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1 Executive Summary

Vision for customer contact

_Council will provide excellence in customer contact by actively managing each customer’s experience_

Customer contact involves the interface between Council and its customers via specific portals (avenues). Customer contact is different to customer service which is about provision of products and services e.g. road maintenance and library services.

There are four main portals for customer contact, being:

- face to face (at customer service points, through Councillors, field officers, rangers, life guards, home/site visits, etc.)
- telephone (including telephone contact centres)
- correspondence (including mail, e-mail, fax and SMS)
- web based/Internet.

While current approaches to ‘face to face’ customer contact are very effective, other aspects can be improved.

In addition to the general switchboard and the Organisational Services Contact Centre, a number of directorates have their own telephone call contact centres located within individual branches. These different services are not well coordinated, generally operate within a specific area of activity and are subject to differing management, training and operational rules. Customers can contact individual Council officers using telephone extension numbers which are known to them by virtue of a range of means including some 120+ telephone numbers listed in the White Pages, telephone numbers listed on letters, business cards and from word-of-mouth etc. A result of this can be that callers are transferred around the organisation, wait in different queues, and are possibly cut-off or not able to find someone to satisfy their enquiry.

Other customer contact issues include:

- a very limited amount of customer information available online on Council’s website to assist customers to help themselves, and limited capacity to conduct e-business with Council
- there is no GCCC centralised knowledge base to allow consistent information provision
- there is limited historical record of a customer’s contact with Council - decisions can be made in ignorance of previous actions or events related to the customer
- access to out of hours customer services is severely limited across the city

There are a number of trends and challenges which impact on Council’s ability to meet customer’s needs in a timely and cost efficient manner, including:
the breadth of GCCC’s role and functions, and diversity of its services and facilities
continuing high rates of population growth and an ageing population
changing community expectations about government services
changes in legislation such as the Right to Information Act 2009

To respond to these trends and issues the objectives of this Strategy are to:

- further a ‘customer centric’ culture throughout the organisation through training and communication
- change Council’s corporate structure to improve customer contact
- create one line of communication into Council via one central telephone and facsimile number, and one email address
- where appropriate expand availability of face to face contact
- improve customer access to routine, publicly available information on-line and availability of on-line services
- improve Council’s record keeping to enable access to all relevant information necessary to ensure excellent customer contact

The Customer Contact Strategy is intended to demonstrate the way forward for Council to provide excellence in customer contact that ensures value for money and complies and is consistent with all legislative and good governance requirements.

2 Strategy Background

2.1 Purpose of the Strategy

The purpose of the Customer Contact Strategy is to outline, at a high level, the overarching expectations of Council and the community with respect to Council’s future contacts with the community (its customers).

The Customer Contact Strategy will result in the development and communication of a Customer Contact Policy which will establish corporate standards and consistent processes and procedures for dealing with customer contact.

Whilst the various directorates have established processes and procedures for dealing with customer contacts, those processes tend to be directorate centric and not consistent. The Strategy and associated Policy will result in organisational efficiencies and enhanced overall customer satisfaction through the implementation of corporate standards and processes. The ultimate outcome will be consistent, high quality and timely service at optimum cost. Further, the standardisation of process and procedures for customer contact will mean that there will be greater scope for staff to move between directorates to fill positions without the need for significant training and re-skilling.

The Customer Contact Strategy will harvest the benefits which will be enabled through the implementation of the Enterprise Resource Planning (ERP) Program, in particular the Customer Relationship Management (CRM) module and the Property system.
When fully implemented the Customer Contact Strategy will see:

- a corporate Customer Contact Policy which is supported by procedures, guidelines and corporate standards
- a single phone number for customers to ring for enquiries and general business dealings with Council
- centralised and standardised customer service for face to face enquiries
- a coordinated and consistent customer service training program
- routine useful information available in an easy to access way through Council’s website

The Strategy does not encompass the supply and implementation of the IT systems necessary to support the Strategy (eg the CRM module of the ERP or the hardware and software for telephone systems etc).

2.2 What is customer contact?

This strategy applies to any customer contact involving the interaction between Council and its customers via the four main channels of:

- face to face by attendance at a Council customer service counter, other service location such as a library, or in the field for example with animal management or lifeguard staff
- by telephone call or SMS either to a specific telephone number or extension or generally through Council’s switchboard
- via the internet or e-mail
- by correspondence using Australia Post or via electronic means, or facsimile

This Strategy deals only with general customer contact including enquiries, complaints, submission of forms and bill payments. It does not deal with customer service standards (other than customer contact) for Council services such as libraries, lifeguards, town planning etc.

