

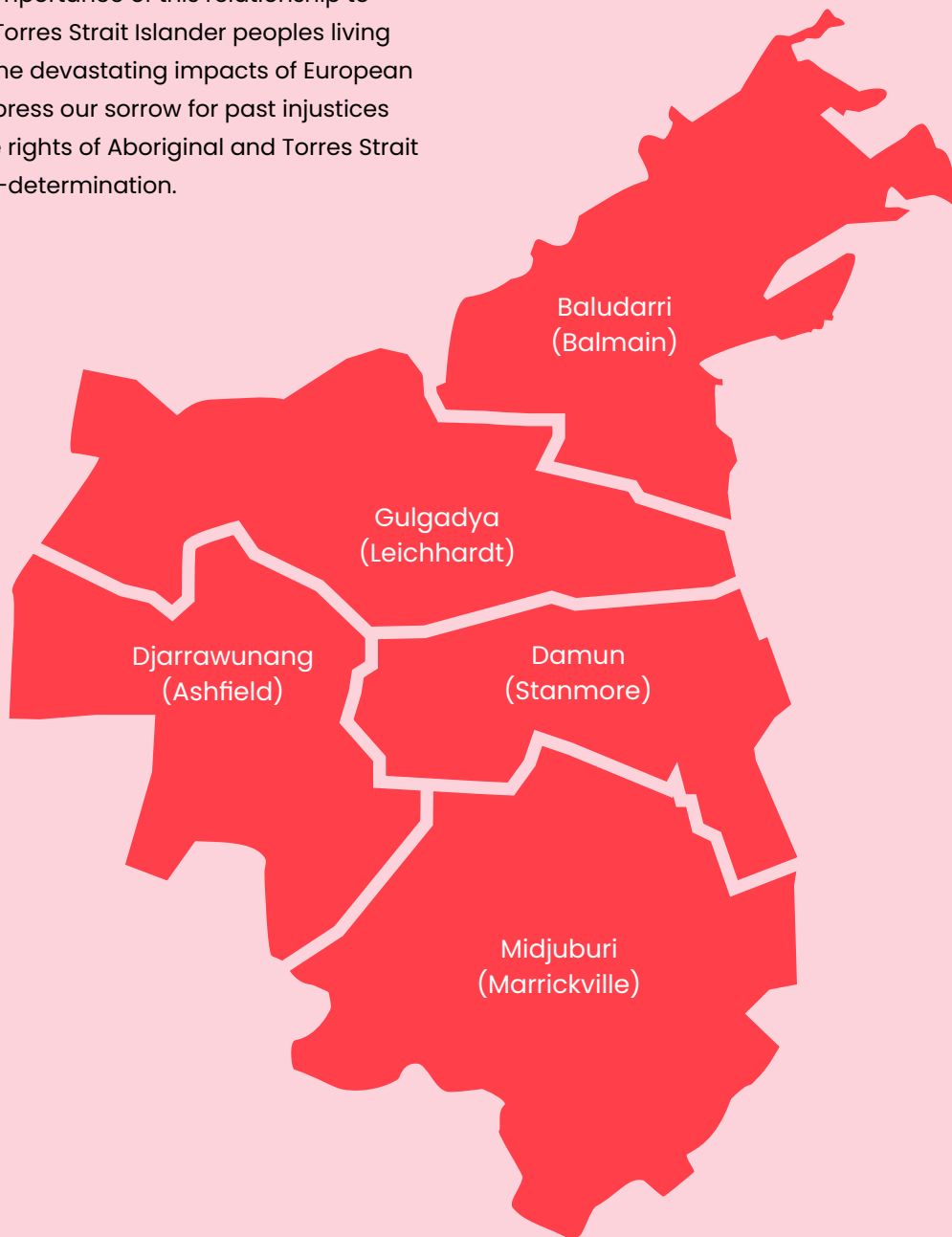
INNER WEST

Draft
Customer
Experience
Strategy
2024–2027



Council acknowledges the Gadigal and Wangal peoples of the Eora Nation, who are the traditional custodians of the lands in which the Inner West Local Government Area is situated.

We celebrate the survival of Aboriginal and Torres Strait Islander cultures, heritage, beliefs and their relationship with the land and water. We acknowledge the continuing importance of this relationship to Aboriginal and Torres Strait Islander peoples living today, despite the devastating impacts of European invasion. We express our sorrow for past injustices and support the rights of Aboriginal and Torres Strait Islanders to self-determination.



LGA Wards

Balmain Ward – Baludarri (Leather Jacket)
Leichhardt Ward – Gulgadya (Grass Tree)
Ashfield Ward – Djarrawunang (Magpie)
Stanmore Ward – Damun (Port Jackson Fig)
Marrickville Ward – Midjuburi (Lillypilly)





First Impressions (2022) by Kim Siew and Nico Nicoson
Photo credit: Kisané Low

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Mapping our three-year customer experience blueprint

Our Purpose: To be of service to the community and make Inner West a great place to be

1 Supporting our staff to excel

Foster a culture of service excellence

1.1 *Council's Purpose, Service Promise and Customer Experience Strategy* are embedded in all organisational strategies, plans and activities.

1.2 Staff prioritise excellence in customer service with a focus on resolving inquiries on first contact.

Delegate to our staff

1.3 Council staff are invested in delivering good customer experience and have the required skills and knowledge to excel.

1.4 Each new staff member joining Council is service-focused and has a strong understanding of the Inner West area and community.

Be accountable to our community

1.5 Council staff own and resolve requests and are proactive with customers about progress towards resolution.

Build 24/7 access to Council information and services

2.1 The community can access information, make inquiries and track progress anywhere and anytime quickly and easily

2.2 Council keeps pace with innovation in service delivery across digital platforms.

2.3 Council actively engages with the community via social media

Seamless and personalised experience

2.4 The community receives a personalised, consistent and connected customer experience across all Council touchpoints.

2
Council
anywhere,
anytime

3 Embedding access and inclusion

Ensure communication and information is always clear and accessible

3.1 All communication with our community is easy to understand.

3.2 Council's information channels are optimised continuously for accessibility and inclusion.

Deliver a quality service for everyone in our diverse community

3.3 Residents of all capabilities, including those without digital access, receive a quality service from Council.

4

Monitor, improve, measure, repeat

Put the community at the centre of a quality customer experience

4.1 Real-time insights into customer experiences inform Council's approaches.

4.2 Council and the community have a clear view of the organisation's progress on improving customer experience.

4.3 The community have a strong voice in Council's future customer experience directions.

Apply a continuous focus on improving our customer experience

4.4 Our greatest service challenges are identified, examined and resolved.

4.5 Council seeks to understand the community's evolving and diverse needs.

4.6 Council has the skills, knowledge and commitment to continuously improve its processes and pivot quickly to address emerging challenges.

