

Customer Experience Strategy 2025-2028



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Mayor's message



We are proud to introduce our Customer Experience Strategy 2025-2028 which is council's strategic commitment to transforming how we serve our community. Council's role these days is extensive. We deliver essential services that support daily life in our community and that often goes unnoticed until something goes wrong.

Historically, customer service in government has been reactive, but times have changed. Our residents now expect the same level of service excellence from council as they do from the private sector.

The strategy presented in this document is a significant shift from the traditional approach and seeks to deliver a holistic, customer-centric outcome. This plan is not just

about improving service delivery – it's about building trust, fostering transparency and ensuring that every interaction you make with council is seamless, positive and aligned with the values of our community. It reflects our commitment to lead with integrity, engage with empathy, care deeply for our residents and serve with pride. Council's overall strategic aim is to make ours the most liveable community in the nation.

Our surveys tell us that one of the main things that underpins liveability in a community is that the people who live here feel heard, respected and valued by their council. This strategy aims to deliver just that.

Mayor Greg Williamson

CEO's message



At Mackay Regional Council, we believe that every interaction with our community is an opportunity to build trust, deliver value and demonstrate our commitment to excellence. The Customer Experience Strategy 2025-2028 is our blueprint for achieving this vision.

Our goal is clear, to ensure every interaction is seamless, positive and centred on the needs and values of our customers. To achieve this, we are focusing on four strategic pillars:

1. Building a customer-centric culture – Through training, leadership and accountability, we are empowering every staff member to deliver exceptional service.
2. Optimising processes, information and services – We are streamlining operations, enhancing transparency and using data to improve efficiency and outcomes.

3. Listening to the voice of the customer – We are building systems which capture real-time feedback and insights to drive continuous improvement.
4. Embracing new and emerging technologies – From digitising forms to exploring Artificial Intelligence in our contact centres, we are investing in tools that make it easier for customers to engage with us.

This strategy is more than a plan, it's a cultural shift. It aligns with our corporate values of safety, respect, collaboration, integrity and service excellence. It's about creating a council that is responsive, innovative and truly customer-first. We are excited to embark on this journey and look forward to working with our community to shape a better more connected Mackay region.

CEO, Gerard Carlyon



Customer experience strategy at a glance

What is customer experience (CX)

Customer experience is the customer's perceptions and related feelings caused by the one-off and cumulative interactions they have with council including our employees, systems, contact channels or services.

What it looks like when we get customer experience right:

- Build trust with our customers and community.
- Employees feel valued, engaged and empowered to solve problems.
- We use data, feedback and customer insights to influence change.
- Improved internal efficiencies and processes.
- Continuous improvement and evolving to meet customer expectations.
- Reduction in the volume of customer contact and complaints.

Our customers

We have a diverse range of customers, sometimes with different expectations.

Our customers can include:

- Anyone who lives, works, visits or invest in the Mackay region.
- People who interact with us because they either need to or they want to.
- Customers who may not directly interact with us, but instead receive the benefits of policy, regulation, infrastructure and services provided by council.

Examples of customers can include residents, property owners, tenants, business owners, developers and builders, licence and permit holders, animal owners, investors, solicitors, private certifiers, planners, trades people, students, seniors, visitors, volunteers, community groups families, service requestors, regulators, other levels of government and government agencies.

Our community

(as of June 2025)



Population
128,361

▶ **Median age**
37 years

▶ **Born overseas**
21.07%

▶ **First Nations**
6.17%

▶ **With a disability**
5.11%



Size of local economy
Gross Regional Product
\$14.75 billion



Number of
Businesses
11,010



Number of
Ratepayers
53,859

Our service delivery

(2024-2025)



83,772 contact centre calls
52,489 customer service requests
raised and actioned



3.6 million waste bin collections



410km footpaths maintained



943km council roads maintained



109 playgrounds maintained



251 parks maintained



1559 Development Planning and
Engineering applications lodged



900,001 library items loaned



182 nature reserves and open
spaces maintained (1074 ha)



