

Town of Port Hedland

# Customer Experience Strategy

Strategic Document

2024 - 2026







The Town of Port Hedland would like to acknowledge the Kariyarra, Ngarla, and Nyamal people as the Traditional Custodians of Hedland lands. We recognise their strength and resilience and pay our respects to their Elders past, present and emerging.

We extend that respect to all Aboriginal & Torres Strait Islander people of the local community and recognise their rich cultures and continuing connection to land and waters.

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#### Advice

This document may contain images of Aboriginal and Torres Strait Islander people who have passed away.

#### Disclaimer

The opinions expressed in this document are made in good faith and while every care has been taken in formulating this document, the Town of Port Hedland makes no representations and gives no warranties of whatever nature in respect of this document, including but not limited to the accuracy or completeness of any information, facts and/or opinions contained within. The Town of Port Hedland, its Elected Members, staff and consultants cannot be held responsible for the use of and reliance on the opinions, estimates, forecasts, recommendations and findings of this document.

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Section 1

# Introduction





## Message from the CEO



I am excited to present the Town of Port Hedland Customer Experience Strategy 2024-26.

As a Local Government Authority, we are here to serve our community - customer service is at the core of everything we do.

This Strategy is a testament to our dedication to the Town's vision to create a thriving, resilient and inclusive future for our diverse community. How we serve our customers is a fundamental part of creating the future we want for Hedland.

This Strategy puts our goal front and centre; we are committed to creating a customer-centric culture that will position the Town of Port Hedland as a leader in customer service excellence within the public sector.

Our Strategy stands on four strategic pillars that epitomise our approach and how we seek to turn our vision into reality.

First, we commit to truly knowing our customers. By developing an intimate understanding of their needs, we can tailor our services to support every individual within our diverse community.

Next, we embrace the digital frontier to seamlessly digitise the customer experience. By leveraging technology, we ensure every member of our community, regardless of background or ability, can engage with us effortlessly.

Furthermore, we will cultivate a culture of customer excellence that permeates every aspect of our organisation. Through our collective efforts, we create an environment where every team member is empowered to contribute to our shared vision of exceptional service.

Finally, we will harness the power of feedback to continuously improve. By listening attentively to the voices of our community, we evolve and adapt, ensuring that our services remain relevant and impactful.

As we embark on this journey guided by the Customer Experience Strategy and our commitment to its principles, let us remember that every interaction is an opportunity to nurture a thriving, resilient, and inclusive future for all.

Carl Askew  
CEO, Town of Port Hedland

# Our Vision and Mission Statement

## Our Vision

“Together, we create a thriving, resilient and inclusive future for our diverse community.”

## Our Mission

“To guide the growth and development of the Hedland community, economy and environment through the provision of strong civic leadership, provision of high-quality services and facilitation of active community participation.”



# Guiding Principles

Guiding principles are the fundamental, moral, and ethical beliefs that we share as a community. They represent core values and capture what a community considers important. They help foster trust, respect, collaboration, and unity.

The following Guiding Principles provide the context for the Town of Port Hedland:

- 1** Integrity, Openness, Respect and Accountability:  
We will act in a professional, ethical, accountable, and transparent manner nurturing attitudes and behaviours that result in positive community building, relationships, transparency and enhanced community pride
- 2** Teamwork, Unity and Collaboration:  
We commit to a high-level of community, stakeholder and staff engagement, cooperation, partnership and networking
- 3** Active Community Engagement and Citizenship:  
We will respect the contributions of all community groups and ages fostering the mindset and actions that encourage greater community member involvement, volunteerism and ownership
- 4** Inclusiveness and Diversity:  
We will promote a future for all our community members, actively strengthening the social fabric of the community, valuing diversity and responding to special needs and potential vulnerability
- 5** Innovation and Creativity:  
As an organisation, we will encourage an enterprising spirit and initiative to achieve our community's aspirations and Council's vision





# Context of the Customer Experience Strategy

Recognising the importance of exceptional service delivery, the Town has sought to overhaul its approach through the development of a comprehensive Customer Experience Strategy.

This initiative is driven by a commitment to exceed expectations and deliver seamless, personalised experiences to its many community members, businesses, and visitors.

Guided by principles of empowerment, digital innovation, and quality assurance, the strategy aims to not only enhance customer satisfaction but also streamline operations for greater efficiency and effectiveness.

With a focus on leveraging technology, empowering staff, and understanding customer needs, the strategy endeavours to establish a clear roadmap for achieving the Town's vision of excellence in customer service.

By conducting thorough assessments, designing targeted solutions, and encouraging stakeholder engagement, the Town of Port Hedland aims to further develop a customer-centric culture that fosters lasting relationships and drives positive organisational outcomes.

Through the development of a Customer Experience Strategy, the Town of Port Hedland seeks to position itself as a leader in customer service excellence within the public sector landscape.