All supported by digital innovation

Implementation Plan 2024 – 2027

Strategic Priorities, Missions and Goals

FY23/24

| SP1: Supporting our staff to excel | | Actions |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Foster a culture of service excellence | 1.1 Customer Experience Strategy embedded across the organisation | |
| | 1.2 Service excellence is the priority | 1.2.1 Develop service standards for all services 1.2.2 Hire staff to deliver first contact resolution as needed 1.2.3 Embed service standards through staff workshops 1.2.4 Deliver annual service performance reporting |
| Delegate to our staff | 1.3 Staff capability increased to deliver good customer experience | |
| | 1.4 Service focus essential in staff recruitment and onboarding | 1.4.1 Improve staff onboarding & induction program with a service focus 1.4.3 Local tours and training in staff induction program |
| Be accountable to our community | 1.5 Staff proactively own and resolve requests | 1.5.1 Provide progress updates on requests 1.5.2 Improve the complaints management process 1.5.4 Establish request management & reporting standards 1.5.5 Develop a case management process |
| SP2: Council anywhere, anytime | | Actions |
| Build 24/7 access to Council information and services | 2.1 Easy access to information anywhere and anytime | 2.1.1 Improve Council's website to be customer centred 2.1.2 Conduct weekly customer service stalls on Saturdays 2.1.3 Establish and conduct mobile customer service during & after hours 2.1.4 Simplified service request categories 2.1.6 Redesign the service portal and make it easier to track progress |
| | 2.2 Innovate service delivery across all digital platforms | 2.2.1 Develop a Digital Transformation plan of works 2.2.3 Integrate 'Snap, Send, Solve' into the customer service portal |
| | 2.3 Council engages the community via social media | 2.3.1 Establish a social media customer service presence 2.3.2 Join local resident groups on social media |
| Seamless and personalised experience | 2.4 Personalised and consistent experience across all touchpoints | 2.4.1 Procure, develop and implement a Digital Experience Platform 2.4.2 Increase the number of registered users on the service portal |
| SP3: Embedding access and inclusion | | Actions |
| Ensure communication and information is always clear and accessible | 3.1 All communication with our community is easy to understand | 3.1.1 Provide and maintain current & relevant information on all channels 3.1.2 Improve the quality of our correspondence 3.1.3 Train staff in the use of plain English communications |
| | 3.2 Information channels optimised continuously for accessibility & inclusion | 3.2.1 Implement relevant Disability Inclusion Actions |
| Deliver a quality service for everyone in our diverse community | 3.3 Residents of all capabilities receive a quality service from Council | |
| SP4: Monitor, improve, measure, repeat | | Actions |
| Put the community at the centre of a quality customer experience | 4.1 Real-time insights into customer experiences to continuously improve | 4.1.1 Embed industry standard customer experience metrics |
| | 4.2 Clear view of the organisation's progress on improving customer experience | 4.2.1 Develop and display monthly customer experience performance 4.2.2 Hold monthly Customer Service Review Sub-Committee meetings |
| | 4.3 Community continue to have a strong voice in customer experience directions | 4.3.1 Establish a customer experience Local Democracy Group |
| Apply a continuous focus on improving our customer experience | 4.4 Our greatest service challenges are identified, examined and resolved | 4.4.1 Continuously monitor and address the poorest service issues 4.4.2 Conduct service reviews to resolve service challenges 4.4.3 Improve Council's application processes |
| | 4.5 Understanding the community's evolving and diverse needs | |
| | 4.6 Council continuously improves its processes to address emerging challenges | |

