



Cairns
REGIONAL COUNCIL

**Service Quality
Strategy
2019-2023**



Document Purpose

Service Quality is the responsibility of all Council staff and this document outlines the key focus areas for its improvement and how the Service Quality Unit will assist the organisation to improve its service delivery.

The Service Quality Strategy is a key component of and a focus for Council's leadership. Implementing actions that demonstrate the values associated with Customer Satisfaction and organisational excellence is evidence of the commitment that Council's leaders have to the community, our elected representatives and to Council's employees.

Document Structure

This plan contains six major elements:

1. Council Mission
2. Links to Council Goals
3. Situation Analysis
4. Service Quality themes across the organisation
5. Summary of Deliverables
6. Completed items

Our Purpose

To serve the community

Our Vision



Value our natural environment, lifestyle and surroundings



Support and respect distinct and vibrant communities



Be innovative and creative, grow and diversify our economy

Our Strategy

To promote an environment which values and enhances our unique lifestyle, iconic natural assets, supports a sense of community and furthers our economic prosperity.

Our Strategic Goals

- Economy
- Natural Assets
- Liveability
- Community and Culture
- Serving the Community

Theme 1 – Leadership and Review

It is the role of Council's leaders to ensure the integration of the Service Quality Strategy with other key strategies and initiatives to ensure a high degree of congruence with Council's overall direction and vision.

	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN		
				19/20	20/21	21/22
1.	Develop a Service Charter with service value statements and behaviours to ensure that high levels of service are applied to employee activity across Council	Service Charter available to the public	Human Resources & Organisational Change	•		
2.	Audit Key Performance Indicators across Council to ensure levels of service meet customer expectations	A central document encompassing all KPIs across Council	Human Resources & Organisational Change	•	•	
3.	Audit Service Measures across Council to ensure levels of service meet customer expectations	A central document encompassing all service standards across Council	Executive	•	•	•
4.	Work with the Operational Plan adoption process to build service measures into Operational Plans	Increased presence of service measures into operational plans	Executive	•	•	•
5.	Consult with Councillors to better understand reporting requirements to develop and implement a reporting framework	Reporting framework implemented	Human Resources & Organisational Change	•	•	•
6.	Development of training for Customer Interaction and Correspondence Protocol in conjunction with Complaints Management.	Complaints Awareness Training available to all Staff	Human Resources & Organisational Change	•	•	•
7.	Presence at the Corporate Induction.	Overview to staff on Service Quality and Governance	Human Resources & Organisational Change	•	•	•
8.	Review Customer Request Management reporting to Councillors.	Councillors receiving customer request data in a format which ensures they are informed	Human Resources & Organisational Change	•	•	
9.	Review and update Service Quality Strategy document annually.	Service Quality Strategy reviewed by Executive team on an annual basis	Human Resources & Organisational Change	•	•	•
10.	Regularly check the levels of delegation afforded to staff through policies and procedures enabling them to provide positive customer experiences	Annual review of delegations	Human Resources & Organisational Change	•	•	•

Theme 2 – Feedback and Benchmarking

Council needs to continually review our understanding of who our customers are and their needs, both internally and externally to ensure the services the organisation is providing meet their current and future requirements.

OPERATIONAL INITIATIVE		SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN		
				19/20	20/21	21/22
1.	Annual review of the format of Voice of our Customer (VoC) surveys and associated reports	Annual report to Executive team on status of Voice of Our Customer program	Human Resources & Organisational Change	•	•	•
2.	Annual review VoC samples to reflect Council services and customer traffic	Annual report to Executive team on status of Voice of Our Customer program	Human Resources & Organisational Change	•	•	•
3.	Increase and expand customer feedback data to reflect council services	Customer feedback received via Voice of Our Customer program accurately reflects Councils services	Human Resources & Organisational Change	•	•	•
4.	Review centralised complaints management model	Quarterly report to Executive team	Human Resources & Organisational Change	•	•	
5.	Collecting and analysing complaints data collection to identify complaint causation and opportunities for improvement	Quarterly reporting to Executive team	Human Resources & Organisational Change	•	•	•
6.	Feed opportunities into the organisation as identified through complaints	Implementation of identified improvement opportunities	Human Resources & Organisational Change	•	•	•
7.	Annual review of General Policy and associated Administration Instructions for dealing with complaints across Council	Up to date General Policy available to the public and relevant Administration Instructions available to employees	Human Resources & Organisational Change	•	•	•
8.	Development of training for Complaints Management at Council in conjunction with Customer Interaction and Correspondence Protocol.	Implementation of Complaints Management training across the organisation	Human Resources & Organisational Change	•	•	