2.3 Background

Customers contact Council in a variety of ways according to their personal circumstances and the means that are available to them.

Customer contact can generally be classified into four main categories, that is:

1. face to face by attendance at a council customer service counter or other service location (for example, a library)
2. by telephone call either to a specific telephone number or extension or generally through Council’s switchboard
3. by correspondence using Australia Post or via electronic means, ie e-mail or fax
4. via the Internet.
Customer contact for the purposes of giving or receiving advice, clarifying an issue or submitting a form/application, is summarised below.

Council provides a face to face customer service for general enquiries, via the customer service counters located within the Community Relations Branch of the City Governance Directorate. Permanent customer service counters are located at Nerang Administration Centre, Surfers Paradise Administration Centre, Coolangatta Branch Office, Palm Beach Branch Office, Burleigh Branch Office, Broadbeach Branch Office and Southport Branch Office.

There is also a Technical Advisory Counter and a face to face advisory service at the Nerang Administration Office, which is operated by the Implementation and Assessment Branch of the Planning Environment and Transport Directorate for building and development matters.

Council provides a wide range of telephone contact services. The general switchboard receives calls and allocates them to individual officers according to the nature of the enquiry indicated by the caller in the first instance. The Organisational Services Contact Centre manages contact surrounding rates enquiries, human resources recruitment, tender document requests, record services file requests and the ICT help desk. In addition, a number of directorates have their own telephone call contact centres located within individual branches. However, from an organisational perspective, the services are not well coordinated, generally operate within a specific area of activity and are subject to differing management, training and operational rules.

Customers also contact individual Council officers using telephone extension numbers which are known to them by virtue of a range of means including some 123 telephone numbers listed in the White Pages, telephone numbers listed on letters, business cards and from word-of-mouth etc.

Telephone contact is a major area where significant improvement can be made both in terms of customer satisfaction and Council efficiency.

Council has a centralised records service which deals with correspondence received via Australia Post. Council has set, documented procedures for dealing with correspondence including allocation to appropriate action officers and recording the correspondence in Council's document management system and corporate records system.

Finally, the Internet is a means by which Council provides information and advice to the community generally, albeit in an impersonal way.

There is no doubt that the Internet is becoming a very important means of providing (hopefully) easy and understandable access to routine and useful information to the community. The Internet provides Council with the opportunity of making available brochure and useful information in a way that is easily accessible to any interested party, anywhere in the world, at any time of day and at minimal cost to Council.

The Internet is rapidly becoming the preferred means of transacting business, particularly in terms of paying accounts, ordering goods and services, conducting research (for business, education and pleasure) and communicating. As Council more progressively publishes useful information on its website and facilitates e-business (submission of applications, ordering of services and payment of accounts etc), it is reasonable to anticipate that, in the long term, Council can expect to experience a reduction in the demand for face-to-face and telephone contact services when compared to the size of its community and, possibly, an overall reduction in the absolute demand for those services.
2.4 Our customer contact exposure

Council's known contacts by customers over the 2008/09 financial year maybe summarised as follows:

- 701,994 telephone calls received by the Council switchboard
- 177,406 customers attended to by customer service counters
- 257,681 items of correspondence received via Australia Post
- 1,553,464 page views of Council's website

The above figures do not include telephone calls directed at an officer's extension or items of correspondence received via e-mail.

The impact of Council's customer contact can be considered in the context of:

- opportunity to increase customer satisfaction as a consequence of the contact
- opportunity to increase the efficiency with which Council delivers customer contact services
- improvements to the governance processes surrounding customer contact and more appropriate record-keeping associated with customer contact.

2.5 Current trends and issues

There are several factors impacting upon the current trends and issues affecting customer contact.

The most obvious factor is the ongoing and continued growth of the city. As more people and businesses move to the city, demand for customer contact will increase. However, this demand may well be offset by a change in the way customers desire to transact their business with Council. For instance, as the population ages and mobility becomes a significant factor for them, the demand for face-to-face contact by elderly persons may decrease and telephone contact correspondingly increase.

The continuing development of the Internet and broader acceptance of e-business as a way of transacting business or seeking information is likely to have a significant impact on Council's business and provision of services in the future. The age of electronic business, in particular e-mail and Internet/website transactions, is likely to have profound implications for future customer contact processes. As the community becomes more proficient and accepting of e-business, it is likely that the demands for improvements on Council's website will increase exponentially.