12,300 ha areas mowed



25.67 ha gardens and amenity
landscape areas maintained



7 water treatment facilities



17,399 animal registrations

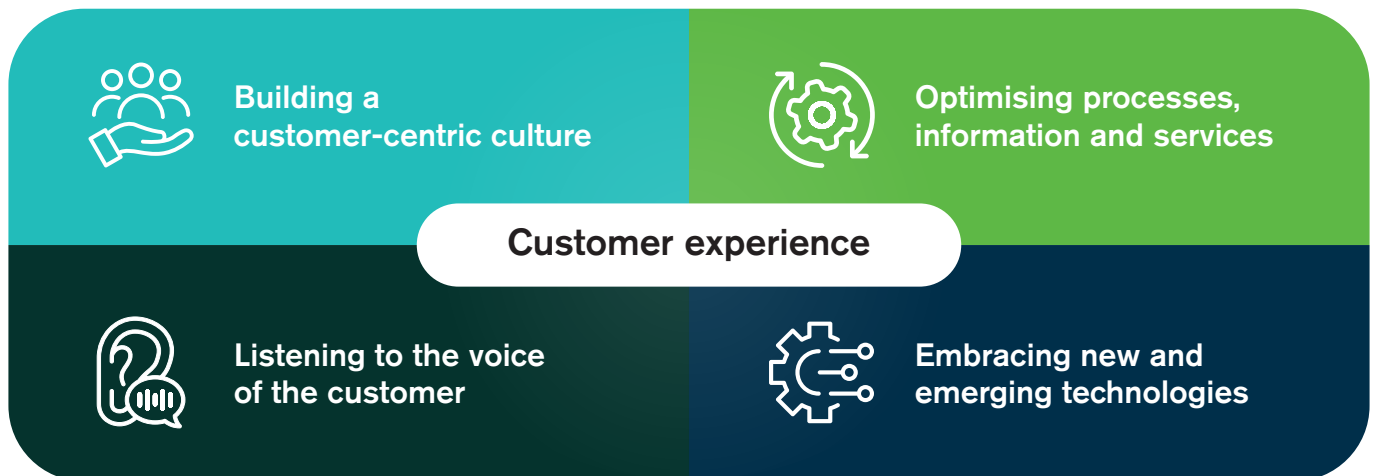
14,559 dogs and **2849** cats

Our CX vision

To ensure every interaction is seamless, positive, and centred on the needs and values of our customers.

Our CX focus areas

Mackay Regional Council's Customer Experience Strategy 2025-2028 overarching goal is to optimise interactions between the organisation and its customers, focusing on improving customer satisfaction, loyalty and overall engagement through a structured and systematic approach. These four focus areas have been identified for council to advance customer experience and ensure, as an organisation, we are on a trajectory of continuous improvement.



Embracing council's corporate values

Embracing customer experience exemplifies our corporate values in several ways:

- **Respect:** We listen to and value our customers' needs and feedback, treating everyone with dignity and respect throughout their journey with us.
- **Working Together:** Collaboration is key to delivering a seamless customer experience. We work together across departments to provide cohesive and efficient services.
- **Service Excellence:** Striving for excellence in customer experience means continuously improving our services to exceed customer expectations and deliver outstanding results.
- **Integrity:** Our commitment to transparency and honesty in all interactions builds trust and demonstrates our dedication to ethical practices.
- **Safety and Wellbeing:** By prioritising customer experience, we ensure that every interaction is conducted in a safe and supportive environment, promoting the overall wellbeing of our customers and staff.

By focusing on customer experience, we not only meet but exceed our corporate values, fostering a positive and supportive community for the Mackay region.





Building a customer-centric culture

Customer service in local government has routinely been reactive to customers' needs, and we know that our customers do not have a choice but to use our services. Being sole-service providers makes the customer experience even more critical when delivering the services we provide.

In our Corporate Plan 2022-2027, we highlight that we are a community-focused, values-led council, underpinned by robust decision making, strategic leadership and being responsive to the needs of the community. We pride ourselves on being an innovative, customer-centric council that meets the community's expectations in relation to transparent organisational performance.

People are at the heart of every customer interaction, and we recognise that excellent customer service starts with every employee at council and a positive organisational culture that promotes continued improvement through strong leadership and an inspired workforce. In 2025, council embedded the MRC way which encompasses signature traits that outline our shared commitment to excellence, integrity, and community. Employees are being empowered to listen with empathy, lead with courage, delivery with pride, speak with honesty, support one another and innovate with purpose.