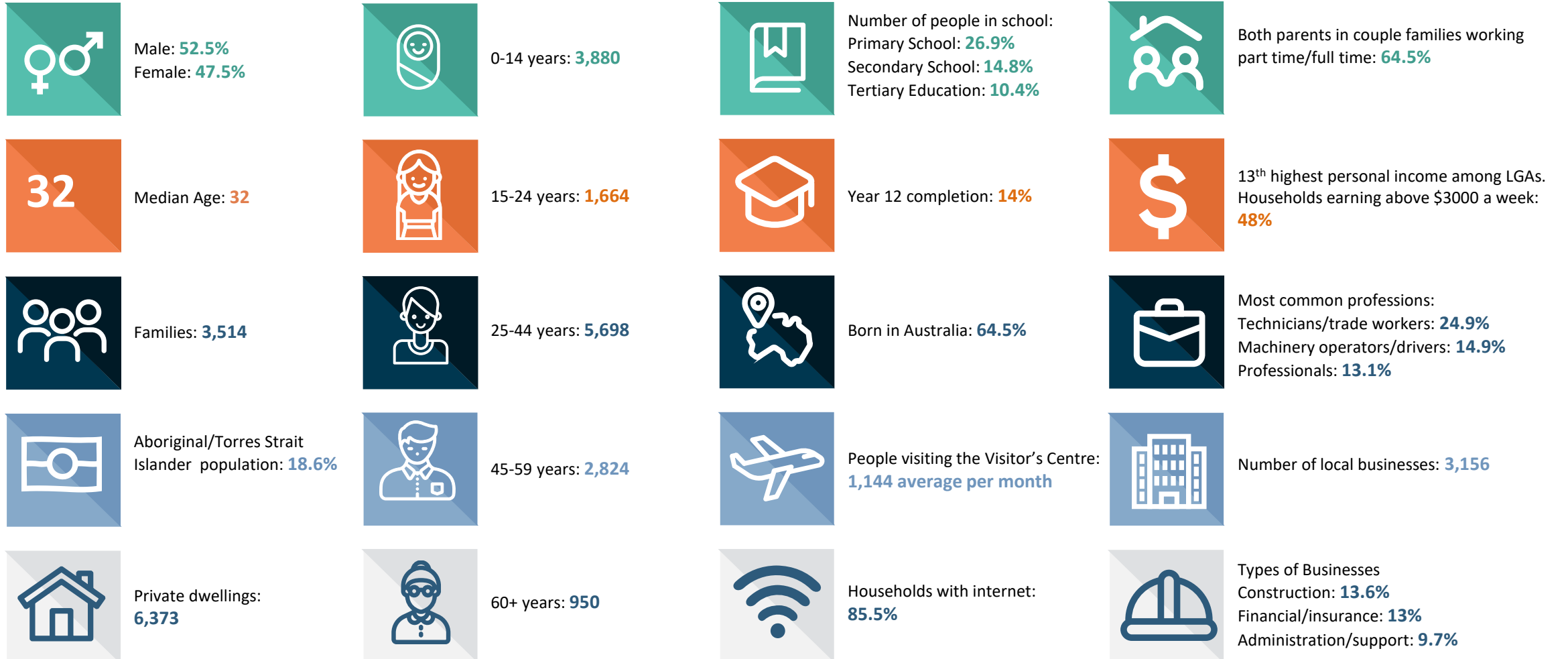


Section 2  
Community Profile



## An Overview of the Community of Port Hedland

The latest resident population estimate for Port Hedland (2021) is **15,470**, with a population density of **0.84 persons per square km**. This 2021 estimate also forecast an 84% population growth to **27,085 by 2041**. The latest detailed published Census (2021) revealed the following key characteristics:





Section 3  
Our Services



# An Overview of Our Services

The Town of Port Hedland offers a variety of services to support and uplift the community. Our facilities and services include:

## Community:

- Gym Facilities
- Aquatic Facilities
- Bookings
- Sports and Recreation
- Community Grants
- Library
- JD Hardie Youth Centre
- Matt Dann Theatre
- Arts and Events
- Community Engagement
- Community Safety

## ITS:

- Depot
- Roads and Engineering
- Parks and Garden
- Fleet
- Cemetery
- Current Major Projects
- Kerbside Bin Collection
- Recycling
- Landfill

## Corporate:

- Finance
- Payroll
- Rates
- Governance
- IT
- Procurement
- Records
- Audit, Risk, and Insurance
- Strategy
- Customer Service

## Office of CEO:

- Public Affairs
- Communications and Marketing
- Government Relations
- Funding and Partnerships
- Human Resources
- WHS

## Regulatory:

- Rangers
- Community Emergencies
- Building and Planning
- Environmental Health
- Economic Development
- Tourism
- Sustainability





## Our Communication Channel Statistics



### Call Data

Between 1<sup>st</sup> June 2022 to 1<sup>st</sup> June 2023, ToPH received over 11,000 calls. Top categories included:

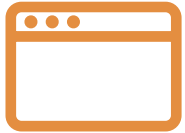
- **Animals** (14% of calls)
- **Building and Planning** (12% of calls)
- **Rates** (12% of calls)
- **Ranger Services** (9% of calls)



### Email Data

Between 1<sup>st</sup> January 2022 to 1<sup>st</sup> January 2023, ToPH received over 5,800 emails. Top categories included:

- **Bins** (25% of emails)
- **Building and planning** (20% of emails)
- **Roads and engineering** (18% of emails)
- **Parks and gardens** (10% of emails)
- **Rates** (10% of emails)
- **Ranger services** (8% of emails)



### Website Data

Between 1<sup>st</sup> June 2022 to 1<sup>st</sup> June 2023, ToPH accumulated 394,171 visits to their website. Top 3 subpages were:

- **Employment** (12.4% of visits)
- **Town of Port Hedland Library** (7.6% of visits)
- **Events** (4.4% of visits)



### Social Media Data

Between 1<sup>st</sup> June 2022 to 1<sup>st</sup> June 2023, ToPH posted to social platforms including Facebook and Instagram, with statistics including:

- **Impressions:** 2,236,964
- **Reactions, comments, shares:** 23,355
- **Total clicks:** 162,121



# Our Customer Promises

When you connect with us, we will:



Strive for excellence and take pride in our service



Treat customers with courtesy, patience, and attentiveness



Provide clear, concise, and honest advice and information



Ensure communication documents that are publicly accessible are readily available for inspection



Engage in a respectful and appropriate manner



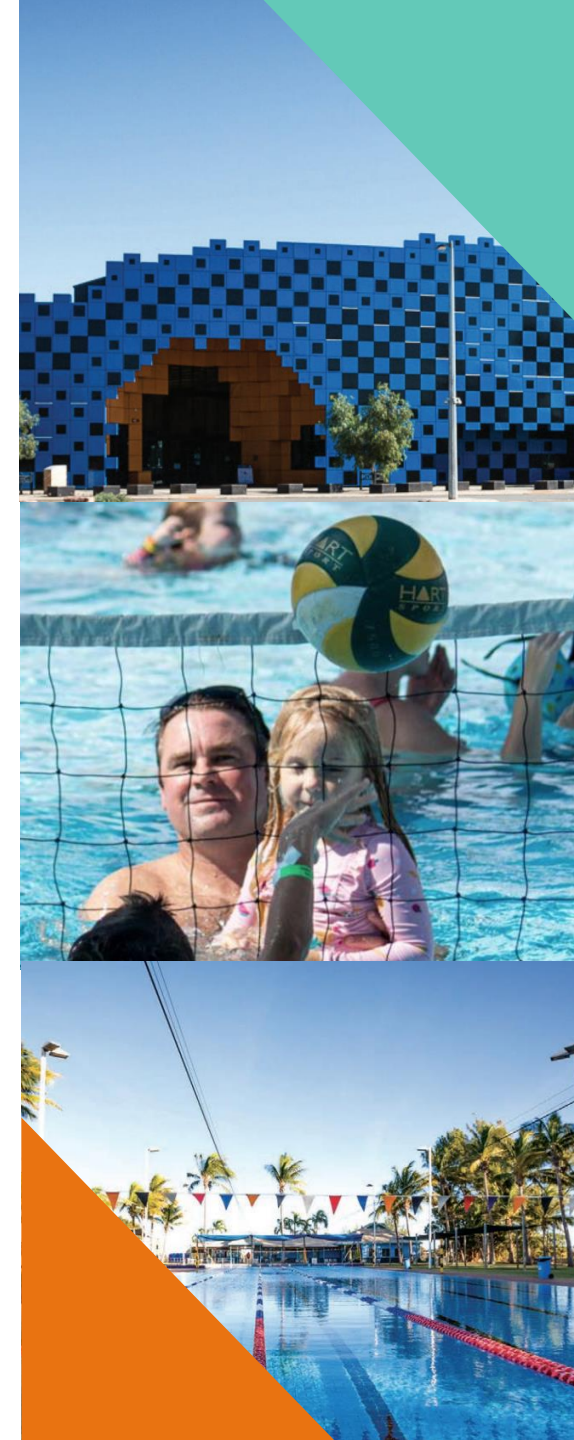
Act in accordance with the law and the Town's Code of Conduct



Provide an inclusive environment that welcomes everyone



Support the community through commitments in the Access and Inclusion Plan





Section 4

# Customer Experience Strategy





# Our Strategy

## Customer Experience Purpose:

Our purpose will guide our customer experience goals and journey. The Town of Port Hedland's purpose statement is:

**“Support a thriving community by delivering meaningful services to the people of Hedland.”**

Our purpose statement highlights the Town of Port Hedland's dedication to fostering and enhancing our unique community spirit and prioritising connection with residents.

The emphasis on delivering meaningful services underscores the intention to provide solutions that directly address the needs and aspirations of the community members.

By focusing on these key areas, we can tailor our initiatives, programs, and policies to align closely with the desires and requirements of the local population.





# Our Strategy

## Customer Experience Principles:

Our principles will shape and steer the experience we want to create for our customers. They enable us to create relevant, coherent and meaningful experiences, allowing us to align the way we work with our purpose. We strive to make our customers feel:



### Welcome

We create a welcoming atmosphere for customers from their very first interaction with us, fostering a sense of belonging throughout their journey.



### Confident

We instil a sense of unwavering confidence, achieved through consistently delivering high-quality experiences that exceed expectations.



### Connected

We cultivate a sense of connection and fulfillment for customers during every interaction, fostering satisfaction throughout their journey.



### Valued

We ensure that every customer feels deeply valued, fostering an engaging experience that reinforces the community spirit of the Town.

# Our Strategy

## Customer Experience Strategic Goals:

1

### We know our customer

Develop a deep understanding of our customers, their needs, preferences, and behaviours, enabling us to tailor our services to meet their expectations effectively.

2

### We create a seamless customer experience

Seamlessly integrate digital platforms and technologies throughout the customer journey, ensuring a smooth and user-friendly experience across all touchpoints with Town of Port Hedland.

3

### We promote a thriving culture of customer excellence

Foster a culture where every team member is committed to delivering exceptional service, going above and beyond to exceed customer expectations and create lasting positive impressions.

4

### We learn from our customers' feedback to improve

Leverage insights to continuously refine and enhance our offerings, processes, and overall customer experience, demonstrating our commitment to constant improvement and customer satisfaction.





