiency and resolving issues quickly, while reducing operational costs.

Augmented Reality (AR) and Virtual Reality (VR) technologies are also being used for immersive and interactive customer experience. It is important that we embrace new technologies to be able to deliver the services our customers expect now and into the future.

### Building a customer centric culture

Customer expectations of local government have been traditionally low. Some communities believe local councils do not make customer experience a priority as they do not have to compete for business and customers simply have to deal with the relevant council based on where they are located. This is changing, and many councils are investing heavily in customer experience initiatives.

Council is committed to building a positive customer experience as a way to engage and build trust with the community. In doing so, Council recognises that satisfied, motivated and connected staff with a strong customer centric culture leads to exceptional customer experience.

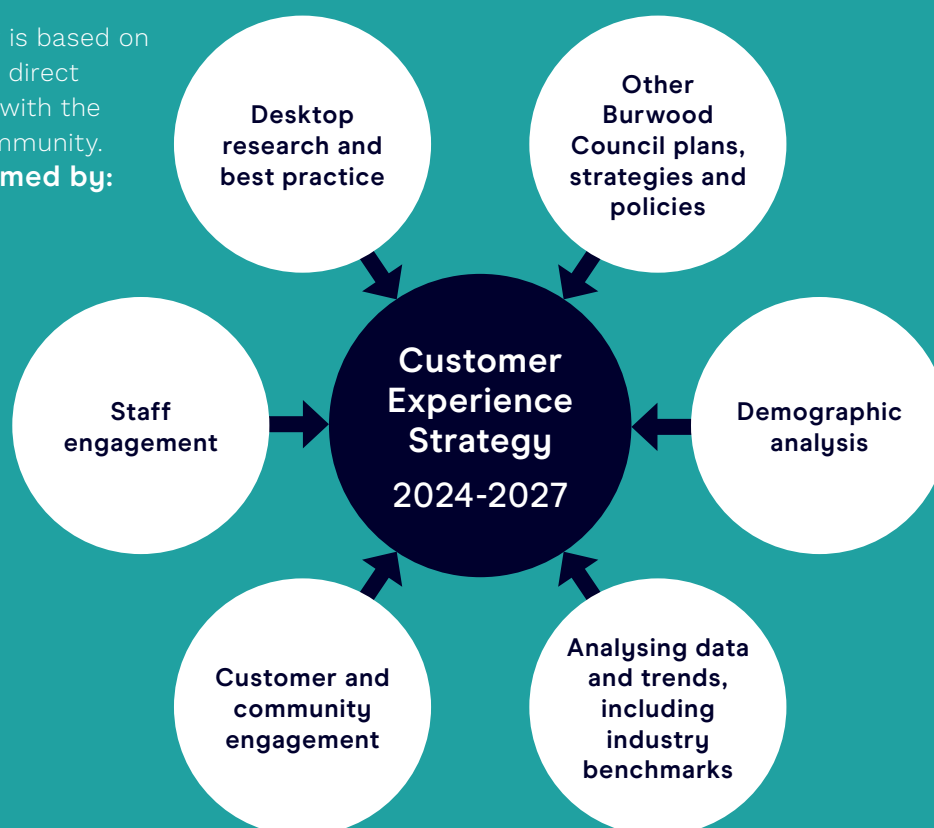
Building an organisation wide approach and commitment to customer experience is a critical component for the success of this Strategy. We need to proactively drive a shift in philosophy within the organisation to look at our services from a customer perspective. A focus on customer centric training and implementing agreed service standards will help us to arrive at a more customer centric mindset across the organisation.





# How we developed this Strategy

This Strategy is based on research and direct engagement with the Burwood community. It was informed by:



In the development of this Strategy we utilised information and feedback from a number of sources to understand the key drivers for elevating the experience of our customers. This involved:

## **Desktop research and a review of best practice**

A review of relevant Council strategies, customer experience trends and learnings has guided Council's approach and identified opportunities for further improvement.

## **Demographic and customer data analysis**

Analysis of demographic data and customer trends has informed an understanding of who our community is and who are customers are and how we are changing.

