BACKGROUND

Work on the customer experience strategy for Tauranga City Council (TCC) began in August 2015 in partnership with ON-Brand Partners.

The organisation recognised that the time was right to reassess the customer experience in conjunction with work on the culture, leadership and brand.

The process has been one of co-creation and consultation with senior Council leaders and an internal advisory committee.

It has included an extensive discovery process: research and review of documentation; employee, customer and partner focus groups; and interviews with senior leaders.

The focus of these efforts have been aimed at understanding:
- Current state and future direction of Tauranga city
- Council context: role, strategy and culture
- Existing customer and key stakeholder experience

The work outlined above has informed the development of the TCC customer experience strategy and the service guiderails as outlined in this report.

“From a customer experience perspective people remember how you made them feel, not only what you did for them.” – Staff focus group
WHY A CUSTOMER EXPERIENCE STRATEGY MATTERS TO TAURANGA CITY COUNCIL

Our vision at Tauranga City Council (TCC) is to be the best council in Australasia, where being the best is defined by the outcomes that we deliver for our customers. To a great extent this is about our people. The TCC customer experience strategy gives all of us a clear direction to follow to support our customers today.

And a pathway to the future as Tauranga continues to grow and evolve.

It is also aligned to – and designed to work in conjunction with – TCC’s vision, values and long-term plan.

“One Team. One Direction. One Destination.”

Our customer experience strategy will help to get us moving in the same direction and working as one team.

How will it do this? By helping us to:

- Build a common understanding of the TCC customer experience
- Understand the role each of us plays in bringing it to life – consistent with our values
- View strategies, plans and processes through the customer lens
- Find new and better ways to provide service to our customers, while still meeting our statutory obligations.

“It’s important that decision making is devolved as low as it can go. We’re here to help people and get stuff done.” – Garry Poole

IT’S TAURANGA’S TIME.
IT’S TAURANGA’S TIME

OUR CITY IS VIBRANT, POPULAR AND GROWING FAST!

- With an outstanding natural environment
- A tourist destination for New Zealanders and overseas visitors
- Located in the heart of farming, dairying and kiwifruit country with ready access by air to major New Zealand cities
- The port of choice for New Zealand exporters
- An attractive place of relocation for businesses of all types, including technology, horticulture, robotics and specialist manufacturing

OUR POPULATION – QUICK FACTS

- 20.6% are under 15 years old
- 19.7% were born overseas
- 17.1% identify as Māori
- 19.4% are over 65 years old
- 65.1% of households own their own home
- 15.6% of people over 15 hold a bachelor’s degree or higher
- 19.4%

2033: 34%

An ageing population

65,194
120,819
196,000

OUR CITY IS GROWING

1986
2015
2063

15.6%

of people over 15 hold a bachelor’s degree or higher

Sources: Smartgrowth, Statistics New Zealand (2013 census data) and Infometrics (2014 Tauranga City economic profile)
OUR AMBITION: TO BECOME A DESTINATION CITY – NOT ONLY FOR NEW ZEALAND – BUT FOR THE WORLD!

- Attracting people and new investment
- Maintaining and enhancing Tauranga's liveability
- Providing more educational, cultural and employment opportunities

Talent and innovation: We’re building a name for innovation and that’s set to increase when University of Waikato campus arrives.

Heart and soul: Our people, families, communities and events is what makes Tauranga great.

Great spaces and place: Our natural assets and climate attract families, tourists and anyone seeking an active recreational lifestyle.

Photo: Jamie Troughton, DSCRIBE Media Services

COMMUNITY OUTCOMES
TO BE THE BEST COUNCIL REQUIRES US TO DO THE RIGHT THINGS...

TCC’s role puts us at the heart of the community, providing infrastructure and core services that keep Tauranga working, and maintain a healthy, safe, enjoyable environment.

But for Tauranga to realise its potential as an attractive destination for people and new investment, TCC must perform a wider function.

TCC leadership and action is critically important in shaping our future, working alongside residents, businesses, developers, public institutions and community groups.

This is the heart of our vision for TCC. To be the best council requires us to do the right things, at the right time.

DOING THE RIGHT THINGS.

- Looking ahead, meeting and anticipating our customers needs
- Understanding our customer experiences
- Improving the quality and breadth of our services
- Seeking innovative ideas and solutions – thinking about what's possible (rather than what's not)
- And taking courageous decisions – trying things, and learning from the experience

“People want to feel we understand their problems, that they are heard and that we give them a positive response. Let’s focus on solutions rather than ‘these are the rules’.” – Staff focus group

“Rather than just following rules, Council needs to exercise common sense.” – Customer focus group

Photo: Tourism Bay of Plenty
Every day across Tauranga city we deliver great customer experiences, but our delivery is inconsistent, and sometimes short of what customers might reasonably expect.

We know what our customers want from us, and how TCC service measures up, because we’ve asked them.