Key initiatives in this space to be delivered 2025-2028

- **Customer experience training for all staff** - Focusing on proactive and efficient service, responsiveness, enhanced capability and the creation of positive outcomes for our customers.
- **Customer service KPIs for all staff** - A review, promotion and accountability for customer service standards, including response times.
- **Customer survey framework** - An ongoing communication loop of customer feedback to measure success.
- **Customer service charter** - Develop a statement on the standards that council uses to deal with customers.
- **Customer Experience Champions program** - A dedicated team of Customer Experience Champions who will recognise, promote and celebrate success.
- **Annual staff award rewarding CX** - Embed CX in reward and recognition processes.

Measures of success

- Customer Satisfaction score (CSAT).
- 95 per cent of staff completed CX training.
- 90 per cent Customer Requests completed within SLA.
- Customer service charter developed.
- First Contact Resolution (FCR).
- Abandoned call rate.
- Number of people recognised for customer experience leadership.



Roadmap

Initiative	Lead	2025-2026	2026-2027	2027-2028
Customer service training for all Staff	Customer Experience team	Implementation	Ongoing operation	
Customer request KPI	CEO	Implementation	Ongoing operation	
Customer survey framework	Customer Experience team	Research	Development	Implementation
Customer service charter	Customer Experience team	Implementation	Ongoing operation	
CX Champions program	Customer Experience team	Draft program	Implementation	Ongoing operation
Annual staff award rewarding CX	People and Culture team	Implementation	Ongoing operation	



Optimising processes, information and services

Our vision is to ensure every interaction is seamless, positive, and centred on the needs and values of our customers. Council's dedicated Customer Experience program's purpose is to support the organisation's overall CX vision and be a key driver of continuous improvement and innovation to enhance customer satisfaction while advocating for customer-focused changes in systems, policies and processes.

Operations include the behind-the-scenes processes and systems that enable seamless customer experiences. Streamlined procedures that simplify processes reduce wait times and improve service delivery efficiency. By streamlining operations, businesses can minimise friction points and deliver consistent experiences that exceed customer expectations. This involves setting clear goals and defining target customer segments. This will ensure alignment with business objectives and guide decision-making processes to prioritise initiatives that drive customer satisfaction and loyalty.

Key initiatives in this space to be delivered 2025-2028

- **Customer experience structure finalised** - Optimising structure post Shared Services Redesign to meet current and future needs focusing on policy, continuous improvement and operational leadership.
- **Self-Service process improvement** - Clear and streamlined processes to drive efficiency and enhance the customer experience to allow self-service for applications and requests
- **Knowledge management system** - Centralisation of stored information for greater ease of access, consistency, improved retention and increased corporate knowledge.
- **Baseline reporting** - Use a baseline framework to help monitor progress and performance, make informed decisions and identify improvements.
- **Customer journey mapping** - Documenting our customer's experiences when interacting with us in order to develop a greater understanding of our customer's point of view.
- **Customer segmentation and personas** - Understanding the differing needs of our customers.

Measures of success

- Customer satisfaction score (CSAT).
- Customer Effort Score (CES).
- Community perception survey.
- Employee engagement survey.
- First Contact Resolution (FCR).
- Decrease in average call handling times.

Roadmap

Initiative	Lead	2025-2026	2026-2027	2027-2028
Customer Experience structure finalised	Customer Experience and People and Culture teams	Review	Implementation (existing and pending future budget requests) and ongoing operation	
Self-Service process improvements	Executive Leadership team	Review and plan	Implementation and ongoing operation	
Knowledge management system	Customer Experience team	Review, plan and implement	Ongoing	Ongoing
Baseline reporting on customer request SLAs	Customer Experience team		Review and plan	Implement
Customer journey mapping	Customer Experience team	Training and commence top 10 customer requests	Top 10-20 customer requests	Review and continue
Customer segmentation and personas	Customer Experience team		Identify key personas	Improve service delivery



Listening to the voice of the customer

Customer-centric culture at its core is about staying relevant for the customers of today and preparing to stay relevant for future customers.

Staging a reliably exceptional customer experience requires that council's systems, processes and policies keep the customer relationship and customer success as a priority.

Our goal is to have customers feedback to be that doing business with council is easy whether that's choosing how to pay their rates, complete customer requests, work with departments on matters such as water, planning, waste and much more.