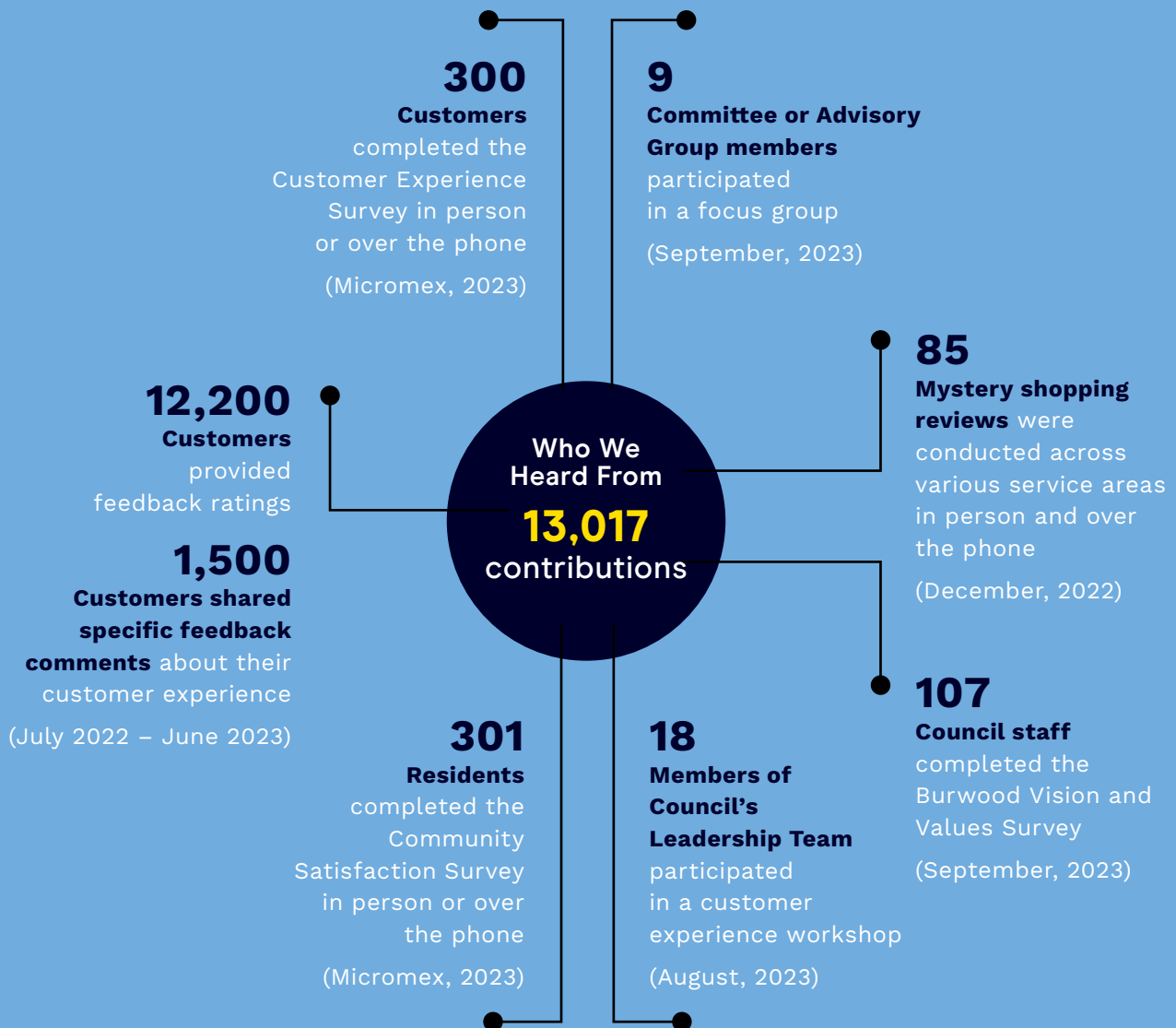
## **Community and stakeholder engagement**

This Strategy has also been shaped by the many voices of our community who have shared their ideas with us while developing the Strategy. This has included feedback received from participants of the Community Satisfaction Survey and the Customer Experience Survey undertaken every two years by Micromex Research, input from Council's Committee and Advisory Group members, and customers of Council who provided real-time ratings and comments following their interaction with Council over the past year.

