



# Scenic Rim Regional Council **Customer Experience Strategy** 2021 - 2023

PUTTING THE CUSTOMER AT THE HEART OF EVERYTHING WE DO



# Acknowledgement of Country

We are proud of our diverse communities within the region. We acknowledge the traditional owners of the many lands within the Scenic Rim - the Mununjali in the Centre, the Wangerriburra to the East, the Ugurapul to the West, and all those of the Yugambah and Jagera language groups. We pay respect to their Elders, past, present and emerging.

Prepared by: Scenic Rim Regional Council in conjunction with Customer Frame - April 2021

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# Message from the Mayor

It is with pleasure I introduce the first *Scenic Rim Regional Council Customer Experience Strategy 2021-2023* (Strategy). It spells out why every single customer interaction is so important for the future of our region.

Within this Strategy, the Customer Experience Improvements Plan puts into action how we are going to improve our delivery of services, our interactions with customers, and our relationships and partnerships between our communities, customers and Council.

Our purpose is to serve and service the more than 43,000 people who call the Scenic Rim home - they are our customers - as are our 26,000 ratepayers, 4,500 businesses, hundreds of community groups and our 1.8 million annual visitors to the Scenic Rim. From animal owners to builders and developers, corporate investors alongside state and federal government agencies, each is a customer with specific needs.

During the first phase of the Customer Centricity project we asked customers what their needs and expectations were of Council through a regional wide customer sentiment survey. We listened to what you had to say and this Strategy is a direct result of that feedback.

Councillors specifically expressed the need for Council to empower customers with access to more information and for us to shift from being the 'enforcer' or 'blocker' to becoming the 'enabler' for our community. Expanding on the Corporate Plan 2018-2023's theme of open and responsive governments statement of intent - ethical and transparent leadership supports the diverse needs of our community via a high-performing and financially sustainable organisation.

The second phase of the Customer Centricity project is for action, our response to the community.

This Strategy is our road map to building a contemporary and customer focused organisation where our decisions and services are designed with our community and for our customers.

Council will strive to be loved by our community and to be one step ahead, and we want our customers to feel assured. In the words of our *Customer Charter*, together we will become collectively proud.

**Cr Greg Christensen**  
**Mayor**  
**Scenic Rim Regional Council**



# Message from the Chief Executive Officer

Delivering services for our customers and our communities is the single most important thing we do each day and I am proud to be leading the implementation of the first ever *Scenic Rim Customer Experience Strategy 2021-2023*.

Customers rely on us for a range of different services, some are required by legislation, others are time-sensitive, the majority impact people's livelihoods, health and well-being or their surroundings.

Like all service-based industries, we are under increasing pressure to improve how we deliver our services and what services we provide. We are in transition to becoming an organisation led by its customers.

We consider our customers to be anyone who we provide our services to or we have dealings with.

This Strategy has been developed to positively influence every interaction we have with our customers, and places them at the centre of our organisation and its operations. It spans a three-year period from 2021-2023 and provides a robust structure for how Council plans to build a modern, customer-centric organisation. It sets the foundation for tangible improvements to our culture, our processes and our technological solutions.

We want all of our customers' future experiences with us to be as easy as possible, open and honest, and designed for their convenience. We're not there yet.

Significant organisational change takes time and our transformation started in 2018 with the Refresh and Refocus program. This was followed by the Customer Centricity project and the release of our *Customer Charter* in 2020 based on findings from an extensive community and internal engagement program.

This *Customer Experience Strategy* brings the *Customer Charter* to life with 26 targeted initiatives and projects. We are committed to making meaningful changes to the way we do business and to putting our customers at the heart of everything we do.

**Jon Gibbons**  
**Chief Executive Officer**  
**Scenic Rim Regional Council**





# Our strategy journey

The development of the *Scenic Rim Regional Council Customer Experience Strategy 2021-2023* started with the introduction of *Our Ethos* in 2018, the cornerstone of the Refresh and Refocus program.

In late 2019, the Scenic Rim Regional Council's (Council's) team embarked on a new journey with the Customer Centricity project. This was in line with the Refresh and Refocus vision to build a framework for a customer-centric organisation where a customer-first culture prevails.

The purpose of the project was to gather, reflect and combine the views of customers (Phase 1) to inform a clear, intentional improvement plan that would drive lasting change (Phase 2).

This stepped approach takes the insight obtained, both internally and externally, converting it into tangible actions to deliver the project vision.