## 1

# We know our customer

## Initiatives to support strategic goal

### 1. Undertake Internal & External Customer Research & Profiling

- 1.1 Identify internal customer services and communication channels (internal perspective of current state)
- 1.2 Conduct external customer research to understand needs & pains
- 1.3 Build customer segments & profiles based on research
- 1.4 Conduct internal research into business units needs from other teams

### 3. Review Customer Communications

- 3.1 Define the best way to engage/communicate with each customer segment
- 3.2 Create and socialise educational material on ToPH's operations/ common questions

### 2. Understand Customer Needs & Expectations

- 2.1 Analyse external customer research to identify expectations, themes, pains
- 2.2 Develop external customer improvement plan based on analysis
- 2.3 Define roles, responsibilities & expectations/timelines across internal teams

## Key performance indicators



Customer Satisfaction  
Score (CSS)



Customer engagement  
metrics (e.g. website usage,  
drop rates)



Net Promotor Score  
(NPS)



Customer feedback

## Owners

Coordinator Customer Experience  
(new role)



## 2

## We create a seamless customer experience

### Initiatives to support strategic goal

#### 1. Optimise Customer Interactions

- 1.1 Develop customer journey maps for remaining services
- 1.2 Define contact points across all channels

#### 3. Develop Customer Self-Service Options

- 3.1 Implement TechOne Request Management module
- 3.2 Redesign website to improve usability
- 3.3 Review & update website content
- 3.4 Integrate an online booking system into website
- 3.5 Create online payment option
- 3.6 Create QR code system for Ranger calling cards
- 3.7 Investigate new out-of-hours calling technology

#### 2. Streamline Processes & Technologies

- 2.1 Review workflows and processes for efficiency
- 2.2 Investigate AI/other tech solutions to increase internal efficiency

#### 4. Manage Customer Data

- 4.1 Undertake a data cleanse & consolidate remaining information
- 4.2 Conduct a gap analysis to map out data unknowns
- 4.3 Review security of data & transactions
- 4.4 Create a single source of customer information

### Key performance indicators



Customer Satisfaction  
Score (CSS)



Customer engagement  
metrics (e.g. website usage,  
drop rates)



Digital Channel  
Adoption Rate



Customer Effort Score



Customer feedback

### Owners

Corporate Services Director  
(Steve Leeson)





## 3

## We promote a thriving culture of customer excellence

### Initiatives to support strategic goal

#### 1. Promote the Customer Experience Strategy

- 1.1 Socialise the Customer Experience Strategy across the organisation
- 1.2 Conduct information sessions on CX purpose & principles

#### 2. Recognise Customer Service Excellence

- 2.1 Create customer experience champion working groups
- 2.2 Create customer service excellence recognition program

#### 3. Establish Customer Service Standards

- 3.1 Define clear internal service delivery standards
- 3.2 Socialise internal service delivery standards with staff
- 3.3 Create consistent response templates for all contact channels
- 3.4 Update the customer service charter

#### 4. Integrate CX into Staff Training & Recruitment Process

- 4.1 Tech trainer to conduct training sessions on TechOne
- 4.2 Conduct training sessions on customer-centricity
- 4.3 Attend external training to train staff with core techniques in managing customer feedback
- 4.4 Train customer service staff to provide consistent local information for newcomers to the Town
- 4.5 Build CX training into onboarding process for new staff
- 4.6 Update job position descriptions to attract candidates that demonstrate ToPH CX values and principles
- 4.7 Include CX expectations and principles as a criteria in assessing candidates during selection process
- 4.8 Develop a customer service knowledge base/repository for staff

### Key performance indicators



Call logs

Employee training  
participation

Job closures



Pickup rates



Customer feedback

### Owners

Executive Leadership Team (ELT)



## 4

## We learn from our customer's feedback to improve

### Initiatives to support strategic goal

#### 1. Collect & Integrate Internal & External Customer Feedback

- 1.1 Investigate a customer feedback collection platform
- 1.2 Create internal feedback surveys for existing ERP modules
- 1.3 Regularly conduct internal feedback survey
- 1.4 Identify external feedback channels
- 1.5 Monitor external feedback channels
- 1.6 Develop processes to collect feedback
- 1.7 Integrate feedback into service improvements
- 4.1.8 Review complaints management process

#### 2. Socialise Feedback Processes with Staff

- 2.1 Socialise feedback processes with staff
- 2.2 Implement regular team meetings to discuss customer feedback

#### 3. Develop Feedback Reporting & Communication Process

- 3.1 Develop & send feedback reports monthly to leadership
- 3.2 Create a public-facing report on how feedback has been used

### Key performance indicators



Sentiment analysis



Feedback response rate



Issue resolution time



Employee feedback  
implementation rate

### Owners

Coordinator Customer Experience  
(new role)





Section 5  
Implementation Plan





## Delivering the Strategy

The Customer Experience Strategy is designed to transform how ToPH engages with its community, enhancing satisfaction and fostering long-term relationships. This implementation plan outlines the detailed steps necessary to execute the strategy effectively. It covers a comprehensive timescale for each strategic activity, ensuring a structured and timely approach to achieving our goals. Additionally, the plan identifies the key teams involved in each activity, promoting collaboration and clear accountability across all stages.

For a deeper understanding of how the progress of the strategy will be monitored and measured, please refer to the separate Quality Assurance Framework document, which provides an in-depth look at our monitoring and evaluation processes.