Feedback received via Council's Mystery Shopping Program and staff engagement activities undertaken in 2023 has also been utilised to shape specific strategies and actions included within Our Action Plan.

# Who we heard from

Input and feedback was gathered from people who live, work, visit and do business in the Burwood Local Government Area. Participants came from diverse cultural and linguistic backgrounds, across all age groups, abilities and parts of the Burwood LGA.



## Other engagement data:

Community engagement findings from previous engagement activities undertaken for the Burwood Community Engagement Strategy, Burwood After Dark Strategy, Burwood Disability Inclusion Action Plan and Burwood Library Strategic Plan were also utilised to inform our Customer Experience Strategy Action Plan.





# What we discovered and heard

The following summarises customer insights and feedback obtained through the research and engagement process. It also provides a snapshot of our recent customer experience performance, including some of our key baseline measures prior to implementation of this Strategy.

## Community Satisfaction Survey Results, 2023

Every two years Council commissions an independent research agency (Micromex) to conduct the Community Satisfaction Survey with residents living in the Burwood Local Government Area.

Council has consistently achieved an overall satisfaction result of 90% or above since 2019, however, there remains an opportunity to increase the level of satisfaction with 'Contact with Council' through targeted customer experience initiatives.



### Overall satisfaction

**90%** of residents are at least somewhat satisfied with the performance of Council over the last 12 months.



### Burwood as a place to live

**92%** of residents agree or strongly agree that the Burwood area is a good place to live.



### Council's transparency and integrity in decision making

**85%** of residents are at least somewhat satisfied with Council's transparency and integrity in decision making.



### Satisfaction with contact with council

**77%** of residents are at least somewhat satisfied with the way their contact with Council was handled.



### Quality of life in the Burwood LGA

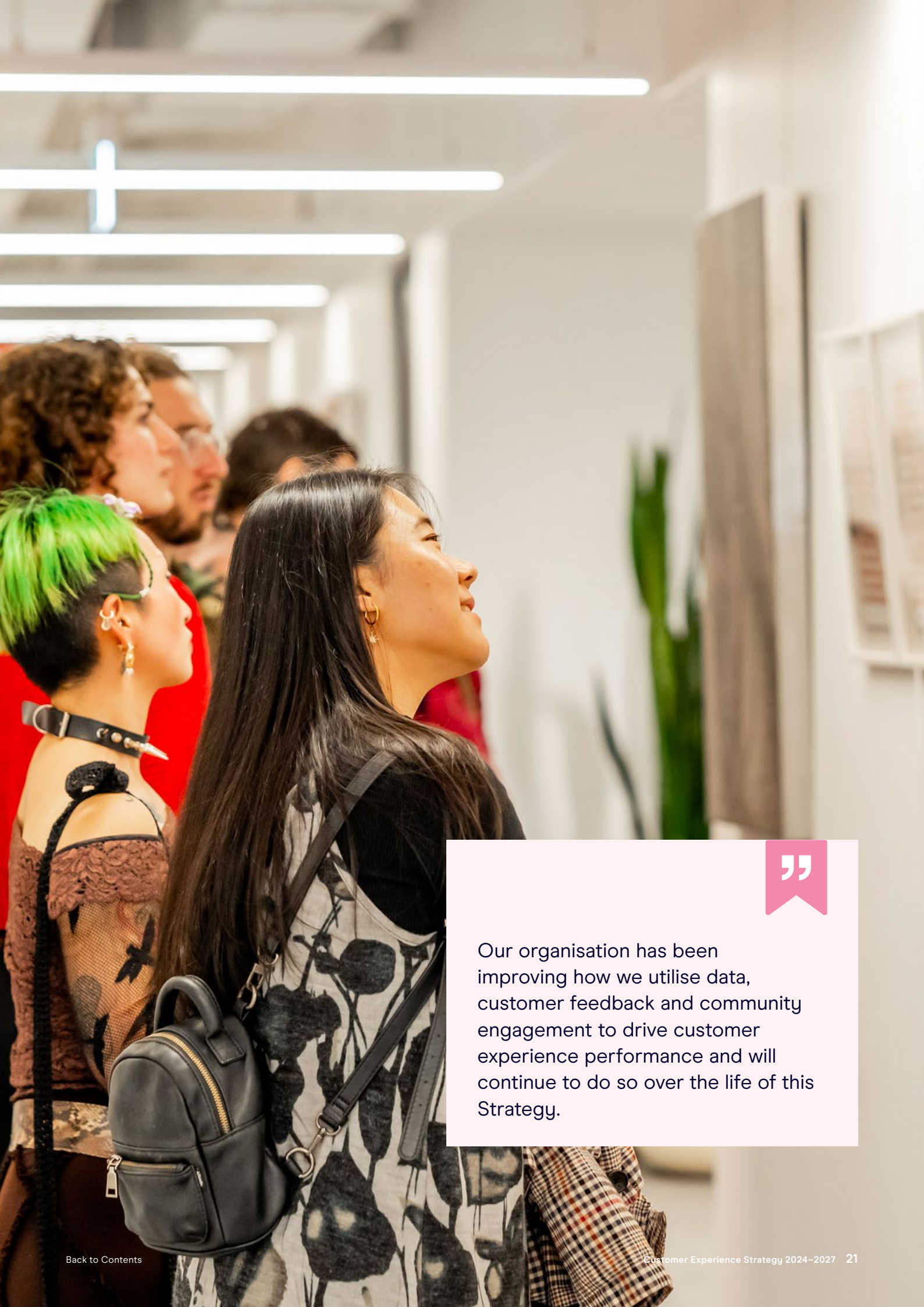
**91%** of residents rate their quality of life as 'good' to 'excellent' in Burwood LGA.



### Council's community engagement

**74%** of residents rate Council's current level of community engagement as good to excellent.





”

Our organisation has been improving how we utilise data, customer feedback and community engagement to drive customer experience performance and will continue to do so over the life of this Strategy.