## PHASE 1 – DISCOVERY AND DIAGNOSTICS



**Councillor  
Focus  
Group**



**Customer  
Strategy  
Audit**



**'Who Is'  
Customer  
sessions**



**Internal  
External  
Benchmark**



**Customer  
Sentiment  
Survey**

## PHASE 2 – INSIGHT INTO STRATEGY AND ACTION



**Customer  
Charter**

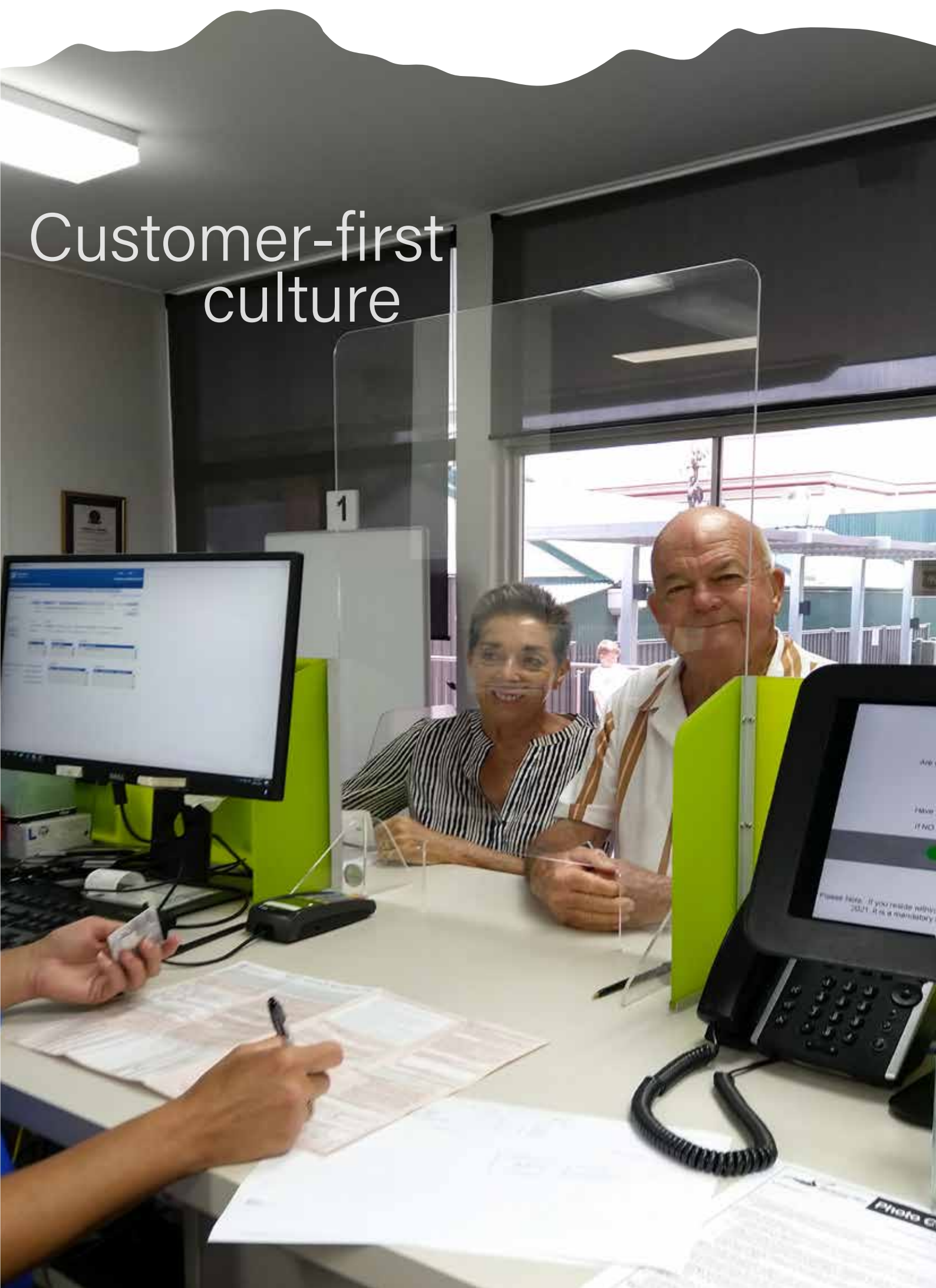


**Customer  
Experience  
Strategy**



**Customer  
Experience  
Improvements  
Plan**

# Customer-first culture



Our *Customer Charter* (see Page 27) was adopted in June 2020. It aligns with *Our Ethos* and outlines the customer-led vision, promises and commitments for both our customers and our employees to understand and embrace. It helps align the organisation culturally and closes the gap between customer expectations, team delivery and strategy.





Our *Customer Charter* is the foundation piece and is already helping to direct and create customer-led change across our organisation.