A behind-the-scenes trend impacting on Council is the requirement that Councils have valid complaints handling systems and the requirement to maintain records which evidence business transacted and decisions made. In short, Council will need to be more diligent when it comes to recording business transactions, including advice given in customer contact dealings.
2.6 Best practice in customer contact

In 2006, Council commissioned two studies to inform future direction for customer contact in the city. These reports, Contact Centre Strategic Plan (Optus, 2006) and Customer Service Model Report (DEGW Asia Pacific, 2006) investigated leading practice in customer contact throughout local government in Australia, the USA and UK and considered present and future demographics of the city, and input from key managers and directors responsible for delivery of customer contact services. The research conducted revealed the need and support for a move to a more integrated 'one Council' service approach provided that customer service levels are not compromised. The reports recommended consolidation of customer contact centres and the securing of one phone number (eg MYGCC), upgrade of the website, the appointment of a customer service manager, appropriate ICT infrastructure, co-location of customer service centres with libraries and the development of regional service centres, and a commitment by Council to become a 'customer centric' organisation.

The results of these reports and other research into leading practice in customer contact have informed the development of this Strategy.

3 The Strategy

3.1 Our vision

_Council will provide excellence in customer contact by actively managing each customer's experience_

3.2 Objectives of the strategy

The objectives of this Strategy are to:

- further a 'customer centric' culture throughout the organisation through training and communication
- change Council’s corporate structure to improve customer contact
- create one line of communication into Council via one central telephone and facsimile number, and one email address
- where appropriate expand availability of face to face contact
- improve customer access to routine, publicly available information on-line and availability of on-line services
- improve Council’s record keeping to enable access to all relevant information necessary to ensure excellent customer contact

3.3 Strategic outcome

Improved outcomes in customer contact are identified in Outcome C of the Corporate Governance, organisational capability and customer contact section of Council's Corporate Plan 2009-2014:

- _Excellence in customer contact_
Achieving this strategic outcome for the Customer Contact Strategy will enable Council to meet the expectations of the community in delivering world best practice in customer contact and customer support as well as meeting its responsibilities under various legislation which impacts on Council (such as the Public Records Act).

4 Implementation

Implementation of the Strategy will be undertaken in stages, with various managers having responsibility for certain areas.

The successful implementation of the Strategy is dependent on the roll–out of a range of other major corporate programs and projects including the ERP and the Customer Relations Management (CRM) project, some of which are in early stages with exact timelines as yet unknown. The Office of the Chief Executive Officer (OCEO) will ensure the requirements of the Customer Contact Strategy are included in these major programs and that to the extent possible, they remain on track and within budget.

A formal Council Customer Contact Policy that will state Council’s commitment to excellence in customer contact and also include the service level standards, business and governance processes required to achieve it, will form a key component of the Customer Contact Strategy. This will be developed by the OCEO.

The Manager of the new Customer Contact Branch proposed in this Strategy will be responsible for the implementation of the corporate telephone call centre and customer contact centre. This will include corporate training and change management planning necessary to ensure consistency and standardisation of approach. Appropriate resourcing will be required to ensure a successful transition to a ‘one GCCC’ customer contact centre and customer centric culture and a substantial improvement in on-line services.

The Organisational Services Directorate will be responsible for coordination of the implementation of the provision of a wider range and quality of online services for customers, including access to routine information, and also oversee maintenance and expansion of face to face customer service centres and access points. Access to routine information on the Internet, will dovetail with implementation of the Right to Information Act and Information Privacy Act.

The Action Plan in Section 5 of this Strategy (following) details the actions required for its successful implementation, together with performance measures.
5 Strategy outcomes, performance measures, key initiatives and action plan

5.1 Strategic outcome, key initiatives and performance measures

The strategic outcome sought for this Customer Contact Strategy (CCS), Excellence in customer contact, is taken directly from the Corporate governance, organisational capability and customer contact section of Council’s Corporate Plan 2009-2014.

Six key initiatives based around existing and new key actions will deliver on the strategic outcome (see Table 1 below). A number of these initiatives are being undertaken as part of Council’s ICT Strategy. These are complex programs and projects operating in a rapidly changing hardware and software environment for which the timelines change continuously. As much of the implementation of the CCS is dependent on the implementation of these initiatives the timelines listed in the Action Plan below are indicative only and will be amended from time to time as implementation of the strategy proceeds.