## 'Contact with Council' findings

"Younger residents (18-34 years) and those that have lived in the Burwood LGA for less than 5 years are less likely to make contact with Council."

"For those that have contacted Council in the last 12 months, telephone continues to be the preferred method. Visiting Council in person has been in decline since 2019."

"Most residents believe that an awareness of the expected response times for a range of matters would improve customer experience. More than half of survey participants also stated that an increase in the availability of digital services would also improve customer experience."

*Community Satisfaction Survey Results, 2023*

## Customer experience survey results, 2023

In 2021, Council commenced the implementation of our independent Customer Experience Survey, which is now undertaken every two years (and most recently in 2023).

It gauges customer experience via key customer service channels and contact points, including the Customer Service Centre, the Burwood Library and Community Hub, and the Enfield Aquatic Centre.

It also measures the friction experienced by our customers when navigating the large number and complexity of services we provide.

Council is now able to compare the results of Wave 1 and Wave 2 results, and will continue to undertake the survey to measure our customer experience performance over the life of this Strategy.

## Customer Experience Snapshot Summary (2023):



### Customer Service Centre

#### Satisfaction:

**74%**

satisfied/very satisfied

#### Strengths:

- Cleanliness of facilities
- Polite and friendly staff

#### Opportunity:

- Keeping informed/ providing feedback/ acknowledging requests
- Online "self service" portal



### Library & Community Hub

#### Satisfaction:

**96%**

satisfied/very satisfied with the **quality** of service

**94%**

satisfied/very satisfied with the **range** of service

#### Strengths:

- Lounge/reading areas
- Service by Staff

#### Opportunity:

- Digital resources (ebooks)
- Extend opening hours



### Enfield Aquatic Centre

#### Satisfaction:

**87%**

satisfied/very satisfied

#### Strengths:

- Service by Learn to Swim team
- Service by lifeguards

#### Opportunity:

- Upgrade of change rooms
- Cleanliness

## Real-time customer feedback, 2022/23

To date, six customer feedback devices have been installed across four service locations to track real time satisfaction with Council services. The devices contain interactive site specific customer feedback surveys that capture, analyse and interpret customer feedback to enable Council to identify areas of improvement.