The *Scenic Rim Regional Council Customer Experience Strategy 2021-2023* will guide us operationally to make the necessary changes to improve our customers' experiences, starting with 26 initiatives and projects outlined in the Customer Experience Improvements Plan.

Our strategic design choices are based on feedback from internal and external stakeholders gathered during Phase 1 of the Customer Centricity project through a variety of engagement methods including a regional wide customer sentiment survey. We gained a deep understanding of how the organisation perceived customers, and the current perception of the organisation from a customer point of view.

Above all else, our customers seek a partnership-style relationship rather than an 'us and them' culture. To achieve this transformation we need a shift in mindset from being the 'enforcer' or 'blocker' to becoming the 'enabler' for our community. We identified five main areas for improvement:

1. TRUST
2. COMMUNICATION AND LISTENING
3. PERCEPTION OF VALUE
4. EXPECTATIONS
5. ACCESSIBILITY

## STRATEGIC ALIGNMENT

***This Strategy is a specific action in the Corporate Plan 2018-2023 as part of the Open and Responsive Government theme.***

Council's *Corporate Plan 2018-2023* vision is to enable a sustainable future for our region that enhances our unique rural communities and environments.

The strategic intent is ethical and transparent leadership supports the diverse needs of our community via a high-performing and financially sustainable organisation.

# Three Strategic Themes

These three key strategic themes act as support pillars to bring our customer-led vision to life. Nine strategic focus areas have been designed intentionally to drive real change across the organisation. Execution of these focus areas are detailed in the Customer Experience Improvements Plan, which is the vital link between strategy and tangible operational improvements.

STRATEGIC THEMES	WHAT DOES IT MEAN?	STRATEGIC FOCUS AREAS	WHAT WE'LL DO
<b>BUILDING A CUSTOMER CULTURE</b>	Bring our Customer Charter to life and cultivate a common knowledge and understanding of our customers to create a true connection between the Council team and customer	<b>LIVING VISION AND VALUES</b>	Establish a clear corporate vision and set of values to energise employees, incorporating the Community Plans' vision, organisational Ethos and Customer Charter.
		<b>EMBED CUSTOMER EMPATHY</b>	Enable a new customer-centred mindset to serve our customers more effectively through customer centred practices and behaviours.
		<b>CUSTOMER FRIENDLY LANGUAGE</b>	Develop and implement customer friendly language protocols to be used for all types of customer interactions.
<b>ENABLING CUSTOMER INTERACTIONS</b>	Put in place the foundations and infrastructure for greater customer access and care to engage with customers more often and in new ways.	<b>CUSTOMER MANAGEMENT APPROACH</b>	Implement an approach through which we can recognise our customers, capture their needs and interactions with Council and improve their overall customer experience.
		<b>CUSTOMER SELF-SERVICING</b>	Implement a self-service system that enables customers to choose how they interact with Council, providing them the services they need when they need them.
		<b>CUSTOMER CONSULTATION</b>	Create consultation points across the customer journey to establish a partnership relationship with the customer, ensuring customers are consulted and engaged at key decision points
<b>REFINING CUSTOMER EXPERIENCE</b>	Build a deeper knowledge of our customers and their journey with Council to identify opportunities to improve their experience and pre-empt their needs.	<b>CUSTOMER PROFILING</b>	Create customer portraits to better understand our diverse customer profiles and their unique characteristics.
		<b>CUSTOMER JOURNEY MAPPING</b>	Map key customer journeys to visualise and better understand our customer's needs, critical moments in their journeys and how we can best service them in line with our vision and purpose.
		<b>MEASUREMENT AND IMPROVEMENT</b>	Review and design customer experience measures where results drive better customer experiences



Build a deeper  
knowledge of our  
customers



# Our Customers

To be a customer-led organisation, it is important to have a clear picture of who our customers are. There are many types of customers who choose to live, work, invest, run a business, or visit the Scenic Rim region.

The Scenic Rim is an hour south-west of Brisbane, and an hour inland from the Gold Coast, framed by outstanding World Heritage listed national parks. The main industry is agriculture and the region is well-known for its boutique tourism destinations scattered between our unique towns and country villages.

As of 2019, the Australian Bureau of Statistics estimates 43,123 residents choose to live in the Scenic Rim region, of that we have 26,125 ratepayers and 18,764 ratable properties. Based on Queensland Treasury forecasts, the population is expected to grow to more than 67,000 by 2041.

The current median age is 44 years old, the largest age group is 50-54 years, 16 per cent stated they do not have an internet connection, 89 per cent speak English only, three per cent are Aboriginal or Torres Strait Islander, and six per cent need daily support due to a disability.

Tourism Research Australia estimated the Scenic Rim welcomed 1.82 million visitors in the 2018-2019 financial year. We acknowledge the complex and diverse needs of our internal and external customers.