FY24/25

FY25/26

FY26/27

Actions

1.1.1 Implement staff education campaign

1.2.1 Ongoing

1.2.2 Ongoing

1.2.3 Ongoing

1.2.4 Ongoing

1.3.1 Establish an accredited customer service program

1.3.2 Establish customer service community of practice

1.4.1 Ongoing

1.4.2 Service excellence criteria in all position descriptions

1.4.3 Ongoing

1.5.1 Ongoing

1.5.2 Ongoing

1.5.3 Provide improved online reporting on Council projects

Actions

1.1.1 Ongoing

1.2.2 Ongoing

1.2.3 Ongoing

1.2.4 Ongoing

1.3.1 Deliver an accredited customer service program

1.3.2 Ongoing

1.4.3 Ongoing

1.5.3 Ongoing

Actions

1.1.1 Ongoing

1.2.2 Ongoing

1.2.3 Ongoing

1.2.4 Ongoing

1.3.1 Ongoing

1.3.2 Ongoing

1.4.3 Ongoing

1.5.3 Ongoing

Actions

2.1.1 Continuously improve the website

2.1.2 Ongoing

2.1.3 Ongoing

2.1.4 Ongoing

2.1.5 Improve and expand digital self-service tools

2.1.6 Continuously improve the service portal

2.2.1 Implement Digital Transformation plan of works

2.2.2 Continuously optimise Council's digital capabilities

2.2.3 Ongoing

2.3.1 Ongoing

2.3.2 Ongoing

2.4.1 Digital Experience Platform built

2.4.2 Ongoing

Actions

2.1.1 Ongoing

2.1.5 Ongoing

2.1.6 Ongoing

2.1.7 Deliver a Council service mobile app

2.2.1 Ongoing

2.2.2 Ongoing

2.3.1 Ongoing

2.3.2 Ongoing

2.4.1 Digital Experience Platform implemented

2.4.2 Ongoing

2.4.3 Deliver a personalised online experience

Actions

2.1.1 Ongoing

2.1.5 Ongoing

2.1.6 Ongoing

2.2.1 Ongoing

2.2.2 Ongoing

2.3.1 Ongoing

2.3.2 Ongoing

2.4.2 Ongoing

2.4.3 Ongoing

Actions

3.1.1 Ongoing

3.1.2 Ongoing

3.1.3 Ongoing

3.2.1 Ongoing

3.2.2 Audit online channels annually for accessibility

3.2.3 Adopt external communication better practices

Actions

3.1.1 Ongoing

3.1.2 Ongoing

3.1.3 Ongoing

3.2.1 Ongoing

3.2.2 Ongoing

3.2.3 Ongoing

3.3.1 Implement easy access to information & services

3.3.2 Develop staff capabilities and baseline in accessibility & inclusion communications

Actions

3.1.1 Ongoing

3.1.2 Ongoing

3.1.3 Ongoing

3.1.4 Implement integrated translation software

3.2.1 Ongoing

3.2.2 Ongoing

3.2.3 Ongoing

3.3.1 Ongoing

3.3.2 Implement capability training for staff

Actions

4.1.1 Ongoing

4.2.1 Ongoing

4.3.1 Facilitate customer experience Local Democracy Group

4.4.1 Ongoing

4.4.2 Ongoing

4.4.3 Ongoing

Actions

4.1.1 Ongoing

4.2.1 Ongoing

4.3.1 Ongoing

4.4.1 Ongoing

4.4.2 Ongoing

4.4.3 Ongoing

Actions

4.1.1 Ongoing

4.2.1 Ongoing

4.3.1 Ongoing

4.3.2 Implement process and practice for community ideas

4.4.1 Ongoing

4.4.2 Ongoing

4.4.3 Ongoing

4.5.1 Establish a program to deliver on community's evolving needs

4.6.1 Benchmark and improve services continually

4.6.1 Ongoing

4.6.1 Ongoing



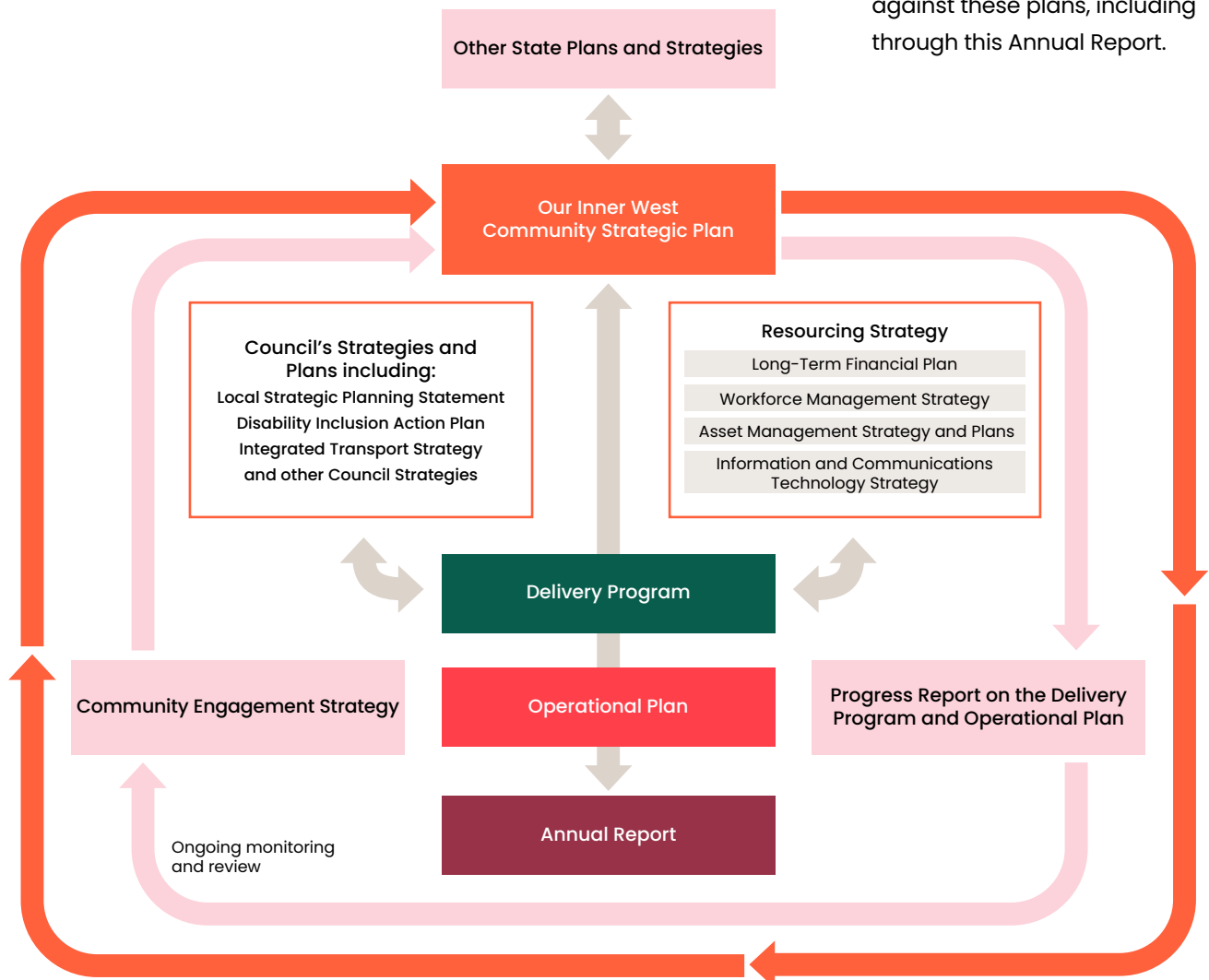


Integrated planning and reporting

Under the NSW Local Government Act, all local councils plan and report to their communities through the Integrated Planning and Reporting Framework.


The Framework includes:

- Community Strategic Plan – sets out the community’s vision for at least 10 years into the future and how to get there
- Delivery Program – four-year plan that sets out the activities that each elected Council commits to deliver in its term to achieve the vision
- Operational Plan – annual plan and budget with detailed actions
- Resourcing Strategy – the Long-Term Financial Plan, Workforce Management Plan and Asset Management Strategy that guides the money, people, and equipment needed to deliver the community’s vision
- Community Engagement Strategy – guides community involvement in Council’s planning and delivery of services and infrastructure Council reports regularly on progress against these plans, including through this Annual Report.



We are here to be of service to our local community and make the Inner West a great place to be.





Our purpose and values drive the culture of the organisation and how we connect with the Inner West community. The Customer Experience Strategy is designed to align directly with our purpose and values.

Our purpose and values

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Our purpose

We are here to be of service to our local community and make the Inner West a great place to be.