Staff email signatures also enable customers to provide immediate ratings and complete customer feedback surveys tailored to each specific service area.

All real-time customer feedback is sent to a centralised platform that provides Council with a Customer Experience (CX) Scoreboard, enabling Managers to monitor the progress of their team and make adjustments to improve their monthly CX Score.

### Overall Council CX score (2022/23)

# 8.0

Based on **12,200** feedback ratings received via **'Rate It'** devices and staff email signatures during 2022/23.



Awesome

10



Good

7



Not Great

4



Awful

0

### Areas for improvement:

"Pleasant and positive, but lack of understanding and knowledge of basic Council statutory processes."

"The Council website did not really have all the information I needed."

"The process was complicated and took a long time to complete."

*Customer Comments via Rate It, 2023*



”

### Positive customer experiences:

"Great customer service. Staff were super easy to deal with and very helpful."

"Staff were polite, informative and prompt in looking into the matter of concern and responded both via phone and email within hours. Amazing service."

"Informative and quick response. They didn't forget about me and got back to me when they said they would."

*Customer Comments via Rate It, 2023*



## Mystery Shopping Program results, 2022/23

Each year we conduct a comprehensive Mystery Shopping Program across the organisation. This is used to assess and improve the standard of service offered by our staff.

Trained evaluators observe and measure the nature and quality of service offered to customers by testing key customer scenarios tailored to each service area. This involves mystery shopper telephone and face to face enquiries which focus on three categories: Greeting, Information Offered and Overall Impression.

While overall results were high, knowledge gaps were identified in some areas with the shopper stating the staff member provided good service but was unable to provide detailed information on the subject matter without assistance from other staff.

## National local government customer service network benchmarking program results, 2022/23

The National Customer Service Benchmarking Program provides all participating councils with an individual report detailing their annual performance compared with participating local councils. It examines performance from a people, process, customer and financial perspective and helps us to identify where we exceed or need to improve how we deal with inbound customer enquiries and how well we resolve customer issues at the first point of contact.

Results indicate that Council is performing above the National Council average across all areas, with Council ranking in the top 3 places for 8 of the measurement areas applied in 2022/23. Council's investment in technology and staff training as well as ongoing decrease in counter and phone wait times have been highlighted as particular areas of achievement over the previous two reporting periods.



### Mystery shopping program score

**90% phone calls**  
**93% in person visits**

Based on **85** mystery shopping interactions with Council staff over the phone or in person during 2022/23.

### National Benchmarking Results



Nationally for WebChat handle time



Nationally for efficiency in processing bookings



Nationally for efficiency in processing parking permits



For high staff retention for a Metropolitan Council



Nationally for phone handle time

*Source: National Benchmarking Comparative Report 2022 - 2023 (Released in December 2023)*

## Summary of overall customer and community feedback

While our performance data, customer feedback and community engagement results indicate a mostly positive customer experience, we understand ongoing improvements are required if we are to exceed and maintain a high level of community satisfaction with Council.

### Our community told us to change or focus on the following in the future:

- Keep customers informed/provide feedback on their service request, especially for more complex matters that involve lengthier timeframes.
- Acknowledge that requests have been seen.
- Improve the Council website and develop an online service portal to make more services available online.
- Create easier processes and faster resolutions.
- Better communication between staff from various service areas to reduce customer confusion and frustration.
- More knowledgeable staff.
- Extend operating hours.
- Communicate clear service standards so customers know when to expect requests to be actioned.
- Expand and diversify payment options.
- Improve staff responsiveness and communication.
- Listen to customers to make improvements.
- Additional bilingual staff to help address language barriers.
- Ensure that technology isn't considered a solution for everyone.
- Tailor and target information and communication for local business.

