



Council Strategy

Integrated Communications & Customer Service Strategy

Adoption Date:
Adoption Reference:
Review Date:
Maintained By:
Document Reference:

8 Vasey Street Jerramungup WA 6337
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Executive Summary

The overall purpose of this document is to assess both the internal and external service environment and propose a plan of action from a customer service and integrated communications perspective that will facilitate the provision of outstanding service and improved public perception of the organisation.

Until recently, the provision of sound customer service was not a priority for many local government authorities, as customers that received poor service could not defect to alternative service providers. This laid-back, easy going approach to service delivery has been replaced more recently as local and state government authorities realise that good customer service is efficient, can build advocacy and support for an organisation and provides staff with fulfillment and satisfaction.

Outstanding customer service and increasing public perception is very hard to achieve within a local government setting. This difficulty in achieving outstanding service is symptomatic of the service industry generally as the product offering lacks physical characteristics, therefore making it difficult for customers to evaluate and determine their overall level of satisfaction.

In response to addressing emerging trends within the internal and external environment, this document responds to community feedback and applies the extended services marketing mix to nurture and strengthen our service delivery reputation within the Jerramungup community.

Definitions

CS	Acronym for Customer Service
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Strategic Context

Within the corporate hierarchy of strategy development and implementation, this strategic document is positioned at the strategic business unit or SBU level. This document is aligned to the Shire's Strategic Plan 2009 – 2014.

Key Focus Area Two: Service Delivery & the Environment

The Shire of Jerramungup will deliver a range of excellent community services whilst minimising our impact on the environment by;

- 2.3 Ensuring that the service delivery process is supported by appropriately skilled, qualified and enthusiastic staff members.

Strategic Focus Areas

Distribution methods

From a resourcing perspective, the Shire of Jerramungup is remiss in the programmed and systematic distribution of information to Councillors, staff and the community. This random and unplanned approach to information dissemination reflects poorly on the organisation and does not capitalise upon opportunities to raise the public profile of the establishment.

The Shire currently provides limited web based services both internally and externally, which confines the Shire's distribution methods and provides our customers with limited flexibility.

The shifting nature of the purchasing landscape and changing customer expectations will result in the need to rapidly increase and expand the Shire's online presence. A number of local government services are compatible with the internet and therefore should be offered online. This availability will offer the Shire's customers greater access to services, more efficient service delivery and greater overall convenience.

People

The provision of local government services requires direct, personal interaction between customers and the Shire's personnel for the service to be manufactured and delivered.

For high contact services such as local government, it is in a sense true that 'the person delivering the service is the service' – that is, customer assessment of quality is often based largely on how they assess the person(s) with whom they are dealing.

Adversely, if the person(s) delivering the service does not have the personality, behavioural and interpersonal skills to communicate and deliver the services effectively, the assessment of the service received will be poor.

Given the consumers assessment is made in the absence of any tangible good, cues indicating the quality of a service come from other contexts such as service delivery personnel. The Shire must ensure that service delivery personnel participate in service delivery training annually.

Physical evidence

In the absence of any tangible good, cues indicating the quality of a service come from other contexts. Physical surroundings and other physical cues can have a profound effect on the impressions customers form about the quality of the service they receive.

The appearance of staff, including clothing and grooming, in addition to the physical layout of the service facility, ambience, background music may also function as important cues.

Promotional materials, invoices, agendas, minutes and written correspondence all provide some tangible evidence of the firm's professionalism.

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Process

Employees often depend on efficient and effective 'backstage' processing systems to enable them to deliver high-quality services.

Sound service delivery processes ensure that services are delivered consistently, therefore contributing to customer satisfaction. The Shire currently has a void with regard to service delivery systems and processes creating opportunities for the inconsistent delivery of services and information across the organisation.