It is proposed that performance measurement for this strategy be based around a framework for ‘excellence in customer contact’ provided by the UK Government Standard for ‘Customer Service Excellence’ (http://www.cse.cabinetoffice.gov.uk/aboutTheStandardCSE.do). Under the UK standard, five criteria must be met to achieve excellence in customer service. Although designed for measuring performance in customer service, the criteria are equally appropriate for measuring customer contact outcomes. Four of these criteria (minus the criterion for service delivery) have been adapted below as a framework for measuring excellence in customer contact (see Table 1.).

The key initiatives are further detailed in the Action Plan in Section 5.2.
## CUSTOMER CONTACT STRATEGY
### 2010-2020

Table 1: Key initiatives, success criteria and performance measures

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Success Criteria and elements</th>
<th>Evidence of processes</th>
<th>Performance measures</th>
<th>Key initiatives</th>
</tr>
</thead>
</table>
| Excellence in customer service | Criterion 1: Customer insight. This criterion focuses on the importance of developing an in-depth understanding of your customers. It includes:  
- customer identification and making particular efforts to identify hard to reach disadvantaged groups and individuals  
- engagement and consultation  
- customer satisfaction | Customer profile  
- Results of customer satisfaction surveys  
- Results of consultation about customer preferences and needs for contact with Council | 1. % of customers satisfied with their customer contact experience (segmented by age and language spoken at home. Target – 85%, with the age ranges and % of people who do not speak English well or at all, being representative of actual incidence in the population. | 1. Develop a Customer Contact Policy and subordinate instruments  
2. Acquire a CRM system as part of the ERP  
3. Expand and consolidate Council’s telephone system, incorporating the capability for video conferencing  
4. Create a new customer contact organisation structure  
5. Expand on-line services  
6. Optimise existing service points and open additional customer service points as required |
| | Criterion 2: The culture of the organisation:  
- leadership, policy and culture  
- staff professionalism and attitude | Corporate vision and policy  
- Examples of approaches to promote customer focus throughout Council such as training and communication | 2. % calls, including multi-subject calls, resolved at first point of contact. Target 85% | |
| | Criterion 3: Information and access.  
- range of information  
- quality of information  
- equitable Access | What contact/services can be made on-line  
- Range of options for contact  
- Information quality processes  
- What access options are provided for people with disabilities and who don’t speak English well | 3. % relevant Council staff undertaking training in customer contact excellence per annum  
4. % relevant Council staff undertaking cross cultural training  
5. % increase in use of ‘on-line’ customer contact  
6. % calls answered within 15 seconds |  
| | Criterion 4: Timeliness and quality of customer contact:  
- satisfaction with response times and quality  
- dealing effectively with problems | Details of standards and achievements  
- Evidence that customer feedback is included in review of customer contact policy and processes | | |
### 5.2 Customer Contact Strategy Action Plan

**Key initiative 1- Adopt a Customer Contact Policy (CCP) and subordinate instruments**

<table>
<thead>
<tr>
<th>Due date</th>
<th>Focus area, business process, ICT</th>
<th>Contact channels</th>
<th>Action No</th>
<th>Action</th>
<th>Lead</th>
<th>Resources</th>
<th>Year required</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2010</td>
<td>Policies and Standards</td>
<td>All</td>
<td>1</td>
<td>Develop and implement a Customer Contact Policy (CCP) including:</td>
<td>OCEO Proposed Customer Contact Branch</td>
<td>• Staff time -$9,500</td>
<td>2009/10</td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td>• review of related policy (Information management, ICT security, Information provision, Acknowledgement of Council correspondence, Complaints management and Service level Agreements)</td>
<td></td>
<td>• Communication costs: $2000</td>
<td>2010/11</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• establish the target service levels for customer contact</td>
<td></td>
<td>• Training - $20,000</td>
<td>2011/12</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td>• define the business rules and associated trigger points for escalation of a matter for priority attention</td>
<td></td>
<td>• Monitoring and review program to be determined</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• establish the governance processes appropriate to the implementation and operation of customer contact</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• communication Plan</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• training</td>
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</table>
### Key initiative 2 - CRM – implement a Customer Relationship Management (CRM) system.

This will deliver a software solution that will provide the capability for the establishment of a single customer record for all four types of customer contacts. It will enable the provision of consistent information to all customers and the creation of a historical record of all customer contact with Council.