## External Customers

- Current and potential residents
- Ratepayers
- Business owners
- License holders
- Animal owners
- Builders
- Developers
- Investors
- Queensland and Australian Government departments and agencies
- Other councils
- Local Queensland and Australian members of parliament
- Community clubs and groups
- Partnership organisations
- Funding bodies
- Suppliers and contractors to Council
- Media
- Potential employees

## Internal Customers

- Mayor and Councillors
- Executive team
- Operational teams
- Administrative teams



**22.9%**

RESIDENTS AGED  
BETWEEN 0-17



**49.9%**

RESIDENTS AGED  
BETWEEN 18-59



**27.2%**

RESIDENTS AGED  
OVER 60

**3.1%**

RESIDENTS ARE ABORIGINAL OR  
TORRES STRAIT ISLANDER

**49.3%**

RESIDENTS ARE MALE



**50.7%**

RESIDENTS ARE FEMALE





# Our Services

Our role as Council is to provide a range of services to support, develop, and enhance our communities across the Scenic Rim. We are expected to preserve a balance between maintaining our beautiful environment, our historical heritage and meeting the needs of a diverse population that is both growing and ageing.

Over the past 30 years, the responsibilities of local governments have moved from being simply providers of property-related services – focusing on roads, rates and rubbish – to increased involvement in the provision of social services such as health (mental, social and physical) awareness and management of recreational facilities and sporting venues; and, the active promotion of local economic and tourism development.

The Australian Local Government Association (ALGA) declared that in the past two decades there has been a fourfold increase in spending by local governments, mainly due to the provision of additional services, without an increase in revenue base.

Climate change has impacted the region's long-term weather patterns resulting in more extreme weather events. Recent bushfires and severe drought have had a significant adverse impact on residents, businesses and our pristine environment. In particular, tourism and agribusinesses have suffered. External influences such as COVID-19 have also impacted Council budgets.

In addition to increasing environmental and budgetary pressures, the 2018 Local Government Workforce and Future Skills Australia report identified skill shortages a key issue for local government. By building our capacity to become a more agile organisation, this will assist in how we better manage the increasing customer expectations and challenges from external forces.

Some of the services Council provides are required by legislation:

- Planning, development and building assessment
- Environmental health services
- Animal management
- Waste management
- Disaster management
- Local roads
- Local laws
- Administrative requirements including delegations and Rights To Information (RTI)
- Strategic plans including Planning Scheme, Corporate and Operational Plans, Corporate Policies
- Employment of a Chief Executive Officer and Council employees.

Council also provides and maintains the social infrastructure to support residents, community groups, and visitors, including:

- Parks
- Libraries
- Cultural and Community Centres
- Customer Contact and Administration Centres
- Cemeteries
- Aquatic Centres
- Sporting facilities
- Economic and tourism development

# Services to support, develop and enhance our communities



# Customer Interactions

Customers interact with us in many ways and for many different reasons. They want to reach us in ways that best suit them. We have three Customer and Administration Service Centres spread across the region located at Tamborine Mountain, Beaudesert and Boonah to facilitate traditional face-to-face service delivery. Council officers are also accessible via phone, email and our website.

Our Mayor and six Councillors are a vital link between the community and Council and interact with customers in a variety of ways through public events and meetings, membership of various associations, committee and societies, representation of community clubs and organisations, and face-to-face appointments.

***“We want all of our customers’ future experiences with us to be as easy as possible, open and honest, and designed for their convenience.”***

## OUR CUSTOMERS

- Property owners
- Residents
- Animal owners
- Business owners
- Community groups
- Applicants
- Visitors
- Developers
- Builders
- Investors
- Other Government Departments
- Service requesters
- Licence holders

## WHAT OUR CUSTOMERS NEED FROM US

- Value for money services
- Customer education
- Consistent information
- Improved online channels
- Better access to Council
- Enhanced consultation
- Customer friendly processes
- Open communication

## WHY CUSTOMERS CONTACT US

- Make a payment
- Gain permission
- Report a problem
- Make a request
- Provide feedback
- Use a Council service
- Find information
- Attend a Council program or event
- Access Council facility

# CUSTOMER INTERACTIONS

(2019-2020)

**44,800**

TELEPHONE CALLS TO  
07 5540 5111

**13%**

CUSTOMER  
REQUESTS

**10%**

CUSTOMER  
RATE  
ENQUIRIES

**9%**

BUILDING AND  
PLUMBING  
ENQUIRIES



**52,374**

EMAILS TO MAIL@  
SCENICRIM.QLD.GOV.AU



**4,445**

REGISTERED  
BUSINESSES



**5,216**

REGISTERED  
DOGS

**4,260**



APPLICATIONS IN RELATION TO  
DEVELOPMENT, PROPERTY SEARCHES,  
LICENSING, BUILDING AND PLUMBING

UP TO

**30**



ORGANISATIONS AND LANDHOLDERS  
APPLIED TO COUNCIL'S  
ENVIRONMENTAL GRANTS PROGRAM

# CUSTOMER INTERACTIONS

(2018-2019)



