



Customer Experience (CX) Strategy

2025 - 2028

Introduction

Cairns Regional Council, like many state and local governments across Australia, is adopting the fundamental best practices of Customer Experience (CX).

CX puts people at the centre of the design process. With a focus on solving the right problems and creating the right solutions, we are committed to becoming more customer-centric.

We understand that each customer has different expectations and many factors influence how an experience is received.

That's why we engaged the services of a leading CX consultancy to audit our current practices, identify gaps and advise on actions to meet best practice.

A total of 64 different business components were audited by comparing them to best practice. The assessment identified 40 opportunities for improvement, of which 20 are strategy-focused and 20 are operational.

This CX Strategy is our commitment to being customer-focused. It provides the framework, key initiatives and improvement strategies that we intend to address over the coming three years (2025 to 2028).

In implementing this CX Strategy, we will enhance our customer experience and realise the benefits for our customers and Council.



What is Customer Experience (CX)?



versus



- How customers feel about us
- It's organisation-wide
- Sum of all interactions in different places, via different methods, over time

- A measure of how happy a customer is with a specific service or interaction

Customer Experience (CX) is an overall feeling and perception that is influenced by every interaction a customer, whether a resident, visitor or a business, has with Cairns Regional Council.

CX is about expectations and experiences, past, present and future intentions, across every touchpoint.





The benefits of getting CX right

For customers

- Value for money.
- Greater sense of trust.
- Feeling valued and supported.
- Simpler systems and processes.
- Consistent experiences.
- Fast resolution of enquiries and requests.
- Greater connection and engagement.
- Life is easier.

For Council

- Strengthen Council's reputation by increasing responsiveness.
- Streamline services through customer-centric design.
- Improve internal efficiencies in preparation for population growth.
- Staff will feel valued, engaged, supported and empowered to deliver their best.

Our CX vision

Cairns Regional Council's CX vision is to make life easier for our customers through interactions that are...



Who are our customers?

Understanding our community is key to servicing their needs. Our customers include community members, ratepayers, businesses, visitors, community organisations and clubs and other levels of government working with Council and Council staff.



175,000
Population



109
Number of nationalities



200
Not-for-profit organisations



78,000
Rateable properties



11.4%
First Peoples



2 million
Visitors per year



41
Median age



15,000
Businesses
(97% small)



30,000
Active library members



15.6%
are aged 65+



37.1%
households have children



25,000
Registered dogs

How do our customers interact with us?



1.7 million
Website views
per year



87,000
Customer service
calls per year



19,000
Problems reported
online



14,000
Emails to
council



9,000
In person visits



70,000
My Cairns app
downloads

50,000
Devices with notifications
enabled



255,000
Facebook
followers across
21 pages



21,000
Instagram
followers



11,000
LinkedIn
followers



1,680
X followers



901
YouTube
subscribers



10,518
Participants
in Our Cairns
Survey 2024



3 million
Open spaces and
leisure facilities
users per year



1.4 million
Markets, libraries and
cultural attendances
per year



13,000
Compliance
and regulatory
requests per
year



7,500
Bin repair/
replace
requests per
year

What are our customers telling us?



10,518 Participants in Our Cairns Survey 2024 told us ...

Overall, I'd rate my interactions with council as...



My overall satisfaction with the performance of Council is...



Our CX Goals

1. We deliver as one team with empathy and professionalism

To deliver the CX we envision, and our customers expect, we must focus on actively listening to our customers, understanding their needs, and approaching every interaction with consistency and timeliness.

To achieve this goal, we will:

1.1 Create and maintain a consistent CX across every interaction

1.2 Develop a governance process to translate customer feedback into action

1.3 Embed capabilities and invest in tools that enhance service delivery and meet customer needs

We want to ensure customers have a positive experience with us, regardless of the service they use or the team they interact with.