Key initiatives in this space to be delivered 2025-2028

- **Customer request review** - Review of existing customer requests including type, service levels, questionnaire and escalations.
- **Unacceptable customer conduct** - Setting expectations for appropriate customer behaviour and support staff to respond to such behaviour.
- **Review complaint handling process** - A contemporary complaint handling policy to more effectively handle and learn from issues raised.
- **Improving customer feedback loop** - Customers are kept informed and up to date on the progress of their requests and feedback.
- **Customer survey framework** - Customer and service feedback is gathered securely in real-time and insights are used and actioned to deliver continuous improvement.
- **Review delivery of after-hours service** - Understand what our customers expect to inform the need for extended service provision.

Measures of success

- Customer request reporting.
- Customer request completion per cent.
- Complaint and compliment data.
- First Contact Resolution (FCR).
- Customer satisfaction score (CSAT).
- Community perception survey.
- After-hours service levels.



Roadmap

Initiative	Lead	2025-2026	2026-2027	2027-2028
Customer request review	Executive Leadership team	Review	Update and monitor	Continuous improvement
Unacceptable customer conduct	Customer Experience team	Implement	Ongoing operation	
Review complaint handling process	Customer Experience team	Review	Development	Implementation
Improving customer feedback loop	Customer Experience team	Review and map	Implementation	Ongoing operation
Customer survey framework	Customer Experience team	Research	Development	
Review delivery of after-hours service	Customer Experience team	Review	Implementation	Ongoing operation



Embracing new and emerging technologies

We will implement necessary technology upgrades and streamline processes to enhance the customer experience. From user-friendly websites to online channels, technology plays a crucial role in meeting needs efficiently and effectively. Council will continue to leverage and invest in technology to further support the customer experience, including how customers can contact council and access services.

Through Artificial Intelligence (AI) enhancements, we will be able to improve service quality and coaching while gaining deeper customer experience insights. AI will enable us to analyse customer interactions and feedback more effectively, allowing us to identify areas for improvement and tailor our services to better meet customer needs. This will ensure our staff are well-equipped with the knowledge and tools they need to provide exceptional service.

We will offer multi-channel access for customers, including online portals, applications, phone support and in-person contact, depending on how the customer would like to engage with council.

Key initiatives in this space to be delivered 2025-2028	▪ Digitisation of frequently used customers forms - Review all hard copy PDF forms on council's website and transition to webforms or ePathway to reduce administration burden and efficiencies in service. ▪ Snap Send Solve API integration - Reduce the administration burden of manually entering Snap Send Solve requests into Pathway and integrate between systems to drive efficiencies and customer feedback. ▪ New customer channel investigation - Analyse new channels to determine if they add value to customers. ▪ Website redevelopment - New website that supports customers in working with council and prioritises self-service. ▪ Contact Centre AI enhancements - Speech analytics on all calls via the Contact Centre to improve service quality and gain deeper customer experience insights. ▪ Payment strategy - Review council services and payment processes to reduce risk, improve processes and streamline. ▪ Premier contact point email configuration - Onboard and integrate council inbox to improve reporting, capture additional data around customer requests and include in FCR. ▪ Pathway optimisation - Identify and implement enhancements to improve application performance and user experience through training and clearly defined roles and responsibilities.	
Measures of success	▪ Customer satisfaction score (CSAT). ▪ Customer Effort Score (CES). ▪ Self-Service rate. ▪ Website analytics.	▪ First Contact Resolution (FCR). ▪ Payment data (credit card, online, receipted etc). ▪ Snap Send Solve customer satisfaction.

Roadmap

Initiative	Lead	2025-2026	2026-2027	2027-2028
Digitisation of frequently used customer forms	Customer Experience team	Review and plan	Implementation and ongoing operation	
Snap Send Solve API integration	Customer Experience team	Implementation	Ongoing operation	
New customer channel investigation	Customer Experience team		Research and survey	Review and share findings
Website redevelopment	Corporate Communications and Marketing team	Implementation	Ongoing operation	
Payment strategy	Financial Services team	Review and plan		Implementation
Contact Centre AI enhancements	Customer Experience team	Implementation	Ongoing operation	
Contact Centre system email configuration	Customer Experience team	Configuration and implementation	Ongoing operation	
Pathway optimisation	Information Services team	Review and budget request	Onboarding, training and implementation	Ongoing operation