**27,514**

LIBRARY  
MEMBERSHIPS



**199,160**

VISITORS TO COUNCIL'S  
FOUR LIBRARIES



**778**

PARTICIPANTS IN DIGITAL  
TRAINING FOR SENIORS

**1,577**



EVENTS AT COUNCIL'S  
CULTURE AND COMMUNITY  
CENTRES WITH **50,472**  
ATTENDEES

**363**



STORY TIME SESSIONS  
WITH **6,921**  
PARTICIPANTS

**300**



MEMBERS IN THE LAND FOR  
WILDLIFE PROGRAM AND  
OVER **20** CONSERVATION  
AGREEMENTS

# Customer Experience Improvements Plan

These initiatives and projects have been developed after listening and engaging with the Scenic Rim community and Council employees. Each one is linked to a strategic theme and strategic focus areas to lead our transformation to becoming a truly customer-centric organisation where we put customers at the heart of everything we do.

## Financial Implications

It is important to recognise the Strategy will have impacts on the whole of Council over a three-year span. There are several planned outcomes in the Strategy that will have a substantial influence on Council resources both human and financial over the life of this Strategy.

The exact budget impact over the next three years is not quantified at this time due to the projects and initiatives in the Customer Improvements Plan yet to be suitably scoped. It is anticipated many of the initiatives will be able to be implemented with existing Council resourcing.

## Timeframes

Although the Strategy spans three years, and projects and initiatives will have commenced, it is anticipated that some will continue beyond 2024. This is due to the rapid change of the current environment and the scale and complexity of some of the projects.





# Strategic Theme: Building a customer culture

Bring our *Customer Charter* to life and cultivate a common knowledge and understanding of our customers to create a true connection between the Council team and our customers.

## STRATEGIC FOCUS AREA: LIVING VISION AND VALUES

Establish a clear corporate vision and set of values to energise employees, incorporating the Community Plans' vision, *Our Ethos* and *Customer Charter*.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
<p><b>NEW CORPORATE VALUES:</b></p> <p>Develop new compelling corporate values that are created by employees across all levels of the organisation and are aligned with the Customer Charter.</p>	People and Strategy	<ul style="list-style-type: none"> <li>New Corporate Values that employees have embraced</li> <li>Language and behaviours of employees mirror values</li> <li>All employees are held to account to demonstrate the values</li> </ul>	31 December 2021
<p><b>CUSTOMER FOCUSED PERSONAL PERFORMANCE AND DEVELOPMENT (PPD):</b></p> <p>Incorporate new values and Customer Charter into the employee PPD processes.</p>	Human Resources	<ul style="list-style-type: none"> <li>Employees have a raised awareness of being customer-focused and are accountable for their behaviours</li> <li>Customers (internal and external) notice a positive difference in organisational culture</li> </ul>	30 May 2022
<p><b>CUSTOMER FOCUSED RECRUITMENT AND INDUCTION:</b></p> <p>Incorporate new corporate values and Customer Charter into organisational recruitment and employee induction program.</p>	Human Resources	<ul style="list-style-type: none"> <li>100% of new employees have a customer-focused mind set</li> <li>Feedback from customers and employees noticing a positive difference in organisational culture</li> </ul>	31 December 2021  Ongoing
<p><b>EXECUTIVE LEADERSHIP TEAM - WALKING THE WALK:</b></p> <p>Executive Leadership Team engage with employees across all portfolios on a regular basis to acknowledge successes and positively reinforce new values and Customer Charter.</p>	Chief Executive Officer	<ul style="list-style-type: none"> <li>Executive Leadership Team visit every business unit at least twice a year</li> <li>Break down castle walls</li> <li>Building a positive culture</li> </ul>	30 September 2021  Ongoing