We will know we have succeeded if:



Interactions with us require less customer effort



We consistently capture and use customer feedback to improve our processes

2. Our people are capable, empowered and accountable to deliver a great CX

To meet customer expectations, we must empower our staff with the capability and support required to deliver positive experiences.

To achieve this goal, we will:

2.1 Establish clear CX metrics, standards and expectations

2.2 Uplift staff capability to deliver a great CX

2.3 Measure and monitor ongoing CX performance

2.4 Share CX performance results with our staff and customers

It is equally important to ensure staff are accountable for delivering high quality services in a timely manner.

We will know we have succeeded if:



We develop, track and commit to high performance standards



Our staff are well-trained and equipped to enhance CX



We share our performance with customers transparently

Our CX Goals (cont.)

3. Our culture and behaviours are collaborative and customer-centric

Fostering a culture of customer-centricity will ultimately lead to improved customer satisfaction and trust.

To achieve this goal, we will:

3.1 Develop improved awareness and knowledge of different team's functions and service offerings

3.2 Improve knowledge sharing and collaboration across directories, branches and teams

3.3 Establish formal rituals to drive CX innovation

3.4 Embed customer-centricity in our decision-making and planning

3.5 Establish a rewards and recognition framework around CX

To achieve this, we will prioritise customer collaboration in our decision making processes, ensuring their voices are heard and their feedback helps to guide our actions.

We will know we have succeeded if:



Requests are handled promptly and efficiently by our teams



Our customers are an organisational and individual priority



Our staff are regularly commended for providing outstanding service

4. Our technology and systems are customer-centric

To meet customer expectations, we must empower our staff with the capability and support required to deliver positive experiences.

To achieve this goal, we will:

4.1 Continually improve current online and app offerings

4.2 Implement digital automation of feedback

4.3 Enhance accessibility to digital services

It is equally important to ensure staff are accountable for delivering high quality services in a timely manner.

We will know we have succeeded if:



Reduced number of avoidable contacts



Customers will know where to find information and what to expect



We have real time data to guide our service design decisions

Our CX Strategy Timeline

CX OUTCOMES		EASY	RESPONSIVE	ENGAGING	CONSISTENT	SUCCESS MEASURES
CX STRATEGIC GOALS		2025 → 2028 ongoing →				
1. We deliver as one team	Create and maintain a consistent CX across every interaction	✓	✓	✓	✓	<ul style="list-style-type: none"> Improved Customer Effort Score (CES) Identification and reduction in process pain points
	Develop a governance process to translate customer feedback into action	✓	✓			
	Embed capabilities and invest in tools that enhance service delivery and meet customer needs	✓	✓			
2. Our people are capable, empowered and accountable	Uplift staff capability to deliver a great CX	✓	✓	✓	✓	<ul style="list-style-type: none"> SLA's established CX KPI's established CX training modules Regular communication of CX performance results
	Establish clear CX metrics, standards, expectations and reporting protocols	✓				
	Measure and monitor ongoing CX performance		✓	✓	✓	
	Share CX performance results with our staff and customers		✓	✓	✓	
3. We are customer-centric	Develop improved awareness and knowledge of different teams' functions and service offerings	✓	✓	✓	✓	<ul style="list-style-type: none"> Improved Customer Satisfaction Score (CSS) CX award included in annual staff awards
	Improve knowledge sharing and collaboration across directorates, branches and teams	✓	✓	✓	✓	
	Establish formal rituals to drive CX innovation	✓				
	Establish a rewards and recognition framework around CX	✓				
	Embed customer-centricity in our decision making and planning	✓	✓	✓	✓	
4. Our Technology and systems are customer-centric	Continually improve current online and app offerings	✓	✓	✓	✓	<ul style="list-style-type: none"> Improved Customer Effort Score (CES) Improved Customer Satisfaction Score (CSS)
	Implement digital automation of feedback	✓				
	Enhance accessibility to digital services	✓	✓	✓	✓	

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