Innovation

We foster creativity and the open exchange of ideas

We value and seek out new ways of doing things and explore opportunities

We pursue excellence in everything we do

We honour what we have while seeking to improve

We adapt and change creatively

We adapt our services for future generations

Our values



Integrity

We are responsive, accountable and will follow through for each other and the community

We are transparent and open about the reasons for our decisions and actions

We create a safe and trusting environment by walking our talk

We are fair and ethical in everything we do

We do what we say we are going to do



Compassion

We treat each other with care and keep each other safe

We approach each other and our community with empathy and ask how we can help

We acknowledge our differences and empower each other to succeed

We care about each other and our community's concerns

We nurture relationships and cultivate inclusiveness and unity

We proactively listen to, respond to and support each other



Respect

We treat everyone equitably and fairly

We embrace diversity

We acknowledge and value the needs of everyone

We actively seek to listen and understand each other's point of view

We value our environment and always consider our impact

We value feedback from our community and will respond in a timely manner

We actively engage with and deliver for our community



Collaboration

We evolve by working together and learning from each other

We grow by sharing our time and ideas

We celebrate each other's achievements

We work together to achieve our common purpose

Developing the Customer Experience Strategy



1 Community and staff consultation (April – June 2023)

2

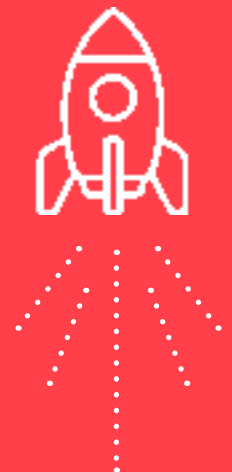


INNER WEST
Present to Council (September 2023)

3



Strategy on public exhibition (September – October 2023)



4

INNER WEST
Strategy adopted by Council (from November 2023)



The unique Inner West



Inner West Council local government area (LGA) has an estimated resident population of nearly 200,000 people. It spans 36km² from the banks of the Parramatta River at Birchgrove in the north-east, to the Cooks River at Dulwich Hill in the south-west.

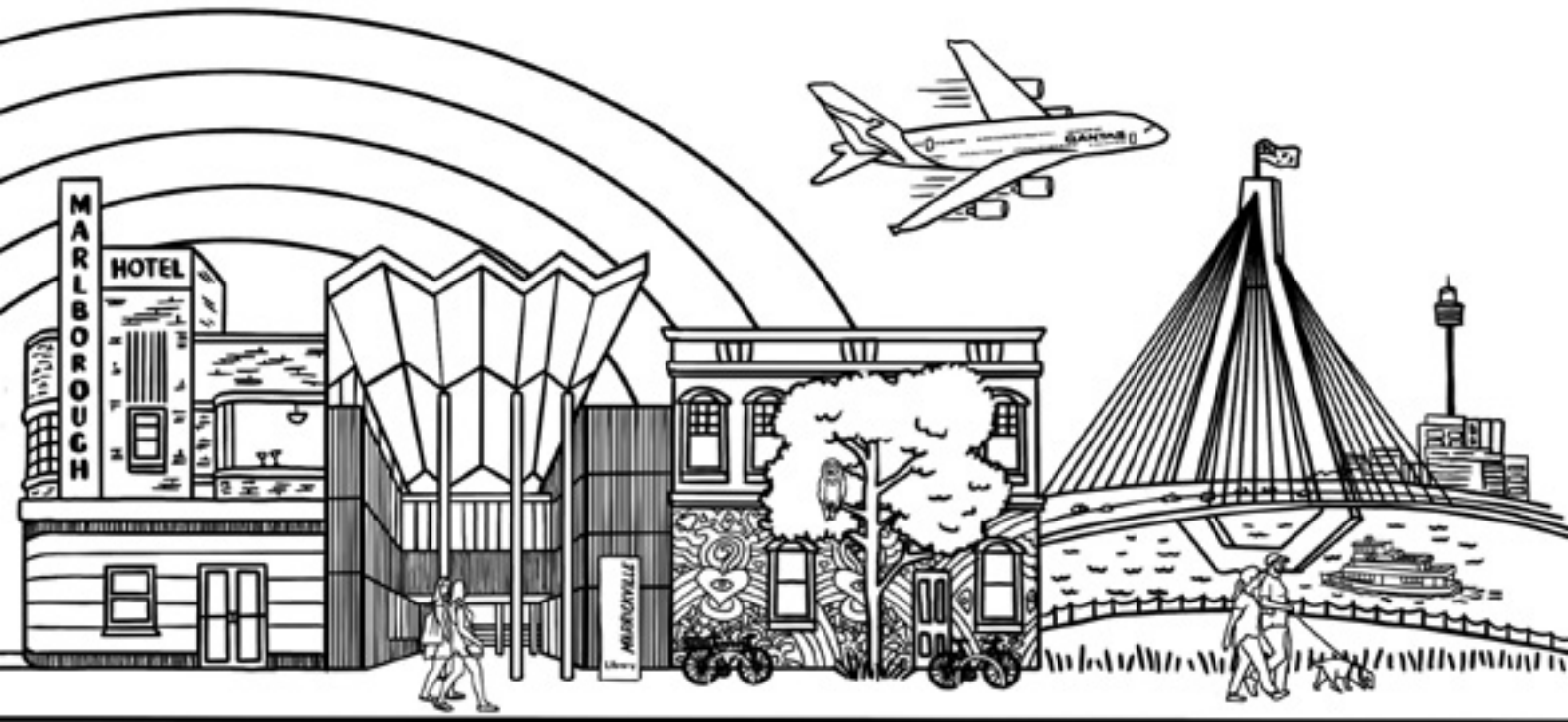
The Gadigal Wangal Peoples of the Eora Nation are the traditional custodians of the Inner West LGA.

It is a unique area with a special beauty that comes from natural and built environments, and a rich cultural heritage. The people of the Inner West take great pride in their community and have a strong Inner West identity.

Inner West Council was formed in 2016 by the NSW Government which amalgamated Ashfield, Leichhardt and Marrickville Councils.

Today, the Inner West LGA includes the suburbs of Annandale, Ashfield, Balmain (including Balmain East), Birchgrove, Dobroyd Point, Dulwich Hill, Enmore, Haberfield, Leichhardt, Lewisham, Lilyfield, Marrickville, Petersham, Rozelle, Stanmore, St Peters, Summer Hill, Sydenham, Tempe and parts of Ashbury, Camperdown, Croydon, Croydon Park, Hurlstone Park and Newtown.

As a hub of independent arts and strong artistic communities, Inner West is an incubator for new ideas, innovation and emerging technologies.



Our place and people

Inner West Council LGA is located on the western edge of the CBD and framed by the Parramatta and Cooks rivers. It's a place of culturally diverse, progressive inner city communities and neighbourhoods.

People value and respect each other's languages, abilities, sexual orientations, traditions and lifestyles. Bound by a strong sense of social justice, everyone is welcome and can participate in local life. There is a strong sense of belonging.

The Inner West neighbourhoods have unique character and heritage, reflecting the waves of migrants that helped shape the neighbourhoods they called home.

The density of housing and population gives Inner West its distinct vibrancy. Liveability is high, and it's easy to get to and around through multiple options of active and public transport.

Parks and open spaces provide relief from the urban environment and are ideal for active and quiet

recreation. Busy urban centres and main streets are lively, accessible, and offer a range of quality shopping and places to gather. The street life connects the community and welcomes Sydneysiders and visitors who come to experience Inner West's uniqueness. The night-time economy is thriving.