## 1

## We know our customer

Initiative	Activity	Teams	Short-Term (0-6 months)	Medium-Term (6-12 months)	Long-Term (12-18 months)	Further Ahead (18+ months)
1. Undertake Internal & External Customer Research & Profiling	1.1 Identify internal customer services and communication channels (internal perspective of current state)					
	1.2 Conduct external customer research to understand needs & pains	Coordinator Customer Experience Business Unit Coordinators				
	1.3 Build customer segments & profiles based on research	ELT/SLT External SMEs				
	1.4 Conduct internal research into business units needs from other teams					
2. Understand Customer Needs & Expectations	2.1 Analyse external customer research to identify expectations, themes, pains	Coordinator Customer Experience Business Unit Coordinators				
	2.2 Develop external customer improvement plan based on analysis	ELT/SLT				
	2.3 Define roles, responsibilities & expectations/timelines across internal teams	External SMEs				
3. Review Customer Communications	3.1 Define the best way to engage/communicate with each customer segment	Coordinator Customer Experience Business Unit Coordinators				
	3.2 Create and socialise educational material on ToPH's operations/ common questions	ELT/SLT Public Affairs Community				

## We create a seamless customer experience

Initiative	Activity	Teams	Short-Term (0-6 months)	Medium-Term (6-12 months)	Long-Term (12-18 months)	Further Ahead (18+ months)
1. Optimise Customer Interactions	1.1 Develop customer journey maps for remaining services	Coordinator Customer Experience				
	1.2 Define contact points across all channels	Team Leads				
2. Streamline Processes & Technologies	2.1 Review workflows and processes for efficiency	Coordinator Customer Experience Team Leads External SME				
	2.2 Investigate AI/other tech solutions to increase internal efficiency	IT External SME				
3. Develop Customer Self-Service Options	3.1 Implement TechOne Request Management module	ERP				
	3.2 Redesign website to improve usability					
	3.3 Review & update website content	HR				
	3.4 Integrate an online booking system into website	IT				
	3.5 Create online payment option	ERP Finance Public Affairs				
	3.6 Create QR code system for Ranger calling cards	ERP Rangers IT				
	3.7 Investigate new out-of-hours calling technology	Rangers IT				
4. Manage Customer Data	4.1 Undertake a data cleanse & consolidate remaining information	IT ERP				
	4.2 Conduct a gap analysis to map out data unknowns	IT				
	4.3 Review security of data & transactions					
	4.4 Create a single source of customer information	IT ERP				



## 3

## We promote a thriving culture of customer excellence

Initiative	Activity	Teams	Short-Term (0-6 months)	Medium-Term (6-12 months)	Long-Term (12-18 months)	Further Ahead (18+ months)
1. Promote the Customer Experience Strategy	1.1 Socialise the Customer Experience Strategy across the organisation	Public Affairs ELT/SLT Team Leads				
	1.2 Conduct information sessions on CX purpose & principles	Coordinator Customer Experience CX Champions				
2. Recognise Customer Service Excellence	2.1 Create customer experience champion working groups	Coordinator Customer Experience				
	2.2 Create customer service excellence recognition program	CX Champions				
3. Establish Customer Service Standards	3.1 Define clear internal service delivery standards					
	3.2 Socialise internal service delivery standards with staff	Coordinator Customer Experience				
	3.3 Create consistent response templates for all contact channels	Customer Service HR				
	3.4 Update the customer service charter					
4. Integrate CX into Staff Training & Recruitment Process	4.1 Tech trainer to conduct training sessions on TechOne	ERP				
	4.2 Conduct training sessions on customer-centricity					
	4.3 Attend external training to train staff with core techniques in managing customer feedback					
	4.4 Train customer service staff to provide consistent local information for newcomers to the Town	Coordinator Customer Experience				
	4.5 Build CX training into onboarding process for new staff	Customer Service HR				
	4.6 Update job position descriptions to attract candidates that demonstrate ToPH CX values and principles					
	4.7 Include CX expectations and principles as a criteria in assessing candidates during selection process					
	4.8 Develop a customer service knowledge base/repository for staff	Coordinator Customer Experience Customer Service ERP				

## 4

## We learn from our customer's feedback to improve

Initiative	Activity	Teams	Short-Term (0-6 months)	Medium-Term (6-12 months)	Long-Term (12-18 months)	Further Ahead (18+ months)
1. Collect & Integrate Internal & External Customer Feedback	4.1.1 Investigate a customer feedback collection platform	Public Affairs IT ERP Coordinator Customer Experience				
	4.1.2 Create internal feedback surveys for existing ERP modules	Coordinator Customer Experience				
	4.1.3 Regularly conduct internal feedback survey	HR ERP				
	4.1.4 Identify external feedback channels	Team Leads L&D				
	4.1.5 Monitor external feedback channels					
	4.1.6 Develop processes to collect feedback	Coordinator Customer Experience				
	4.1.7 Integrate feedback into service improvements	Team Leads Public Affairs				
	4.1.8 Review complaints management process	Coordinator Customer Experience Customer Service				
2. Socialise Feedback Processes with Staff	4.2.1 Socialise feedback processes with staff	Public Affairs L&D				
	4.2.2 Implement regular team meetings to discuss customer feedback	Team Leads				
3. Develop Feedback Reporting & Communication Process	4.3.1 Develop & send feedback reports monthly to leadership	IT ERP Team Leads				
	4.3.2 Create a public-facing report on how feedback has been used	Public Affairs Team Leads				