"The website is difficult to navigate. It is impossible to find the right up to date information. Improve the search function."

"It is really important to listen to people's concerns and issues so problems are fully resolved."

"It would reduce my anxiety if I received regular updates on where things are at."

"It is good when you can reach the right person, but sometimes it can take a while to find that person."

"Staff should be trained to communicate using plain English, to read body language and facial expressions."

"It's good Council asks us our opinions. We can see real improvements from what Council is trying to do."

*Quotes from Committee and Advisory Group Focus Group Participants, 2023*





# Our Action Plan

Our customer experience vision:

**At Burwood Council our customers are at the heart of everything we do – we listen, we understand and we deliver a great customer experience every day.**

Our Customer Experience Strategy sets out our four-year implementation plan across four key focus areas in order to achieve our vision for customer experience.



The key focus areas include:



The following Action Plan outlines a total of 42 actions that Council will implement by December 2027.





### Our goal

Build a customer centric culture across the organisation.

# Our People

It is important that everyone in our organisation understands how their role and their actions are critical to customer experience. The right standards, supports and training are also required to ensure our people are equipped to help our customers and deliver a knowledgeable, fast and responsive experience.

The following actions will ensure we recruit the right people, shape a strong customer focus, empower and support our staff, and develop clear service standards to create a consistent customer experience across the organisation.





Strategy	#	Action	Timeframe
Shape a strong customer focus culture	1.1	All staff interviews to contain customer focussed questions to ensure we are recruiting the right people.	Year 1 (2023-24)
	1.2	Implement customer experience standards and criteria in staff position descriptions.	Year 3 (2025-26)
	1.3	Develop a new employee Induction Program incorporating the 'Call Centre Experience' and local tours.	Year 1 (2023-24)
	1.4	Review and refresh staff values to build a culture of performance excellence.	Year 1 (2023-24)
	1.5	Develop and implement customer experience measures in performance reviews across the organisation.	Year 3 (2025-26)
	1.6	Create telephone and correspondence etiquette guidelines for staff to ensure customer interaction is consistent across Council and meets customer expectations.	Year 1 (2023-24)
Empower and support our staff	1.7	Develop and deliver an organisation wide Customer Centric Training Program that focuses on proactive and positive outcomes.	Year 3 (2025-26)
	1.8	Develop a Coaching and Mentoring Program to support staff to improve their customer experience interaction.	Year 4 (2026-27)
	1.9	Develop an integrated Knowledge Management System for Customer queries and activate an organisation wide knowledge sharing program to encourage collaboration between departments and flow of information.	Year 3 (2025-26)
Develop clear service standards	1.10	Create a new Customer Service Charter, providing external commitment to our customers.	Year 1 (2023-24)
	1.11	Develop internal service standards for all Council services to create a smooth customer experience.	Year 3 (2025-26)





## FOCUS AREA 2

### Our goal

Cut red tape to make every interaction easy, fast and accessible.

# Our processes & accessibility

It is important that our customers are at the centre of everything we do when we plan and deliver our services. We have heard that our customers want simple and fast processes, easy to understand language and information, and multiple contact options to meet changing customer expectations.

The following actions will ensure we conduct regular reviews to improve service delivery and resolve customer challenges. They also seek to strengthen Council's ability to deliver accessible information and services by removing the barriers of bureaucracy to create quick and easy experiences that meet our diverse customer needs.