As a hub of independent arts and strong artistic communities, Inner West is an incubator for new ideas, innovation and emerging technologies.

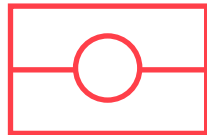
It is a magnet for artists, writers, musicians, designers, film makers and knowledge workers seeking an inspiring atmosphere and space to live, work, visit and play in.

Existing bushland is home to native plants and species, including three threatened species – the Powerful Owl, Grey-headed Flying-fox and Eastern Bentwing-bat; one endangered population – the Long-nosed Bandicoot; and the endangered Coastal Saltmarsh community.

Inner West community profile

**38**

Median age
of residents

**2,162 (1.2%)**

Aboriginal and
Torres Strait Islander
population
(133 up from 2016)



Population density

5,222

Persons per
km²

26%

Language other
than English
spoken at home

**33%**

Born overseas

**2.68**
people

Average
household
size

**29%**

Lone households

Rent vs own**52%**

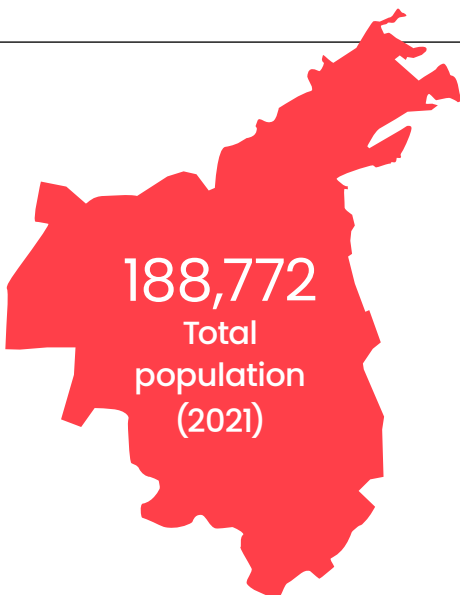
Home ownership

42.6%

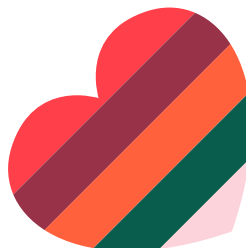
Rental

3.3%

Social housing

**188,772**
Total
population
(2021)

Forecast population
in 2041: 247,881

**2.24%**

Same sex couples
(compared to
Greater Sydney
0.56%)

**8.8%**

Creative and
performing arts
industry workers
(compared to Greater
Sydney 6%)

Volunteers



14.8%

compared to 11.6%
in Greater Sydney

Disability



17.7%

of the Australian
population have disability

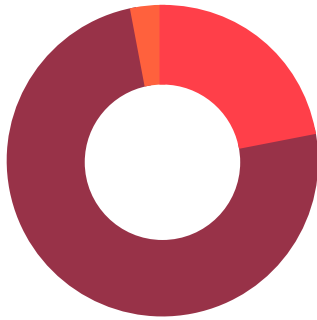
(Source: 2018 ABS Survey of
Disability, Ageing and Carers.)



48.2%

Tertiary
educated

Inner West
has over
20,000
local businesses
providing over
76,000
local jobs



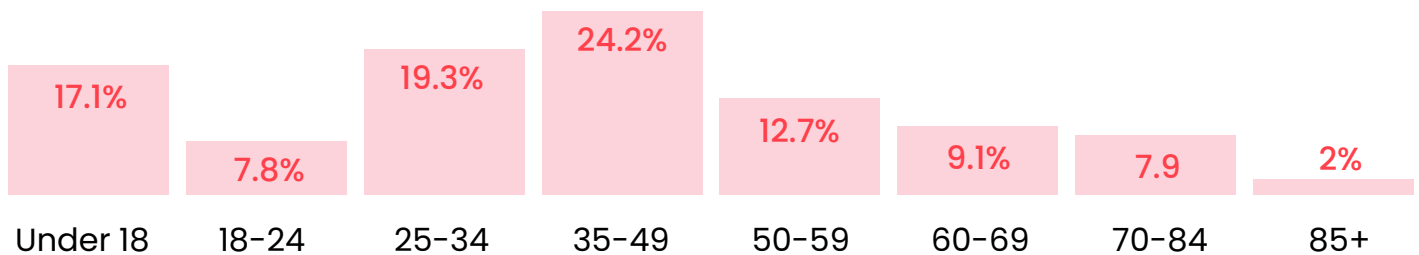
Employment location:

22% Work and live in the Inner West

75% Work outside the Inner West (41.1% in City of Sydney)

3% No fixed place of work

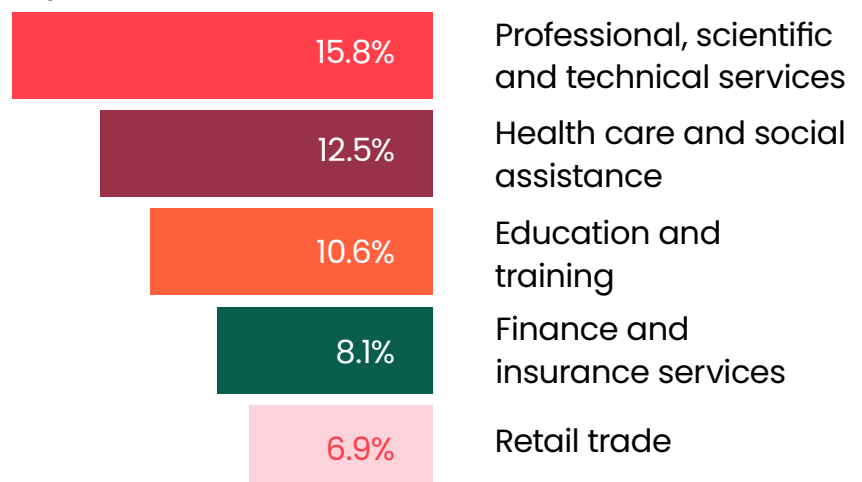
Age groups:



Top languages other than English spoken:

| | |
|------------------|------|
| Mandarin | 3.3% |
| Greek | 2.7% |
| Italian | 2.2% |
| Vietnamese | 2% |
| Cantonese | 1.9% |
| Spanish | 1.5% |
| Arabic | 1.2% |
| Nepali | 1.1% |
| Portuguese | 1.1% |
| Filipino/Tagalog | 0.8% |

Top industries



How our community connects with Council

Indicator FY22-23

Customer Service



113,854

Calls answered by
Contact Centres



4.3

Customer Service
satisfaction –
Voice of Customer
(out of 5)



86,707

Customer
transactions
that are online



6,380,382

Inner West
Council website
page views



4,358

Feedback
resolved



17

Customer
service stalls

Aquatic Centres



1,812,917

Total visits

Library



1,062,143

Total visits

Engagement



60,605

YourSay Inner
West Visits



72

Total
engagement
programs



9

Local Matters
Forums





We aim to resolve 80% of your requests within 10 business days based on the urgency and severity of your request, with the exception of work requiring construction, access to information and other matters bound by regulated timeframes.