<table>
<thead>
<tr>
<th>Indicative timeline</th>
<th>Focus area, business process, ICT</th>
<th>Contact channels</th>
<th>Action No</th>
<th>Action</th>
<th>Lead</th>
<th>Resources</th>
<th>Year resources required</th>
</tr>
</thead>
</table>
| Dec 2009            | Business Process and ICT (BP&ICT) | All             | 2a       | Determine initial CRM business requirements – construct evaluation scenarios, prepare tender documents, evaluate tender responses. Undertake Current State Analysis to:  
  - provide the logical starting point for shifting the organisation towards process centric thinking (trans-organisation)  
  - provide a clearer base line of current processes  
  - enable a better understanding as to why a process is performed in a particular way  
  - identify all current data repositories and where master data should be sourced  
  - identify all current contact systems and integration that are being impacted  
  - identify legislative requirements and associated business rules  
  - provide input into the identification of ‘change gaps’ and the resulting impacts of standardisation across Council  
  - identify key measures that support benefits planning | PMO/Customer Relations | The CRM project is currently under way and will be implemented irrespective of the Customer Contact Strategy. On this basis there is no additional expense for this component of the Strategy. | N/A |
| *May 2010 to Dec 2010* | BP&ICT | All | 2c | Design the system in collaboration with successful tenderer and key Council staff,  
  - define where we want to be  
  - define the scope of CRM | | |
<table>
<thead>
<tr>
<th>Indicative timeline</th>
<th>Focus area, business process, ICT</th>
<th>Contact channels</th>
<th>Action No</th>
<th>Action</th>
<th>Lead</th>
<th>Resources</th>
<th>Year resources required</th>
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<tbody>
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<td></td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Jun-11</td>
<td>BP&amp;ICT</td>
<td>All</td>
<td>2d</td>
<td>• map the customer journey;</td>
<td>PMO/Customer Relations</td>
<td>The CRM project is currently under way and will be implemented irrespective of the Customer Contact Strategy. On this basis there is no additional expense for this component of the Strategy.</td>
<td>N/A</td>
</tr>
<tr>
<td>Jun-Dec 2011</td>
<td>BP&amp;ICT</td>
<td>All</td>
<td>2e</td>
<td>Determine customer requirements:</td>
<td>Proposed Customer Contact Branch</td>
<td></td>
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<td></td>
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<td></td>
<td>• Collect and analyse customer feedback to determine those business practices and associated processes that can be improved to consistently enrich the customers' experience</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Implement customer contact analytics and performance management capabilities including customer feedback mechanisms</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• monitor and measure levels of service and report 6 monthly to ELT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec 2011 – mid 2012</td>
<td>BP&amp;ICT</td>
<td>All</td>
<td>2f</td>
<td>Implement the CRM system</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jun-12</td>
<td>BP&amp;ICT</td>
<td>All</td>
<td>2g</td>
<td>Monitor and track to continuously improve customer experience and satisfaction.</td>
<td></td>
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*NB: Timing of actions below this point dependent on outcome of Action 2b above*
Key initiative 3 - New customer contact organisation structure - revise the organisational structure to include a new Customer Contact area

<table>
<thead>
<tr>
<th>Due date</th>
<th>Focus area, business process, ICT</th>
<th>Contact channel</th>
<th>Action No</th>
<th>Action</th>
<th>Lead</th>
<th>Resources</th>
<th>Year resources required</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2010</td>
<td>People and Structure</td>
<td>All</td>
<td>3a</td>
<td>Commission a Customer Contact Centre ‘expert’ to develop a best practice model and transition ‘roadmap’ incorporating a corporate contact centre and central point of contact for Council.</td>
<td>Office of the CEO (OCEO)</td>
<td>$80,000</td>
<td>2009/10</td>
</tr>
</tbody>
</table>
| From Jul 2011 | People and Structure               | All             | 3b        | Establish a GCCC Customer Contact Branch (CCB) (expected outcome of work in Action 3a) to develop a strategy/plan for the transition to a new consolidated customer contact centre and one phone number; including:  
  - current state analysis  
  - organisational change management plan (including communication, training) to achieve desired cultural change  
  - customer insight  
  - human resources management  
  - location of centre, ergonomics etc  
  - telephony  
  - accessibility issues, particularly for people with disabilities and from non-English speaking backgrounds  
  
OCEO; Proposed Customer Contact Branch (CCB)  
A broad estimate of costs will be sought as an outcome from work done in Action 1a. Detailed budget to be developed by new Branch.                                                                                                                                                                                                                                                                                                                                                                          |                                                                     |           | 2010/2011              |
| Dec-14 Jun 15 | People and Structure              | Face to face    | 3c        | Address various service demands by having extended (e.g. a week night and Saturday morning) and more flexible working hours for customer contact directorate officers (e.g. rating periods)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Proposed CCB                                                      | To be determined | 2010/11 to 2020/21      |
Key initiative 4 - Telephony – Expand and consolidate Council’s telephone system, incorporating the capability for video conferencing, which will provide Council with the ability to quickly and easily channel customers to the appropriate customer contact officer and provide Council management with appropriate information upon which to make decisions relating to customer contact.