Strategy	#	Action	Timeframe
<b>Conduct reviews to improve service delivery and resolve customer challenges</b>	2.1	Review and document business processes of core Council functions to deliver improved services and efficiencies.	Ongoing
	2.2	Undertake 'Customer Journey Mapping' of high use Council services to provide a clear understanding of where we exceed, meet or fail to satisfy our customers' expectations.	Year 2 (2024-25) Year 3 (2025-26) Year 4 (2026-27)
	2.3	Improve Council's application processes for all Council services to ensure they are efficient and simple.	Year 2 (2024-25)
	2.4	Conduct a review of the Customer Contact Centre operating hours to assess if customer demand supports an expansion or alteration of opening hours.	Year 4 (2026-27)
	2.5	Conduct a review of our Complaints Management Policy to improve efficiency and transparency in the handling of complaints.	Year 2 (2024-25)
<b>Strengthen Council's ability to communicate clear and accessible information</b>	2.6	Promote awareness and increase the use of Council's language aide program and interpreter services.	Year 2 (2024-25)
	2.7	Develop and implement language and communication standards and guidelines for Council to increase use of easy-to-understand, jargon free and accessible language and information. This will involve training for Council staff.	Year 2 (2024-25)
	2.8	Deliver training to enhance staff knowledge in cultural awareness and understanding of our diverse community to improve customer experience.	Year 2 (2024-25)
	2.9	Promote the availability of accessible contact channels to customers, ensuring that technology driven solutions do not remove traditional interaction methods.	Ongoing
	2.10	Investigate and implement community notice boards at key locations and online.	Year 2 (2024-25)



### Our goal

Use technology to support better customer experience 24/7.

# Our systems & technology

It is important that we embrace new technologies to be able to deliver the services our customers expect now and into the future. We have heard that our customers want us to significantly improve our website and continue to enhance our online platforms and self-service capabilities. As we build our night time economy and activate our

city all hours we will take steps to extend our operating hours and work towards 24/7 access to Council services and information.

The following actions will ensure we integrate systems to provide seamless customer experience and implement innovative technologies to provide access to Council services and information anytime from anywhere.





Strategy	#	Action	Timeframe
<b>Integrate systems to provide seamless customer experience</b>	3.1	Implement a fully integrated single Enterprise Resource Planning (ERP) software solution.	Year 2 (2024-25)
	3.2	Review the existing online booking and point of sale system for Enfield Aquatic Centre and implement an advanced solution that provides a better customer experience.	Year 3 (2025-26)
	3.3	Introduce integration with NSW Planning Portal to enable customers to submit and track their development applications seamlessly.	Year 2 (2024-25)
	3.4	Conduct a review of customer payment methods to provide more options and diversify payments.	Year 4 (2026-27)
<b>Implement innovative technologies</b>	3.5	Implement Electronic Parking Permits to improve access and deliver an improved service for the issuing of parking permits.	Year 2 (2024-2025)
	3.6	Develop and implement new technology to improve communication, such as email notifications and SMS alerts across different Council services.	Year 4 (2026-27)
	3.7	Expand availability of self service options for customers using new technologies.	Year 2 (2024-25)
<b>Provide 24/7 access to Council services and information</b>	3.8	Expand access to Library and Community Hub services beyond normal operating hours, through the roll out of Anytime Access, book lockers and the Enfield Library Pod.	Year 1 (2023/24) Year 4 (2026-27)
	3.9	Introduce online customer portal to make it easier for customers to do business with Council 24/7.	Year 4 (2026-27)
	3.10	Conduct a review of our website structure, functionality, content and home page to significantly improve user experience.	Year 2 (2024-25) Year 3 (2025-2026)
	3.11	Upskill staff at front facing locations to help address general customer enquires outside standard business hours.	Year 3 (2025-26)



### Our goal

Elevate the voice of the customer to deliver continuous improvements.

# Our responsiveness


It is important that we continue to listen to the feedback of our customers to drive ongoing improvements and build responsive service delivery. We have heard that customers want us to improve how we acknowledge their requests, keep them informed and report back on the outcome of their matter to 'close the loop.'

The following actions will ensure we utilise data to understand customer behaviour, improve their experience and resolve customer challenges. This will also involve implementing innovative ways for the community to provide ongoing feedback and extend Council's reach. We will also continue to measure our customer experience performance to track our progress through multiple measures, ensuring we are making steps towards achieving our customer experience vision.