Service Charter

Our Service Promise

In all our dealings with you we will:

- Welcome you by providing a positive experience where you feel respected
- Support you by addressing your individual needs and answering your questions using a solution-focused approach
- Be empathetic, flexible, responsive and seek your feedback so you are understood
- Connect you to the relevant services
- Be transparent so you are certain about the course of action to be taken
- Refer your request to external agencies when required
- Provide you options along with accurate and relevant information
- Value and maintain your privacy and the confidentiality of your information
- Escalate your request when required so it gets the appropriate attention
- Not close your request until it is addressed.
- Keep you updated on the progress of your request

In line with our Purpose, we are committed to be of service to our community and make the Inner West a great place to be.

Service Standards

Regardless of which channel you choose, we will:

- Acknowledge receipt and provide a timeframe for response
- Offer to organise a face-to-face meeting or call you if required in addition to sending you an email
- Provide a reference number for your request through your preferred channel – email or SMS
- Direct your enquiry to the relevant Council area
- Give urgent requests immediate attention.

If you telephone us, we aim to:

- Answer your call within 60 seconds at our Call Centre
- Return your call within 24 hours.

If you visit us in person, we aim to:

- Attend to you within 3 minutes of your arrival.

If you use our online portal –

Get it done online, we aim to:

- Make it available, anytime, anywhere on any device.

We aim to resolve 80% of your requests within 10 business days based on the urgency and severity of your request, with the exception of:

- Work requiring construction, access to information and other matters bound by regulated timeframes.

For the times we don't get it right, we have a Complaints Handling Policy which can be found on our website.

Developing the future customer experience

From April to June 2023, we listened to feedback and ideas from more than 1,400 residents and 1,100 staff about Council's customer experience and how we can improve.



<1,200
participants staff
engagement
sessions



974 Online
Survey
respondents



52 participants
attended in-person
workshops

INNER
WEST

Shaping the Customer Experience Strategy



60 community
members Intercept
Surveys



400 respondents
gave phone
interviews



9 represented
Local Demography
Group workshop



10 participants
attended in-person
focus group



Your priorities

Discussions with staff and the community have shaped the development of the Customer Experience Strategy.

The majority of community participants reported they were satisfied overall with their customer experience with council and highlighted areas for improvement across our key touch points.

Three priority areas emerged through the consultations which directly framed the customer experience strategy:

1

Build an organisational culture of service excellence

What we should prioritise:

- Improve first contact resolution
- Respond to requests more quickly regardless of the channel
- Get back to customers to let them know how their inquiry is progressing
- Ensure staff are trained and supported in delivering a good customer experience.

2

Enable quick and easy access to information and services

What we should prioritise:

- Ensure the way Council communicates with the community is clear and easy to understand
- Integrate 'Snap,Send,Solve' into Council's request management system
- Consolidate all Council digital platforms into a single online portal with one log-in
- Provide a Council app for smartphones
- Provide tools to further enable residents to personally raise and track requests
- Improve the website so it is easy to find the correct information.

3

Focus on continuous improvement and adapting to future needs

What we should prioritise:

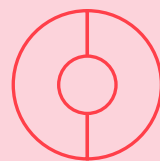
- Identify the top issues that generate complaints and fix them
- Benchmark and measure performance across all touchpoints against key indicators
- Ensure Council keeps pace with new technologies as the demand is growing rapidly.



65%
of residents would
prefer to interact
with Council online
in future



1 in 4
residents asked us
to prioritise easy
to understand
communication
in all our channels



50%
of residents
interviewed had
their request
resolved on first
contact



With your valuable feedback, the Inner West Council Customer Experience Strategy strengthens community engagement, boosts operational efficiency, increases our transparency and accountability, and promotes a culture of service excellence.

About the Customer Experience Strategy

Our Purpose: To be of service to the community and make Inner West a great place to be

The Inner West Council Customer Experience Strategy is designed to enable us to provide great experiences across all areas of the organisation. Our goal is to go above and beyond to help meet our community's needs and provide the best solutions available.

This means offering more than great customer service. Council wants to ensure we are meeting our community's needs and expectations throughout your interactions with us. We want to effectively adapt to our customers' changing needs and capitalise on opportunities.

To develop the strategy we turned to our community and our staff to understand what we are doing well and where we can improve.

With your valuable feedback, the Customer Experience Strategy strengthens community engagement, boosts operational efficiency, increases our transparency and accountability, and promotes a culture of service excellence.

To build and deliver service excellence, we have established four strategic priorities that encompass Council's future customer experience. Within each priority, the actions and timelines will keep us on track and accountable. Our community and staff play a key role in the delivery of the strategy at every step.

Inner West Council is an Australian Business Excellence organisation.



We follow the Australian Business Excellence Framework, which is a system used by government and non-government organisations across the country to reach and sustain high levels of performance. Key elements of the framework include the principles to build service excellence and a clear focus on understanding what customers value now and into the future through leadership, people, strategy and planning, continuous improvement, data, process improvement and sustainable performance.

To learn more about Business Excellence Australia and the framework visit: businessexcellenceaustralia.org.au

Key pathways to delivering a great customer experience

We are committed to delivering a better experience for every customer, every time. Promoting collaboration and harnessing new and emerging technologies to support our delivery for customers will underpin our efforts across the organisation.

Reflecting community and staff feedback and benchmarked on better practices including the Australian Business Excellence Framework, the Customer Experience Strategy sets out four strategic priorities:



1 Supporting our staff to excel

Providing a great customer experience starts with equipping our staff with the systems, tools, support and training they need to succeed. This strategic priority provides the foundation for council to meet its customer experience goals.



2 Council anywhere, anytime

Delivering for our community hinges on understanding and meeting your needs. Council knows that our community like to engage in a range of different ways and at different times of the day. Opportunities to improve our existing online services and introduce new technologies that optimise all of our channels are included in this strategic priority.



3 Embedding access and inclusion

The diversity of the Inner West community is one of our greatest strengths. A key responsibility for Council is ensuring members of all capabilities have access to a good customer experience. Ensuring Council can realise this goal is supported through this strategic priority.