<table>
<thead>
<tr>
<th>Indicative Timeline</th>
<th>Focus Area</th>
<th>Contact Channels</th>
<th>Action No.</th>
<th>Action</th>
<th>Lead</th>
<th>Resources</th>
<th>Year resources required</th>
</tr>
</thead>
</table>
| By June 2010        | Business Process and ICT (BP&ICT) | Telephony | 4a | Collect data from existing Council customer contact points including:  
- call volumes,  
- average call duration  
- how calls are resourced  
- 1st or 2nd tier call types  
- operation hours  
- call types  
- abandoned call rates  
- wait times  
- phone numbers and any call routing, queuing or hunt groups  
- existing telephony capability  
- supporting knowledge management tools | OCEO | Staff time | 2009/10 |
<p>| By June 2012        | BP&amp;ICT     | Telephony | 4b | Voice Services project - consolidate and modernise the current telephony systems and introduce Unified Communication solution to provide the required technology platform (including video conferencing) to accomplish the objectives of this and other areas of the strategy. | ITOps | Funded through Voice Services project currently under way and will be implemented irrespective of the Customer Contact Strategy. On this basis there is no additional expense for this component of the Strategy. |
| From Jan 2011       | BP&amp;ICT     | Telephony | 4c | Target high volume contact points and deploy preferred telephony software and infrastructure to expand footprint of software capability and to verify data. | Proposed Customer Contact Branch | Operational budget for CCB yet to be determined |</p>
<table>
<thead>
<tr>
<th>Indicative Timeline</th>
<th>Focus Area</th>
<th>Contact Channels</th>
<th>Action No.</th>
<th>Action</th>
<th>Lead</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun 2011</td>
<td>BP&amp;ICT</td>
<td>Telephony</td>
<td>4d</td>
<td>• Conduct analysis of existing systems.</td>
<td>(CCB)</td>
<td>Operational budget for CCB yet to be determined</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Identify systems and processes that are working effectively.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Identify and implement a contact centre to use as a platform for the expansion of a centralised customer contact centre.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jun 2012</td>
<td>BP&amp;ICT</td>
<td>All</td>
<td>4e</td>
<td>• Incrementally consolidate existing customer contacts using the best processes and systems.</td>
<td>(CCB)</td>
<td>Operational budget for CCB yet to be determined</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Establishment or enhancement of existing workgroup to provide support and training to Contact Centre including the development of scripts and procedures which are to be located in the Knowledge Management system.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Monitor and track continuously customer experience.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Calls routed by diversion to a central phone number.</td>
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</tr>
</tbody>
</table>
### Key initiative 5 - Expand on-line services and information through the existing ICT portfolio

<table>
<thead>
<tr>
<th>Indicative timeline</th>
<th>Focus area</th>
<th>Action channel</th>
<th>Action No</th>
<th>Action</th>
<th>Lead Resources</th>
<th>Year resources required</th>
</tr>
</thead>
</table>
| In tandem with CRM – see initiative 2 | Business Process and ICT (BP&ICT) | On-line | 5a | Extend web-based service capability - business case under development but likely to include:  
  - a simplified secure login  
  - increased access to public information  
  - increased availability of Council commercial information for a fee  
  - increased ability to make payments online  
  - increased ability to book Council’s services online  
  - ability to submit and track requests online  
  - increased choice as to how the website can be viewed by people with disabilities (audio and visual options available)  
  - increased choice as to how the website can be viewed by people who do not speak English  
  - easy to use electronic forms  
  - upgrade the current internet platform to maintain current services and enable future online transactions. | Organisational Services Directorate. | As per funding for the ICT portfolio. The online services program is currently under way and will be implemented irrespective of the Customer Contact Strategy. On this basis there is no additional expense for this component of the Strategy. |

*Oct-10 | BP&ICT | On-line | 5b | With reference to the work done for the CRM, document how the expanded online services will support the overall customer contact strategy and the meeting of customers needs and desired outcomes – some of this work will be undertaken by the ERP and Property Programs | |