## STRATEGIC FOCUS AREA: EMBED CUSTOMER EMPATHY

Enable a new customer-centred mindset to serve our customers more effectively through customer centred practices and behaviours.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
<p><b>CUSTOMER FOCUSED REWARD AND RECOGNITION PROGRAM:</b></p> <p>Develop a reward and recognition program for individuals and teams to celebrate excellency in a customer first attitude and outcomes.</p>	Human Resources	<ul style="list-style-type: none"> <li>Improved employee morale</li> <li>Workforce body that becomes Collectively Proud</li> <li>Increase in quality and quantity of nominations</li> <li>Improved customer experiences</li> </ul>	<p>31 March 2022</p> <p>Ongoing</p>
<p><b>TEAM ENGAGEMENT:</b></p> <p>Develop a guide to define frequency and content to engage teams, celebrate successes and share knowledge.</p>	Customer Contact	<ul style="list-style-type: none"> <li>Improved communication and knowledge sharing</li> <li>Workforce body that becomes Collectively Proud</li> <li>Erode castle walls</li> </ul>	<p>31 March 2022</p>
<p><b>CUSTOMER SERVICE TRAINING:</b></p> <p>Conduct an organisational training program that will assist employees improve their empathy towards customers and develop a customer-focused approach to servicing our customers.</p>	Learning and Development	<ul style="list-style-type: none"> <li>Number of employees complete training</li> <li>Training program designed to improve customer and employee relations</li> <li>Raised awareness of the customers perspective by employees</li> </ul>	<p>31 December 2021</p> <p>Ongoing</p>

## STRATEGIC FOCUS AREA: CUSTOMER FRIENDLY LANGUAGE

Develop and implement customer friendly language protocols to be used for all types of customer interactions.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
<p><b>PLAIN ENGLISH GUIDELINES:</b></p> <p>Update Council's Style Guide to include Plain English to help reduce confusion for our customers and reflects our customer-led vision.</p>	Communications and Marketing	<ul style="list-style-type: none"> <li>Guidelines approved by CEO</li> <li>Clarity of purpose for applying plain language when communicating with customers</li> <li>Organisational knowledge of plain language guidelines</li> </ul>	<p>30 June 2021</p> <p><i>*Note also identified in Communication Strategy 2020-2023</i></p>
<p><b>PLAIN ENGLISH TRAINING:</b></p> <p>Conduct training for employees in 'writing plain English' so that it aligns to corporate Style Guide and all types of communication channels.</p>	Learning and Development	<ul style="list-style-type: none"> <li>Number of employees to complete plain language training</li> <li>Understanding of importance and relevance of using plain language when communication with customers</li> <li>Improved comprehension of Council correspondence by customers</li> </ul>	<p>31 December 2021</p> <p>Ongoing</p> <p><i>*Note also identified in Communication Strategy 2020-2023</i></p>
<p><b>PLAIN ENGLISH FACT SHEETS / FAQs:</b></p> <p>Develop fact sheets and FAQs in accordance with corporate Style Guide and corporate branding.</p>	Customer Contact	<ul style="list-style-type: none"> <li>Customer's queries answered from information provided from FAQs and fact sheets</li> <li>Fact sheets and FAQs have been created and available to customers</li> </ul>	<p>31 March 2022</p> <p>Ongoing</p>



# Strategic Theme: Enabling customer interactions

Put in place the foundations and infrastructure of greater customer access and care to engage with customers more often and in new ways.

## STRATEGIC FOCUS AREA: CUSTOMER MANAGEMENT APPROACH

Implement an approach through which we can recognise our customers, capture their needs and interactions with Council and improve their overall customer experience.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
<p><b>CUSTOMER CONCIERGE/ CASE MANAGER:</b></p> <p>Develop a program where customers identified as having complex/cross functional challenges trigger a designated customer concierge/case manager to be the main point of contact.</p>	<p>Development Assessment and Engineering</p>	<ul style="list-style-type: none"> <li>• Council transitions to become the enabler</li> <li>• Increases Customer accessibility to Council</li> <li>• Improved customer experience</li> </ul>	<p>31 December 2021</p>
<p><b>CUSTOMER RELATIONSHIP MANAGEMENT/ CUSTOMER ENGAGEMENT CENTRE:</b></p> <p>Determine what is considered a fit for purpose CRM/CEC and implement a best fit solution.</p>	<p>Customer Contact Information Services and Technology</p>	<ul style="list-style-type: none"> <li>• Customers can log requests at their convenience</li> <li>• Consistent and meaningful reporting leading to continuous improvement</li> <li>• 100% of organisation use system</li> <li>• 100% of customers receive acknowledgement following lodging a request</li> <li>• Improved customer experiences from customer feedback and surveys</li> </ul>	<p>31 December 2023</p>