4 Monitor, improve, measure, repeat

Building a good customer experience is not a one-off project. It requires ongoing monitoring and improvement to keep pace with our community's changing needs and expectations as well as the environment we operate in. Continuous improvement is embedded across all of Council's customer touchpoints to ensure we constantly learn and grow.

"I think it's important for our council to make it easy for residents to interact with them. Not everyone is comfortable coming in person, and some people may not have the time or ability to call. That's why I think it's important for council to offer multiple ways to get in touch. That way, everyone can get the help they need, no matter how or when they prefer to interact."

Ally, Resident, Marrickville



"I am so passionate about access and inclusion in the Inner West. Council needs to make sure that everyone, regardless of their background or circumstance feel welcome, valued and heard."

Nic, Artist and Business Owner, Enmore



"I want to see that Council is always striving to make the Inner West the best place to live. I think councils need to be open to change and look for opportunities to learn. The people who live and work here deserve to play a key role in that process."

Liam, Resident, Stanmore



Strategic priorities for customer experience



Our Purpose: To be of service to the community and make Inner West a great place to be



Strategic priority 1
1 Supporting
our staff
to excel



Council will foster a culture of service excellence characterised by responsiveness and resilience. Our staff will be delegated the trust and responsibility to deliver outstanding service to our community. Processes and systems will be improved to support all council teams in their service delivery and we will ensure accountability to our community for the standard of service we provide.

| Goals | Actions | Delivery |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Strategic Mission: Foster a culture of service excellence | | |
| 1.1 Council's Purpose, Service Promise and Customer Experience Strategy are embedded in all organisational strategies, plans and activities. | 1.1.1 Develop and implement an ongoing internal education campaign to promote understanding and application of Council's Purpose, Service Promise and Customer Experience Strategy across all service units. | FY24/25 – Ongoing |
| 1.2 Staff prioritise excellence in customer service with a focus on resolving inquiries on first contact. | 1.2.1 Develop clear and measurable standards for all service units. | FY23/24 – FY24/25 |
| | 1.2.2 Hire staff to deliver first contact resolution as needed | FY23/24 – Ongoing |
| | 1.2.3 Conduct staff workshops to embed first contact resolution and service standards. | FY23/24 – Ongoing |
| | 1.2.4 Deliver annual service performance reporting on the standards. | FY23/24 – Ongoing |
| Strategic Mission: Delegate to our staff | | |
| 1.3 Council staff are invested in delivering good customer experience and have the required skills and knowledge to excel. | 1.3.1 Establish a suite of accredited mandatory customer service training and development programs which staff will be required to undertake annually. | FY24/25 – Ongoing |
| | 1.3.2 Establish an internal customer service community of practice to enable staff to connect and share knowledge in delivering service excellence. | FY24/25 – Ongoing |
| 1.4 Each new staff member joining Council is service-focused and has a strong understanding of the Inner West area and community. | 1.4.1 Improve staff onboarding and induction program to be service and community focused. | FY23/24 – FY24/25 |
| | 1.4.2 Build service excellence experience and requirements into staff recruitment selection criteria and position descriptions across the organisation. | FY24/25 |
| | 1.4.3 Design and incorporate local tours and relevant experiential training in the staff induction program. | FY23/24 – Ongoing |
| Strategic Mission: Be accountable to our community | | |
| 1.5 Council staff own and resolve requests and are proactive with customers about progress towards resolution. | 1.5.1 Improve the service request process to keep residents informed if there is a delay | FY23/24 – FY24/25 |
| | 1.5.2 Improve the complaints management process across the organisation. | FY23/24 – FY24/25 |
| | 1.5.3 Provide improved online reporting on Council projects. | FY24/25 – Ongoing |
| | 1.5.4 Develop clear and robust standards and practices for capturing, managing and reporting on requests. | FY23/24 |
| | 1.5.5 Support the resolution of complex requests through developing a case management process. | FY23/24 |

Strategic priority 2
2 Council
anywhere,
anytime



Council will invest in our online services to make sure our community can get the information they need in a way and at the time they choose. We will keep pace with digital innovation to ensure our community benefits from the latest technologies in service to customers. At all times we will strive to deliver a personalised, consistent and connected service across each of our information channels: online, mobile apps, face-to-face and over the phone.

| Goals | Actions | Delivery |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Strategic Mission : Build 24/7 access to Council information and services | | |
| 2.1 The community can access information, make inquiries and track progress anywhere and anytime quickly and easily | 2.1.1 Improve Council's website to ensure it reflects better practice in customer centred design and meets community expectations and needs. | FY23/24 – Ongoing |
| | 2.1.2 Conduct customer service stalls weekly on Saturdays. | FY23/24 – FY24/25 |
| | 2.1.3 Establish and conduct mobile Customer Service during and after hours. | FY23/24 – FY24/25 |
| | 2.1.4 Simplified service request categories. | FY23/24 – FY24/25 |
| | 2.1.5 Improve and expand Council's digital self-service tools. | FY24/25 – Ongoing |
| | 2.1.6 Redesign the customer service portal to easily capture requests and track progress. | FY23/24 – Ongoing |
| | 2.1.7 Deliver a Council service mobile app. | FY25/26 |
| 2.2 Council keeps pace with innovation in service delivery across digital platforms. | 2.2.1 Develop and implement a Digital Transformation plan of works to harnesses new and emerging technologies. | FY23/24 – Ongoing |
| | 2.2.2 Continuously optimise Council's existing digital capabilities including new ways to provide intelligent service solutions. | FY24/25 – Ongoing |
| | 2.2.3 Integrate 'Snap, Send, Solve' into Council's customer service portal. | FY23/24 – FY24/25 |
| 2.3 Council actively engages the community via social media | 2.3.1 Establish a social media customer service presence to respond to resident requests | FY23/34 – Ongoing |
| | 2.3.2 Join local resident groups on social media and actively participate in discussions | FY23/34 – Ongoing |
| Strategic Mission: Seamless and personalised experience | | |
| 2.4 The community receives a personalised, consistent and connected customer experience across all Council touchpoints. | 2.4.1 Procure, develop and implement a Digital Experience Platform to enhance our customer's online experience. | FY23/24 – FY25/26 |
| | 2.4.2 Increase the number of registered users on the customer service portal. | FY23/24 – Ongoing |
| | 2.4.3 Establish systems to provide a personalised online experience by leveraging available customer data and insights to tailor services to individual preferences. | FY25/26 – Ongoing |

Strategic priority 3

3 Embedding access and inclusion

We will work to ensure that accessing Council's information and services is straightforward. We will communicate in a way that is empathetic, easy to understand and avoids using overly technical and bureaucratic language. Our communication and information channels will be continuously improved to build in innovation that promotes the best possible access for every member of our community.