Dec-10 | BP&ICT | On-line | 5c | Map how and by whom services are currently delivered. | |

Mar-11 | BP&ICT | On-line | 5d | Define where we want to be. | |

Jul-11 | BP&ICT | On-line | 5e | Map the change. | |

Nov-11 | BP&ICT | On-line | 5f | Determine and document necessary online requirements. | |

Feb-12 | BP&ICT ICT | On-line | 5g | Collect and analyse customer feedback to determine those business practices that can be improved to consistently enrich the customers’ experience. | |

Jun-12 | BP&ICT | On-line | 5h | Design the required solution. | |

Oct-12 | BP&ICT | On-line | 5i | Acquire an online solution. | |

Oct-13 | BP&ICT | On-line | 5j | Define new solutions and workflow and implement the online solution. | |

Dec-13 | BP&ICT | On-line | 5k | Monitor and track to continuously improve customer experience and staff satisfaction. | |

*NB: All timing of actions below this are dependent on timing of action 5a
**Key initiative 6 - Optimise existing service points and open additional service points as required** - Optimise existing and open new customer Council service centres and service points including libraries and Councillor Offices as population expands and customer demand changes; investigate need for staffed and unstaffed kiosks to provide convenient access to information in key places.

<table>
<thead>
<tr>
<th>Indicative timeline</th>
<th>Focus area, business process, ICT</th>
<th>Contact channels</th>
<th>Action No</th>
<th>Action</th>
<th>Lead</th>
<th>Resources</th>
<th>Year resources required</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Jul-10</td>
<td>Physical/Spatial</td>
<td>Face to face</td>
<td>6a</td>
<td>Consolidate telephone call centres into a centralised location so as to improve flexibility and capacity to deal with the various changes in demand for service according to short term peaks and troughs e.g. rate periods and animal registration renewals.</td>
<td>Proposed Customer Contact Branch</td>
<td>To be determined.</td>
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</tr>
<tr>
<td>From Jul 10</td>
<td>Physical/Spatial</td>
<td>Face to face</td>
<td>6b</td>
<td>Identify and plan delivery of service centres across the City co-located with Libraries and Councillor offices to meet anticipated population growth and change in demand over time.</td>
<td>To be determined.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jun-12</td>
<td>Physical/Spatial</td>
<td>Face to face</td>
<td>6c</td>
<td>Customer Contact Officer to accompany mobile libraries to provide mobile service.</td>
<td>$60,000 recurrent 2012/13 to 2020/21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>From Jun-12</td>
<td>Physical/Spatial</td>
<td>Face to face</td>
<td>6d</td>
<td>Open new or expand existing customer service centres in regional locations (Robina, Southport and Coomera) as required.</td>
<td>To be determined.</td>
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<td></td>
</tr>
<tr>
<td>From Jun 12 - 2017</td>
<td>Face to face</td>
<td>6e</td>
<td>Identify and plan delivery of Councillor offices to meet anticipated population growth, changes in demand and in local government electoral arrangements over time.</td>
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<tr>
<td>By Jun-17</td>
<td>Face to face</td>
<td>6f</td>
<td>Determine the need for staffed and unstaffed kiosks to provide access to Council information in convenient locations such as shopping centres.</td>
<td>To be determined.</td>
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</tr>
</tbody>
</table>
GLOSSARY OF TERMS

Advocacy: the act of speaking or arguing in favour of something, such as a cause, idea, or policy. It includes the provision of active support for that cause, idea or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the City.

Assessment: evaluation activities undertaken to determine level of performance e.g. organisation and service performance.

Audit: an examination of the records, statements, systems, and procedures of an organisation together with its stated claims for performance.

Benefit: quantified positive consequence arising from carrying out a project, strategy, policy or other initiative. Benefits may be financial or non-financial (e.g. efficiency gains or service improvement)

Benefit realisation: the objective and measured achievement of positive consequences arising from carrying out a project (refer to ‘Benefit’).

Bold Future: a long term vision and blueprint for the city.

Business continuity management: the management and governance process which ensures the impact of a potential disruption to Council’s critical operations is minimised, and that the critical operations are sustained until normal services are restored.

Channel: a means of communication or access most often used in relation to Council services. Eg. Face to face, mail, e-mail, website, SMS, Telephone, FAX, video conference. Non-preferred terms include pathway, avenue, gateway

Community: the entire population of the local government area made up of numerous local and shared interest groups e.g. residents, ratepayers, business investors etc.

Community value: the delivery of services to the population of the local government area in the most efficient and effective manner possible.