## STRATEGIC FOCUS AREA: CUSTOMER SELF-SERVICING

Implement a self-service system that enables customers to choose how they interact with Council, providing them the services they need when they need them.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
<p><b>WEBSITE REVIEW:</b></p> <p>Review our website to ensure it meets accessibility requirements and can be navigated easily.</p>	Communications and Marketing	<ul style="list-style-type: none"> <li>Less phone calls to Customer Contact Centre</li> <li>Anecdotal feedback</li> <li>All members of the community can access important information about Council, regardless of ability</li> </ul>	<p>30 September 2021</p> <p><i>*Note also identified in Communication Strategy 2020-2023</i></p>
<p><b>ONLINE FORMS:</b></p> <p>Review all customer forms for easy online submission.</p>	Information Services and Technology	<ul style="list-style-type: none"> <li>Customer forms have the ability to be submitted electronically</li> <li>100% of customer forms have been reviewed</li> <li>Consistent look and feel of customer forms</li> </ul>	31 May 2022
<p><b>ONLINE PAYMENTS:</b></p> <p>Provide ability for payment of Council services to be online.</p>	Information Services and Technology	<ul style="list-style-type: none"> <li>Where practical, 100% of payments to Council have the ability to be made online</li> </ul>	30 December 2023

## STRATEGIC FOCUS AREA: CUSTOMER CONSULTATION

Create consultation points across the customer journey to establish a partnership relationship with the customer, ensuring customers are consulted and engaged at key decision points.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
<p><b>CUSTOMER REFERENCE PANELS:</b></p> <p>Develop and maintain a range of customer reference panels to enable customer consultation on changes or proposed improvements prior to being implemented.</p>	Customer Contact	<ul style="list-style-type: none"> <li>Partnerships fostered between customers and employees through engagement</li> <li>Key stakeholders have opportunities to have some input in to Council processes</li> <li>Increase customers knowledge of Council processes</li> <li>Employees have a real opportunity to step into customers shoes</li> </ul>	<p>30 September 2022</p> <p>Ongoing</p>
<p><b>DEVELOP A COMMUNITY ENGAGEMENT FRAMEWORK:</b></p> <p>Develop a Community Engagement Framework.</p>	Communications and Marketing	<ul style="list-style-type: none"> <li>Partnerships fostered between customers/ community and employees through engagement</li> <li>Community Engagement Framework is endorsed by Executive Leadership Team and adopted by Council</li> </ul>	<p>31 March 2021</p> <p><i>*Note also identified in Communication Strategy 2020-2023</i></p>
<p><b>PUBLIC KNOWLEDGE FORUMS:</b></p> <p>Conduct annual knowledge sharing forums that invite community and Council to come together to celebrate achievements over the past year and provide highlights of what is planned for the next year.</p>	Community and Culture	<ul style="list-style-type: none"> <li>Public forms are conducted yearly</li> <li>Increase customers knowledge of Council activities</li> <li>Build trust with community/customers</li> <li>Increase community/customers perception of value</li> </ul>	<p>July 2023</p> <p>Ongoing</p>



# Strategic Theme: Refining customer experience

Build a deeper knowledge of our customers and their journey with Council to identify opportunities to improve their experience and pre-empt their needs.

## STRATEGIC FOCUS AREA: CUSTOMER PROFILING

Create customer portraits to better understand our diverse customer profiles and their unique characteristics.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
<p>CUSTOMER PORTRAITS:</p> <p>Create customer portraits for top five 'customer types' to assist making customer-focused decisions.</p>	Customer Contact	<ul style="list-style-type: none"><li>Richer understanding of customers in the organisation</li></ul>	30 December 2022
<p>CUSTOMER PORTRAIT PROGRAM:</p> <p>Develop and implement a program including training resources to embed customer portraits within Council activities.</p>	Customer Contact	<ul style="list-style-type: none"><li>Greater customer empathy</li><li>Improved relationships and decisions made with customer in mind</li></ul>	March 2023



## STRATEGIC FOCUS AREA: MEASUREMENT AND IMPROVEMENT

Review and design customer experience measures where results drive better customer experiences.

INITIATIVE/PROJECT	LEAD	MEASURE OF SUCCESS	TIMEFRAME
<p><b>CORPORATE PLAN REVIEW:</b></p> <p>Review Council's current Corporate Plan 2023 to incorporate alignment with Customer Charter and Customer Experience Strategy and Improvements Plan.</p>	People and Strategy	<ul style="list-style-type: none"> <li>Alignment with the vision of a customer centric organisation</li> <li>Corporate Plan adopted by Council</li> </ul>	30 June 2021
<p><b>OPERATIONAL PLAN ALIGNED WITH CORPORATE PLAN:</b></p> <p>Ensure Operational Plan is aligned with Corporate Plan including meaningful customer focused KPI's.</p>	People and Strategy	<ul style="list-style-type: none"> <li>Operational Plan is adopted by Council</li> </ul>	30 June 2021
<p><b>CUSTOMER SURVEY PROGRAM:</b></p> <p>Develop a customer survey/ feedback program.</p>	Customer Contact	<ul style="list-style-type: none"> <li>Survey program aim is for results to be used as a benchmark and continuous improvement initiatives</li> <li>Program aim is to gain a better understanding of customer needs, expectations and desires</li> </ul>	30 September 2021
<p><b>ORGANISATIONAL KPI'S:</b></p> <p>Develop meaningful and effective KPI's that are linked to Council's services.</p>	People and Strategy	<ul style="list-style-type: none"> <li>Improved response times</li> <li>Improved customer experiences from feedback and survey results</li> <li>Customer accessibility to Council</li> </ul>	31 December 2022