	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN		
				19/20	20/21	21/22
9.	Undertake external benchmarking against other Councils and non-local government industries as required.		Human Resources & Organisational Change	•	•	•
10.	Review Action Plan Template and investigate the implementation of a process for tracking recommendations as well as measuring the number of recommendations made vs. recommendations implemented.	A consistent and accurate tracking process implemented for opportunity for improvement recommendations	Human Resources & Organisational Change	•		
11.	Develop a series of templates to help the organisation respond to complaints.	Templates easily available to employees	Human Resources & Organisational Change	•		

Theme 3 – Systems, Processes and Efficiency

While this strategy focuses on developing and empowering staff to improve the customer's experience there is a need to ensure the organisation supports the staff through customer experience driven systems and processes. At times a cross functional or Council wide approach will be required to ensure the technology and processes used when servicing our customers support and enable the desired outcomes.

	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN		
				19/20	20/21	21/22
1.	Support Information Services (IS) to ensure any projects or strategies take into account the changing trends in our customer's behaviour and our customer's current expectations.	Embedded Information Services Committee process considers data trends and customer expectations	Human Resources & Organisational Change	•	•	•
2.	Work with TOBI to assist with system upgrades to ensure any solution is customer centric and supports the concept of a single customer view that is accessible online as required by our customers.	Implementation of single customer view through TOBI	Human Resources & Organisational Change	•	•	•
3.	Develop a process for reviewing and updating of internal forms and procedures to ensure accuracy and usage of all relevant technologies	Implementation of review process	Human Resources & Organisational Change	•	•	•
4.	As CRM Administrator work with Customer Service, CIS and other all areas of the organisation to review continuously improve how Council manages customer requests coming via all avenues to ensure it is a system that Council is used has a consistent consistently process and captures the relevant required corporate data	Consistent tracking and data analysis of customer request management statistics	Human Resources & Organisational Change	•	•	•
5.	Create an ongoing web communication channel where people can provide regular customer service feedback. Actively promote this channel	Review external facing documents and promote feedback via Internet and MyCairns App	Human Resources & Organisational Change	•	•	•
6.	Continue to develop departmental Service Level Agreements (SLA) and implement systems to measure performance, particularly around following up customer requests.	Annually review current SLA's	Human Resources & Organisational Change	•	•	•
7.	As part of Council's information technology reforms, ensure the ability to collect and analyse the right data to enable better identification of improvement opportunities in the future.	Work with TOBI to investigate data analysis abilities	Human Resources & Organisational Change	•	•	•

OPERATIONAL INITIATIVE		SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN		
8.	Utilise Councils Customer Request Management system to its full potential including internal requests	Continue to work with areas throughout Council	Human Resources & Organisational Change	•	•	•

Theme 4 – Communication and Responsiveness

A key focus area is how Council communicates with customers both internally and externally and whether this meets their current and future requirements. An important part of communication is responsiveness and this addresses how well we respond to our customer's needs.

	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN		
				19/20	20/21	21/22
1.	Support the organisation to maintain current access results and reduce voicemail usage	Regular auditing and tracking of access results and voicemail usage to meet goals	Human Resources & Organisational Change	•	•	•
2.	Recognition and reporting of good service stories and positive feedback to the organisation through the Loop	Positive feedback consistently incorporated into the Loop	Human Resources & Organisational Change	•	•	•
3.	Review the previous delivery of the Connecting Awareness sessions and how the message can be implemented through the Everyday skills training to ensure it is in line with council policies, procedures and the service quality strategy. This should include complaints handling.	Implementation of a consistent everyday skills training session incorporating continuous improvement, voice of our customer and complaints management	Human Resources & Organisational Change	•	•	•
4.	Measure Council employee's responsiveness when they are contacted via phone.	Regular auditing and tracking of access results and voicemail usage to meet goals	Human Resources & Organisational Change	•	•	•
5.	Work with Learning and Organisational Development in the Annual Staff awards to reward and recognise staff and teams based on customers feedback and peer recognition	Completion of annual staff awards presentation	Human Resources & Organisational Change	•	•	•
6.	Raise the awareness of the Service Quality Strategy across Council and provide regular updates throughout the year on program initiatives.	Quarterly reporting to Executive team	Human Resources & Organisational Change	•	•	•
7.	Continue to develop strong internal relationships and ongoing opportunities for collaboration between staff and units for improved service delivery.	Identify trends throughout the organisation from complaints, internal reviews and VoC and work with areas to develop Action Plans	Human Resources & Organisational Change	•	•	•

	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN		
				19/20	20/21	21/22
8.	Promote to the community the various customer service channels available, including online functionality.	Work with TOBI to investigate other customer service channels and tracking ability	Human Resources & Organisational Change	•	•	•