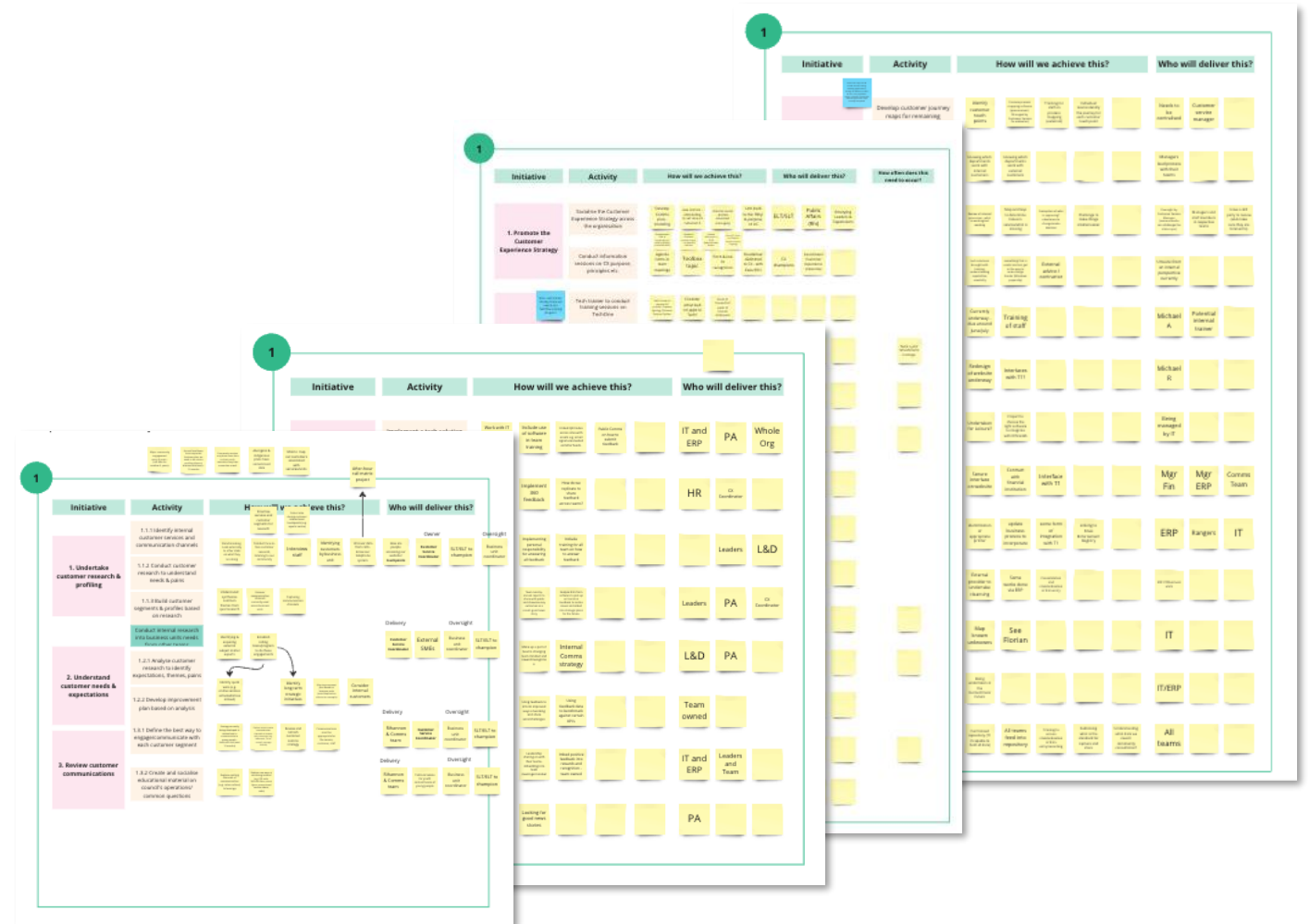


Section 6  
Appendix



# Implementation Workshop Outputs

The following pages include additional outputs from the Implementation Workshop that could be considered during implementation.





## 1

## We know our customer

Initiative	Activity	Additional Information
1. Undertake Internal & External Customer Research & Profiling	1.1 Identify internal customer services and communication channels (internal perspective of current state)	<ul style="list-style-type: none"> <li>Benchmarking; Look externally to other LGAs on what they are doing</li> <li>Interview staff</li> <li>Identifying customers by business unit</li> <li>Matrix: map out customers associated with services/units</li> <li>Uncover communication channels currently used across business units</li> </ul>
	1.2 Conduct external customer research to understand needs & pains	<ul style="list-style-type: none"> <li>Prioritise services and customer segments for research</li> <li>Conduct face-to-face customer research, listening to our community</li> <li>Uncover data from calls - know our telephone system (out of hours call matrix project)</li> <li>How are people accessing our website/touchpoints</li> <li>Collect data during customer interactions/touchpoints (e.g. aquatic centre)</li> <li>As next level down from corporate business plan, we need to do service profiling (done at business unit level) - 12 months</li> <li>Community services may have some data on their youth, recreation may have some data as well</li> <li>Aboriginal &amp; indigenous plans have some broad data</li> </ul>
	1.3 Build customer segments & profiles based on research	<ul style="list-style-type: none"> <li>Understand/synthesise common themes from qual research</li> </ul>
	1.4 Conduct internal research into business units needs from other teams	
2. Understand Customer Needs & Expectations	2.1 Analyse external customer research to identify expectations, themes, pains	<ul style="list-style-type: none"> <li>Identifying &amp; acquiring external subject matter experts</li> <li>Establish a rolling basis/program to do these engagements</li> <li>Identify quick wins (e.g. online services activated/streamlined)</li> <li>Identify long-term strategic initiatives</li> <li>Map improvement plan based on business units (avoid duplication efforts for example)</li> <li>Consider internal customers</li> </ul>
	2.2 Develop external customer improvement plan based on analysis	
	2.3 Define roles, responsibilities & expectations/timelines across internal teams	
3. Review Customer Communications	3.1 Define the best way to engage/communicate with each customer segment	<ul style="list-style-type: none"> <li>Strategy currently being developed to review how to communicate to young people - feeds into this (next 12 months)</li> <li>Explore more creative communication channels to interact with customers (e.g. billboards, TVs at council, message boards)</li> <li>Review and refresh customer comms strategy</li> <li>Communications must be appropriate for the service, customer, staff</li> </ul>
	3.2 Create and socialise educational material on ToPH's operations/ common questions	<ul style="list-style-type: none"> <li>Explore existing channels of communication (e.g. rates notices) to leverage</li> <li>Explore new ways of socialising material (e.g. QR code, WALGA video, event flyers, promotional service videos, radio)</li> </ul>