Strategy	#	Action	Timeframe
Utilise data and feedback to drive customer experience improvements	4.1	Monitor and report on customer feedback to track real-time customer satisfaction.	Ongoing
	4.2	Expand the Customer Feedback Program to capture telephone and webchat feedback, including compliments and complaints.	Year 2 (2024-25)
	4.3	Conduct annual Mystery shopping program to monitor and improve staff performance.	Ongoing
	4.4	Conduct monthly reporting on Council's Customer Request Management and Electronic Document Management systems to monitor and improve responsiveness of staff.	Ongoing
	4.5	Conduct bi-annual Customer Experience Survey to ensure customer expectations are attended to in line with service standards.	Year 2 (2024-25) Year 4 (2026-27)
	4.6	Participate annually in the National Local Government Customer Service Network Benchmarking Program.	Ongoing
Create and implement a resolution focused framework	4.7	Develop and implement first contact resolution initiatives across the organisation.	Year 3 (2025-26)
	4.8	Develop and implement automated acknowledgement letters to improve responsiveness across the organisation. For more complex matters, implement status update standards to report back to the customer on the outcome of their service request and 'close the loop'.	Year 2 (2024-25)
Implement innovative ways for the community to provide ongoing feedback and extend Council's reach	4.9	Deliver pop up customer service stalls to reach customers who do not ordinarily interact with Council and increase knowledge of Council services.	Year 2 (2024-25) Year 3 (2025-26) Year 4 (2026-27)
	4.10	Continuously monitor existing and emerging services that generate the greatest levels of dissatisfaction, take action to address the key issues and communicate back to the community on the progress of improving customer experience.	Year 4 (2026-27)





We understand that there is no single customer experience measure that provides a complete picture of customer experience.

”

# Monitoring our progress

**Council is committed to achieving an improved customer experience for those who live, work, visit and do business in the Burwood Local Government Area.**

Council will implement the Customer Experience Strategy over the next four years and keep the community updated on our progress through a range of informal and formal reporting measures to ensure accountability and transparency.

This will include:

- Reporting on progress of implementation of the Customer Experience Strategy actions in annual reports to be made available to the community online and in hard copy at the Burwood Library and Community Hub.
- Promoting the implementation of the Customer Experience Strategy across the organisation and reporting on our progress bi-annually through the Integrated Planning and Reporting process.

We understand that there is no single customer experience measure that provides a complete picture of customer experience. We will utilise a combination of measures and welcome ongoing feedback from our customers to understand how we can improve their experience when interacting with Council.

This will include:

- Undertaking the Community Satisfaction Survey and Customer Experience Survey every two years.
- Utilising additional customer experience data and measures, including tracking our real time CX Score and comments, Mystery Shopping results and National Benchmarking results.
- Assessing incoming complaints and compliments to help us shape our services into the future.



## Measures\*:

### Community Satisfaction Survey

Overall satisfaction with performance of Council  
(Baseline: 90%)

Satisfaction with customer experience  
(Baseline: 92%)

Satisfaction with Council's efforts to inform residents  
(Baseline: 86%)

Satisfaction with Council's efforts to respond to residents  
(Baseline: 80%)

Satisfaction with contact with Council  
(Baseline: 77%)

### Customer Experience Survey

Council - overall satisfaction with contact  
(Baseline: 74%)

Library Service - overall satisfaction with the quality of service  
(Baseline: 96%)

Enfield Aquatic Centre - overall satisfaction with the quality of service  
(Baseline: 85%)

**Rate It CX Score**  
(Baseline: 8.0)

**Overall Mystery Shopping Result**  
(Baseline: 90%)

### Performance Against National Customer Service Benchmarking Standards

**80%**  
calls answered within 40 seconds  
(Council's performance: 88%)

Average call handle time of **120 seconds**  
(Council's performance: 110 seconds)

**< 5%**  
call abandonment rate  
(Council's performance: 3.6%)

**80%**  
of customers served at counter within 5 minutes  
(Council's performance: 96%)

**80%**  
of calls are resolved by customer service in the first contact  
(Council's performance: 92%)

\*Micromex Community Satisfaction Survey (2023), Micromex Customer Experience Survey (2023) and all other data and scores based on 2022-23 results.





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