| Goals | Actions | Delivery |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Strategic Mission: Ensure communication and information is always clear and accessible | | |
| 3.1 All communication with our community is easy to understand. | 3.1.1 Provide and maintain current and relevant information on all communication channels. | FY23/24 – Ongoing |
| | 3.1.2 Improve the quality of Council's correspondence. | FY23/24 – Ongoing |
| | 3.1.3 Implement a staff training and development program in the use of plain English in all written, digital and verbal communication. | FY23/24 – Ongoing |
| | 3.1.4 Implement integrated translation software to dynamically display digital information in different languages. | FY26/27 |
| 3.2 Council's information channels are optimised continuously for accessibility and inclusion. | 3.2.1 Implement relevant actions from Inner West Council's Disability Inclusion Action Plan across all information and communication channels. | FY23/24 – Ongoing |
| | 3.2.2 Establish a monitoring regime for Council's online channels for accessibility and inclusion, including an annual audit. | FY24/25 – Ongoing |
| | 3.2.3 Adopt external communication better practices in accessibility and inclusion to harness emerging innovations. | FY24/25 – Ongoing |
| Strategic Mission: Deliver a quality service for everyone in our diverse community | | |
| 3.3 Residents of all capabilities, including those without digital access, receive a quality service from Council. | 3.3.1 Implement easy access to information and services in all Council service spaces and address gaps in facilities or support. | FY25/26 – Ongoing |
| | 3.3.2 Develop a baseline of staff capabilities in accessibility and inclusion communications and provide training where needed. | FY25/26 – Ongoing |



Strategic priority 4

4 Monitor,
improve,
measure,
repeat

Council will apply a continuous focus on improving our customer experience. We will work with our staff to set goals and benchmark our progress. Delivering a great customer experience hinges on guidance from our community. Council will return to our community regularly and across a range of different forums to understand how we are tracking and for advice on how we can improve.

| Goals | Actions | Delivery |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Strategic Mission: Put the community at the centre of a quality customer experience | | |
| 4.1 Real-time insights into customer experiences inform Council's approaches. | 4.1.1 Embed industry standard customer experience metrics across all channels after each customer interaction. | FY23/24 – Ongoing |
| 4.2 Council and the community have a clear view of the organisation's progress on improving customer experience. | 4.2.1 Develop and display monthly customer experience performance to the community. | FY23/24 – Ongoing |
| | 4.2.2 Hold monthly Customer Service Review Sub-Committee meetings. | FY23/24 |
| 4.3 The community have a strong voice in Council's future customer experience directions. | 4.3.1 Establish a customer experience Local Democracy Group. | FY23/24 – Ongoing |
| | 4.3.2 Implement innovative ways for the community to provide and vote on improvement ideas and establish a delivery process. | FY26/27 – Ongoing |
| Strategic Mission: Apply a continuous focus on improving our customer experience | | |
| 4.4 Our greatest service challenges are identified, examined and resolved. | 4.4.1 Continuously monitor existing and emerging services that generate the greatest levels of dissatisfaction and take action to address the key issues. | FY23/24 – Ongoing |
| | 4.4.2 Conduct service reviews to resolve the greatest service challenges. | FY23/24 – Ongoing |
| | 4.4.3 Improve Council's application processes. | FY23/24 – Ongoing |
| 4.5 Council seeks to understand the community's evolving and diverse needs. | 4.5.1 Establish a program of work to deliver the community's evolving and diverse needs to improve their experience. | FY26/27 – Ongoing |
| 4.6 Council has the skills, knowledge and commitment to continuously improve its processes and pivot quickly to address emerging challenges. | 4.6.1 Benchmark better practices internally and externally and establish a cycle of continuous improvement in service delivery and customer experience. | FY24/25 – Ongoing |







Alternative formats

This document contains important information about the annual performance of Inner West Council.

If you would like information supplied in another language or format, please contact us Monday to Friday, 9am–4pm via these free community services.

Free interpreter via TIS National: 13 14 50

Voice Relay: 1300 555 727

TTY: 133 677

SMS Relay: 0423 677 767

Community Languages

Talk free with an interpreter call 131 450

| | |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chinese Simplified | 我们说普通话。如需免费传译服务，请致电131 450，然后请传译员致电 02 9392 5000 接通 Inner West市政府。 |
| Traditional Chinese | 我們能說您的語言。如需免費傳譯服務，請致電131 450，然後請傳譯員致電 02 9392 5000 接通 Inner West市政府。 |
| Greek | Μιλάμε τη γλώσσα σας. Για να μιλήσετε δωρεάν σε διερμηνέα καλέστε το 131 450. Ζητήστε τους να καλέσουν το Δήμο Inner West Council στο 02 9392 5000. |
| Italian | Parliamo la vostra lingua. Per parlare gratuitamente con un interprete chiamate il numero 131 450. Chiedetegli di chiamare il Comune di Inner West al numero 02 9392 5000. |
| Vietnamese | Chúng tôi nói ngôn ngữ của quý vị. Muốn nói chuyện có thông dịch viên miễn phí, hãy gọi số 131 450. Yêu cầu họ gọi cho Hội đồng Thành phố Inner West qua số 02 9392 5000. |

Contact us

innerwest.nsw.gov.au

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Facebook: [/innerwestcouncil](https://www.facebook.com/innerwestcouncil) | Twitter: [/IWCouncil](https://twitter.com/IWCouncil) | Instagram: [@innerwestcouncil](https://www.instagram.com/innerwestcouncil)

Request a service

innerwest.nsw.gov.au/Request

Have your say

YourSay.innerwest.nsw.gov.au

Development Applications

innerwest.nsw.gov.au/RecentDAs

Council Meetings

innerwest.nsw.gov.au/Meetings

Waste and recycling

innerwest.nsw.gov.au/Waste

Libraries 9392 5588

innerwest.nsw.gov.au/Libraries

library@innerwest.nsw.gov.au

Monday – Sunday: Ashfield, Balmain, Leichhardt and Marrickville

Monday – Saturday: Dulwich Hill, Stanmore, Haberfield and St Peters/Sydenham

Aquatics

innerwest.nsw.gov.au/Aquatics

Annette Kellerman Aquatic Centre
Marrickville

Ashfield Aquatic Centre
Dawn Fraser Baths, Balmain

Fanny Durack Aquatic Centre
Petersham

Leichhardt Park Aquatic Centre
Water Play Park
Illawarra Road, Marrickville South

For more information about the
Customer Experience Strategy, visit
<https://yoursay.innerwest.nsw.gov.au/ces>