# Supporting background information

Scenic Rim Regional Council shared the research outcomes and its progress towards becoming a customer-centric organisation when we released the Customer Centricity Project Update in June 2020.

The project was designed to help us understand where we are today, with respect to our customer, reveal the Strategy gaps and needs, in order to create an action orientated path to success.

The Customer Centricity Project Update is available to download from our website [www.scenicrim.qld.gov.au/customer-charter](http://www.scenicrim.qld.gov.au/customer-charter).

# Our Customer Charter



## Vision

Where we want to be in 10 years from now, lived now

### COLLECTIVELY PROUD

We're proud, together.

As community, we're proud to be part of the thriving region that is the Scenic Rim. As a team, we're proud to work for Council and of what we stand for and deliver.

Council and Community are united, working together to achieve our goals for the common good.

We sit together at the table, in unity, not in opposition.



## Intent

The intent that gets us out of bed in the morning

### TO BE LOVED BY OUR COMMUNITY

You're the ultimate reason we're here.

It's important to us that you value the work that we do and that you love dealing with us.

Just because you can't 'choose' us, doesn't mean we shouldn't try.

In fact, if you had the choice, we'd want to be your number one.



## Feeling

The intentional feeling we want to arouse in our customers

### ASSURED

In all dealings you have with us, we want you to feel assured.

Confident that we'll do what we say we'll do, that we'll keep you informed, that we're on your side.

We want you to feel safe, certain in the knowledge that we have your best interests at heart, whatever your goal.



## Target

What we are aiming for in our operational delivery, every day

### BE A STEP AHEAD

Our goal is to ensure we're always on the front foot in everything we do, for you, our community. We anticipate your needs, sometimes before you do. We know what's important to you and actively look for ways to make your life easier.

We know the rules and how they impact you and your goals. We help you understand and navigate the complexity to make your journey as easy as possible.

We keep you informed on things that are relevant to you, so you don't have to search for it yourself.

We're one step ahead, yet we walk beside you, always.

## Commitments

The promises we make to our customers



### WE'LL ACKNOWLEDGE YOU AND LISTEN TO YOUR NEEDS

We won't treat you like a number. We'll treat you with the respect and care you deserve.

You matter to us. We care about what it is you want to achieve, and we'll do our best to help you achieve it.

We may not always give you the answer you'd like, but we'll do our best to get it for you if we can.

And if we can't, we'll treat you with care. We don't like it when we can't give you what you want. It affects us too. We're in this together.



### WE'LL MAKE DEALING WITH US AS EASY AS POSSIBLE

We'll connect you to who and what you need and help you navigate the tough stuff.

Dealing with government authorities isn't easy. There's a lot of us and only one of you. We will do our best to put you in touch with the right person, the first time.

We'll keep it simple.

We'll put things in plain English, not technical jargon. We'll make our processes as frictionless as we can so you can achieve what you want to achieve.

We'll help you make it happen.



### WE'LL BE OPEN AND HONEST, ALWAYS

We'll be honest and transparent with you.

We won't hide facts from you or keep you in the dark. If we can't do something, we will tell you and if possible, we'll work with you to find another way.

We will always tell you the truth, as soon as humanly possible.

If something goes wrong or we mess up, we'll step up and be there to help. If something is taking longer than expected, we'll keep you informed. If we have to say no, we will own that decision, even if it's not ours in the first place. We're here for you.



### WE'LL FOLLOW THROUGH

When we make a promise, we keep it.

We'll do what we say we're going to do and keep you informed along the way. If we can do it quicker, we will. If we can save you money, we will.

You'll never feel alone. When we begin a journey with you, we see it through to the end, regardless of the outcome. We'll stay in touch and we'll close the loop. We'll be there.



### WE'LL PUT OUR COMMUNITY FIRST

We'll act in the community's best interest, always.

Balancing the needs of individuals and the collective can be challenging, but we'll do our best to deliver fair, reasonable, meaningful outcomes for all.

We'll make decisions for long-term sustainability over short-term gains, always with our community in mind. We'll avoid waste at all costs, operating for the good of the community in all that we do. We're for the people.



# SCENIC RIM



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