## We create a seamless customer experience

Initiative	Activity	Additional Information
1. Optimise Customer Interactions	1.1 Develop customer journey maps for remaining services	<ul style="list-style-type: none"> <li>Identify customer touch points &amp; individual teams identify the journey for each customer touch point</li> <li>Procure process mapping software (procurement, managed by customer service co-ordinator)</li> <li>Training for staff on process mapping (external)</li> </ul>
	1.2 Define contact points across all channels	<ul style="list-style-type: none"> <li>Knowing which departments work with internal/external customers</li> </ul>
2. Streamline Processes & Technologies	2.1 Review workflows and processes for efficiency	<ul style="list-style-type: none"> <li>Review of internal processes - what is working/not working</li> <li>Map and gap to determine holes in service/what is missing</li> <li>Perception of who is approving? Reluctance to change/make decision</li> <li>Challenge to make things smaller/easier</li> </ul>
	2.2 Investigate AI/other tech solutions to increase internal efficiency	<ul style="list-style-type: none"> <li>Tech solutions brought with training, understanding capabilities, useability</li> <li>Something that is useful and not get in the way to make things harder (windows paperclip)</li> <li>External advice/contractor</li> </ul>
3. Develop Customer Self-Service Options	3.1 Implement TechOne Request Management module	<ul style="list-style-type: none"> <li>Training of staff</li> </ul>
	3.2 Redesign website to improve usability	<ul style="list-style-type: none"> <li>Interfaces with T1?</li> </ul>
	3.3 Review & update website content	<ul style="list-style-type: none"> <li>To be updated by business units (coordinated by Michael Rodrigues), overseen by Public Affairs</li> </ul>
	3.4 Integrate an online booking system into website	<ul style="list-style-type: none"> <li>Project to choose the right software to integrate with office365</li> </ul>
	3.5 Create online payment option	<ul style="list-style-type: none"> <li>Secure interface on website</li> <li>Contract with financial institution</li> <li>Interface with T1</li> </ul>
	3.6 Create QR code system for Ranger calling cards	<ul style="list-style-type: none"> <li>Identification of appropriate printer</li> <li>Update business process to incorporate</li> <li>Some form of integration with T1</li> <li>Linking to fines enforcement registry</li> </ul>
	3.7 Investigate new out-of-hours calling technology	
4. Manage Customer Data	4.1 Undertake a data cleanse & consolidate remaining information	<ul style="list-style-type: none"> <li>External provider to undertake cleansing</li> <li>Some works done via ERP</li> <li>Consolidation and standardisation of data entry</li> </ul>
	4.2 Conduct a gap analysis to map out data unknowns	
	4.3 Review security of data & transactions	<ul style="list-style-type: none"> <li>Being undertaken now/near future</li> </ul>
	4.4 Create a single source of customer information	<ul style="list-style-type: none"> <li>Centralised repository (T1 if capable to hold all data) - all teams feed into the repository</li> <li>Training to ensure standardisation of data entry/recording</li> <li>Publicising what is the standard for capture and store</li> <li>Understanding what data we need/community consultation?</li> </ul>