Continuous improvement: improving customer satisfaction and the delivery of community value by continuously and incrementally improving organisational processes.

Corporate activity: defined by the Corporate Activity Framework, any initiative, project, strategy or policy that involves:
- benefits,
- mitigation of organisational risk or issue exposure, liabilities,
- accountabilities or resource use impacting two or more directorates (including but not limited to information technology, information management and information systems); or
- any activity deemed to be a Corporate Activity by the Chief Executive Officer, Corporate Governance Committee or the Executive Leadership Team.

Corporate governance: how decisions are taken and implemented; how organisations are controlled and managed to achieve their objectives, and how organisations are directed, reviewed and held to account.

Corporate governance framework: Council’s corporate governance framework details the various instruments used in Council to ensure exemplary standards of corporate governance. It aims to reinforce the accountability standards within Council and ensure that the organisation’s objectives are being achieved efficiently and effectively to ultimately deliver community value.

Corporate plan: Council’s Corporate Plan outlines the Council’s vision and translates it into medium and long-term priorities, outcomes and strategies for a minimum four year period.

Corporate values: Council’s approved corporate values as identified in the Corporate Plan.

Corporate shared service model: a model of customer service where differing parts of Council continue to individually provide highly targeted and specific services, but come together to cooperate through the sharing of knowledge and resources to achieve an outcome.

Customer service model: an organisational model of how Council will approach the delivery of service to its customers.

e-Government initiatives: Council activities that make use of recent information technology advances to serve a variety of different purposes: better delivery of government services to citizens; improved interactions with business and industry; citizen empowerment through access to information; or more efficient government management. Examples include tendering/purchasing via the Internet (also known as ‘e-procurement’), electronic service delivery (e.g. online licence applications), on-line payments, email surveys and Council’s website.
Effectiveness: the degree to which an organisation, program, service or activity is successful in achieving or influencing the planned outcomes.

Efficiency: the extent to which maximum output is achieved from a given input. Alternatively, a minimum input for a given output.

Enterprise architecture (EA): a design for the arrangement and interoperation of business components in an information and communications technology (ICT) environment, for example policies, operations, infrastructure, and information that together make up the organisation’s means of operation.

Integration: linking of existing processes to achieve synergies and efficiencies. e.g. operational and budget planning.

Key performance indicator: a meaningful, high-level measure used to determine whether an organisation has met, or is progressing towards, its planned outcomes.

Measure: objective evidence of the degree to which intended outcomes are being achieved.

Milestones: checkpoints used to assess or validate progress of activities. Used to monitor progress and identify delays.

Operational plan: Council’s Operational Plan translates strategic and operational aims and objectives into actions to give effect to a one-year portion of the Corporate Plan.

Outcome: the effect, impact, result of, or consequence for the community, environment or organisation, of strategies, services, policies or activities.

Outputs: a measurable/tangible product of the application of inputs and undertaking activities.

Partnering: a structured approach to working together with other parties to achieve a mutually beneficial outcome.

Performance: the results of activities and progress in achieving the desired outcomes over a given period of time.

Performance measures: evidence of the degree to which the actions by Council are achieving intended objectives for the purposes of monitoring progress and reporting effectiveness.

Performance management: The process of translating an organisation’s vision into practice, which includes setting outcomes, reporting progress towards the outcomes and using this information to act on issues to improve practice.

Performance measurement: An element of performance management which includes a process of identifying what will be done and what will be achieved; then reported via quantitative and qualitative data gathered to measure and validate achievements.

Point of Presence: (POP) A location at a service may be accessed. POP’s may be physical such as Customer Service Centre or virtual such as Council’s Internet website.

Portal: An Internet website providing an entrance to other websites. Eg. Council’s main internet website - www.goldcoastcity.com.au

Program: Council services, projects, policies, activities or initiatives structured to achieve common goals.

Service levels: statements of the standards Council achieves or strives to achieve in delivering its services.

SMS: Short Message Service, a short text message typically sent between mobile phones.

Stakeholder: a person or organisation with an interest in the outcome or output or is affected by services, activities, policies, programs, or strategies of Council.

Strategic priorities: Council’s priorities as outlined in the Corporate Plan or as approved through the annual strategic planning, resource allocation and budgeting cycle.

Strategy: a strategy is a public statement outlining how Council intends to achieve an objective, or set of objectives, through a high-level plan of action.

Video conference: A real-time discussion between two or more groups of people who are in different places but can see and hear each other using electronic communications.
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