Our customers have relatively straightforward expectations. If we could meet these more consistently, this would have a significant and positive impact on satisfaction and the way that they feel about living and working in Tauranga.

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“How our customers and people describe TCC service

- Good relationships with community
- Good people
- Reasonably efficient, open
- Good service in areas
- Improving
  - Lack of consistency
  - Sometimes don’t get basics right
  - Slow and bureaucratic, too controlling, don’t use common sense
  - Not enough communication, want to be better informed

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“Our customers’ expectations for service

- Treat us as individuals
- Make it easy for us
- Be responsive and deliver
- Inform and educate us

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“We want a choice in how we connect with Council.” – Customer focus group
Our focus is on delivering the best possible outcome for our customers in every interaction we have:

- Helping them to solve their problem and get things done, quickly and easily
- Finding ways to improve our service, adapting to the way they want to deal with us

That is the focus of our customer experience strategy.

We want to be Right ON!, every time, with every customer.

― Council needs to be joined up.‖
– Customer focus group

PEOPLE ARE AT THE HEART OF WHO WE ARE AND WHAT WE DO.

The most memorable (good and bad) service experiences are delivered by people.

Our people are passionate about their city and ready to step up and deliver great experiences for their customers.

Right ON! service focuses us on delivering the best for our customers, consistent with our values:

Our TCC Values

- Acting with integrity and respect
- Aiming high
- Using fresh thinking to be responsive and innovative
- Delivering value by driving issues to resolution
- Executing with excellence
- Working together
- Using our initiative and adapting to the way our customers want to work with us
RIGHT ON – OUR SERVICE GUIDERAiLS

RIGHT ON SERVICE GUIDERAiLS.

Right ON! is an expression of our customer service behaviours and how we work with each other and our partners to get it done.

The guiderails help to steer us in how we work, consistent with our values, in order to be Right ON! in our service delivery.

• Be the customer
  • Listen up
  • Get to the heart of it

• Communicate simply
  • Share your knowledge
  • Find the best path

“Put people before process.”

“Make it easy.”

“Get stuff done.”

• Be bold
  • Act as one
  • Make it happen

“For members of the public trying to effect change they have no idea where to start. We need to walk beside them.” – Staff focus group
PUT PEOPLE BEFORE PROCESS.
- Be the customer
- Listen up
- Get to the heart of it

In many cases, our customers do not have a choice to interact with us. And we know that it is not always possible to deliver an outcome that satisfies all parties – given our function, plans and policies, and the need to balance different interests.

But we enter every interaction looking for the best possible outcome for the customer, taking the time to engage with them and understand their needs and circumstances.

We want to get involved and help out – to see what they see, to understand how they feel, and get all the facts – so we are in the best position to find them a solution.

MAKE IT EASY.
- Communicate simply
- Share your knowledge
- Find the best path

Our customers want us to make their life easy.

We focus on how to solve their problem, to deliver the best service possible with minimum hassle.

We tell them what we can do for them, simply and clearly.

We don’t ‘hide’ behind policy – we explain the position, provide advice and suggest options.

We educate our customers – they want to know the best way to work with us.

GET STUFF DONE.
- Be bold
- Act as one
- Make it happen

We act boldly and decisively to make stuff happen for our customers.

We work as a team, using all of our resources to deliver the best possible outcome.

We take ownership and follow-through on our commitments, and do everything that we can to deliver the results we have promised.

If things do not go right first time, we listen and respond quickly.
**How will we implement the strategy?**

**Right On! Service.**
Doing the right things, doing them right, always improving.
We’ll be engaging everyone in TCC around this – talking about who we are, what we stand for and how we can work better together to deliver Right ON! Service.
And in parallel with that, leaders are undertaking a programme to help develop their skills and capability.

**Embed and Improve.**
We will take an integrated approach to implementation:
Embedding our focus on Right On! Service in our day-to-day routines for the customer experience, how we do our work, and how we measure success.
Bringing the TCC customer experience alive in the design and development of customer-focused policies, systems, processes and metrics.

**We have a lot to build on.**
*Into the Blue* was launched following the 2013 Culture Survey, to help steer the organisation towards ‘blue’ behaviours and working as one team.
*Customer journey mapping* – a process to explore the customer experience in detail - has started and will provide key insights we can use.
*The customer experience strategy* for TCC will help inform. It’s about the TCC brand recognition and TCC reputation, understanding our customer channels as we progress our digital framework.

“We need to be available in the ways that our customers want us to be available: ‘make it easy for me’.”

– Staff focus group

**How will we know when we’re successful?**

TCC is focused on results. Those results will naturally follow when we consistently deliver experiences that are Right ON!
The success of the work we are doing on the Customer Experience Strategy will be closely monitored. We will know when we are on the right track through feedback from our customers. We will set measurable and challenging goals that align with our aspiration. We expect there to be further development of the customer satisfaction measurement approach.

While not a quick fix – we would expect that implementation will have an immediate impact on satisfaction.
There is no time to waste.

**The future is right here, right now.**