## We promote a thriving culture of customer excellence

Initiative	Activity	Additional Information
1. Promote the Customer Experience Strategy	1.1 Socialise the Customer Experience Strategy across the organisation	<ul style="list-style-type: none"><li>Develop Comms plan – branding</li><li>Socialise with EMs &amp; Leadership for understanding &amp; commitment</li><li>New starters - onboarding to set the tone of customer X</li><li>Internal visuals - posters, consistent messaging</li><li>Link back to the 'Why' &amp; purpose of LG</li><li>Include shoutouts at OCM debriefs/other events</li><li>Add to FF, share on Yammer, weave common language</li></ul>
	1.2 Conduct information sessions on CX purpose & principles	<ul style="list-style-type: none"><li>Agenda items at team meetings, toolbox topic</li><li>Pitch &amp; link to recognition</li><li>Roadshow dedicated to CX - with Exec/CEO</li></ul>
2. Recognise Customer Service Excellence	2.1 Create customer experience champion working groups	<ul style="list-style-type: none"><li>Identify champions across business</li><li>Refresh ToPH Values to embed CX</li></ul>
	2.2 Create customer service excellence recognition program	<ul style="list-style-type: none"><li>Reward &amp; Recognition IOP</li><li>Rewards locally that are relevant for teams</li><li>Performance Conversations - include CX feedback - celebrate &amp; improvements</li></ul>
3. Establish Customer Service Standards	3.1 Define clear internal service delivery standards	<ul style="list-style-type: none"><li>Ensure employee KPIs include CX</li><li>Align IOP/SOPs to CX - Service Level Agreements</li><li>Consistency internal - turnover of employees</li><li>Consider change mgt process throughout this</li><li>Automated in T1</li></ul>
	3.2 Socialise internal service delivery standards with staff	
	3.3 Create consistent response templates for all contact channels	
	3.4 Update the customer service charter	
4. Integrate CX into Staff Training & Recruitment Process	4.1 Tech trainer to conduct training sessions on TechOne	<ul style="list-style-type: none"><li>Tech Trainer to develop CX content - replace Synergy Customer Request System</li></ul>
	4.2 Conduct training sessions on customer-centricity	<ul style="list-style-type: none"><li>Experiential Learning/Workshops</li><li>Cultural shift - training for all employees</li><li>Start with proactive engagement at all points of contact</li></ul>
	4.3 Attend external training to train staff with core techniques in managing customer feedback	<ul style="list-style-type: none"><li>Continuum - engagement, CX, de-escalation</li><li>Leaders setting example/coach team members</li></ul>
	4.4 Train customer service staff to provide consistent local information for newcomers to the Town	<ul style="list-style-type: none"><li>Welcome to Hedland, PH Visitor Centre, general info &amp; resources</li><li>Some hard copy info across sites - flyers for events, jobs etc.</li></ul>
	4.5 Build CX training into onboarding process for new staff	<ul style="list-style-type: none"><li>Set on Corporate Induction &amp; L&amp;D, Calendar &amp; consider ELMO module</li><li>Embed in onboarding checklist through T1 process - auto prompts</li></ul>
	4.6 Update job position descriptions to attract candidates that demonstrate ToPH CX values and principles	<ul style="list-style-type: none"><li>Review Values questions to weave in CX</li><li>Consider integrating CX in T1 Org Data profile set up</li></ul>
	4.7 Include CX expectations and principles as a criteria in assessing candidates during selection process	<ul style="list-style-type: none"><li>Interview Questions that assess alignment to CX - case scenarios</li><li>Consider psychometric testing for identified roles</li></ul>
	4.8 Develop a customer service knowledge base/repository for staff	



## 4

## We learn from our customer's feedback to improve

Initiative	Activity	Additional Information
1. Collect & Integrate Internal & External Customer Feedback	4.1.1 Investigate a customer feedback collection platform	<ul style="list-style-type: none"> <li>• Work with IT and ERP to find suitable software</li> <li>• Include use of software in team training</li> <li>• Imbed QR Codes across sites with assets e.g. email signatures/websites/letterheads.</li> <li>• Public Comms on how to submit feedback</li> </ul>
	4.1.2 Create internal feedback surveys for existing ERP modules	<ul style="list-style-type: none"> <li>• Make use of EES and tag on a Town owned survey on ideas/improvements and cross-team feedback</li> <li>• Implement 360 feedback</li> <li>• How do we replicate to share feedback across teams?</li> </ul>
	4.1.3 Regularly conduct internal feedback survey	
	4.1.4 Identify external feedback channels	
	4.1.5 Monitor external feedback channels	<ul style="list-style-type: none"> <li>• Firstly, identifying all the channels in which we receive feedback</li> <li>• Implementing personal responsibility for answering all feedback</li> <li>• Include training for all team on how to answer feedback</li> </ul>
	4.1.6 Develop processes to collect feedback	
	4.1.7 Integrate feedback into service improvements	
	4.1.8 Review complaints management process	<ul style="list-style-type: none"> <li>• Directorates run data monthly on feedback relating to their teams and share with team members and understanding what this means</li> <li>• Town runs by-annual reports to share with the public and showcase key outcomes as a result- good news story</li> <li>• Analyse data from software to detect trends in feedback, isolate issues, and embed them into future strategic plans</li> </ul>
2. Socialise Feedback Processes with Staff	4.2.1 Socialise feedback processes with staff	<ul style="list-style-type: none"> <li>• Training for teams on how to identify and respond to feedback- having difficult conversations</li> <li>• Make up a part of Goal 3- changing team mindset and reward/recognition</li> <li>• Internal Comms strategy</li> </ul>
	4.2.2 Implement regular team meetings to discuss customer feedback	<ul style="list-style-type: none"> <li>• Teams imbedding feedback reports into regular meetings</li> <li>• Using feedback to inform improved ways of working and share wins/challenges</li> <li>• Using feedback data to benchmark against certain KPI's</li> </ul>
3. Develop Feedback Reporting & Communication Process	4.3.1 Develop & send feedback reports monthly to leadership	<ul style="list-style-type: none"> <li>• Automated as part of the software</li> <li>• Leadership sharing on with their teams- imbedding into team meetings/mindset</li> <li>• Imbed positive feedback into rewards and recognition - team owned</li> <li>• Sharing with the community how their feedback has been used to implement changes</li> <li>• Looking for good news stories</li> </ul>
	4.3.2 Create a public-facing report on how feedback has been used	



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