Key Action Plan

Strategic Focus Area 1: Distribution methods

1. To develop a new website incorporating a content management system, document register and project management system.	
Timeframe	December 2009
Resources	\$16,000
Officer	CEO/DCEO
References	2009/10 budget and contribution from LGIS

2. To provide accurate and timely information on the Shire of Jerramungup website including an annual maintenance and construction program.	
Timeframe	Ongoing
Resources	N/A
Officer	CE
References	N/A

3. Review of the Shire's communication distribution methods including online, community publications, SMS notifications, blogs and e-newsletters.	
Timeframe	December 2009
Resources	\$16,000
Officer	CEO/DCEO
References	2009/10 budget and contribution from LGIS

4. To develop a monthly corporate newsletter including Presidents Report for incorporation into the Jerramungup Journal, Bremer Bulletin and Gairdner Gazette.	
Timeframe	December 2009
Resources	\$16,000
Officer	CEO/DCEO
References	2009/10 budget and contribution from LGIS

Strategic Focus Area 2: People

5. To provide annual customer service and telephone technique training to all front line service personnel.	
Timeframe	Ongoing
Resources	N/A
Officer	CEO/DCEO/
References	Performance appraisal process

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6. To employ a Community Engagement Officer	
Timeframe	December 2009
Resources	\$50,000 annually
Officer	CEO
References	2009/10 Budget

Strategic Focus Area 3: Physical evidence

7. To redesign the Shire of Jerramungup customer service foyer.	
Timeframe	October 2009
Resources	\$15,000
Officer	DCEO
References	2008/09 Budget

8. To upgrade/refurbish the Shire of Jerramungup Council Chambers	
Timeframe	December 2009
Resources	\$25,000
Officer	CEO
References	Budget reallocation upon receipt of R2R funding.

9. To landscape the Jerramungup Municipal Precinct	
Timeframe	June 2010
Resources	\$30,000
Officer	MW
References	2009/10 Budget Allocation, contribution from WA Police and R2R Funding

10. Coordinate the publication of the annual report, rates information booklet,	
Timeframe	Ongoing
Resources	\$2,000
Officer	DCEO
References	2009/10 Budget Allocation, Local Government Act

11. To develop and circulate a community scorecard and internal climate surveys.	
Timeframe	Ongoing
Resources	\$2,000
Officer	CEO
References	HR Strategy

12. Develop procedures for staff meetings, council briefings and farewells.	
Timeframe	Ongoing
Resources	Nil
Officer	CEO
References	Nil

13. Develop procedures for annual events including annual electors meeting, Australia Day BBQ, ANZAC and Remembrance Day.	
Timeframe	Ongoing
Resources	\$5,000
Officer	CEO
References	Nil

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Strategic Focus Area 4: Process

14. To implement a fully integrated electronic records management system	
Timeframe	June 2010
Resources	\$15,000
Officer	DCEO
References	2009/10 Budget Allocation

15. To implement a full suite of key performance indicators from a service delivery and efficiency perspective.	
Timeframe	June 2010
Resources	N/A
Officer	CEO/DCEO/MW
References	2009/10 Budget Allocation

16. To develop a customer service charter/policy outlining internal and external service standards.	
Timeframe	June 2010
Resources	\$2,000
Officer	CEO
References	Nil

17. To develop a series of reports that demonstrate the Shire's performance with regard to the customer service charter/policy.	
Timeframe	June 2010
Resources	N/A
Officer	CEO
References	Nil

18. To develop a formal process for acknowledging and responding to formal correspondence.	
Timeframe	June 2010
Resources	N/A
Officer	CEO/DCEO/MW
References	2009/10 Budget Allocation

Performance Measurement

Distribution methods

- Implementation of new website
- Community feedback

People

- Total number of service complaints

Physical evidence

- Completion of customer service foyer redesign
- Completion of municipal landscaping

Process

- Implementation of fully integrated records system

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Review

Chief Executive Officer to review on or before 31/01/2011

Associated Documents

List related policies, procedures, references, guidelines or other documents that have a bearing on this strategy and that may be useful reference material for users of this strategy.

- 2009/10 Budget
- Shire of Jerramungup Strategic Plan

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