



Customer Experience Strategy 2020 to 2024

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Logan City Council respectfully acknowledges the Traditional Custodians of the lands across the City of Logan. We extend that respect to the Elders, past, present and emerging for they hold the memories, traditions, cultures and hopes of Australia's First Peoples.



Welcome to Logan City Council's Customer Experience Strategy 2020 to 2024.

We are proud of our ongoing commitment and achievements in serving our community and city.

Our Customer Experience Strategy 2020 to 2024 is another milestone in our quest for excellence.

It supports our reputation as a Council that cares about its customers and the community and achieves great things.

This strategy uses the term 'we' throughout, to convey that all roles at Council are connected to the customer experience. This includes frontline, back office, contractors, management, volunteers and Elected Members. All play an important role in a 'one council' approach.

Our customer satisfaction results over many years have remained high, but we are aware of large changes and challenges in the near future. These include:

- rapid technological advancement
- city growth and expanding urbanisation
- changing customer expectations
- increasing expectations on our political and governing institutions.

This changing environment is challenging.

It also sets an exciting scene filled with potential to improve, adapt or transform.

The vision and mission statements in this strategy set a strong foundation, supported by guiding principles, themes and focus areas.

We stand firm in our commitment to provide great customer experiences now and into the future.

What is customer experience?

The **customer experience (CX)** is the overall feelings and perception a customer has about Council caused by one off and the cumulative effect of interactions with our services, systems and staff. (Gartner).

Three key drivers to a great customer experience (known as the 3 E's) are:

- Effort (ease of getting something done)
- Effectiveness (what you wanted done, is done right)
- Emotion (how you felt about it)

What is customer service?

Customer service is a key piece of the customer experience, but not the only part. It is the help or advice given to people wanting to use our services. Interactions with customers by telephone, face to face, online and correspondence are the common ways we provide customer service.

What is customer-focus?

Being **customer-focused** (or customer-centric as it's also known) relates to how we as an organisation make sure that customer needs and expectations are at the centre of our decisions and service delivery.

Strategy in Summary



VISION

Serving Logan: with empathy, integrity and initiative.



MISSION

We serve Logan by fulfilling our 'Community First' value with a one-Council approach.



COMMUNITY FIRST

We work together to know our customers' needs so we deliver what matters and what makes a difference. We make decisions with empathy and recognise that our community's needs are at the core of every decision we make now and into the future.

Serving Logan: Our purpose—the reason we (Council) exist.

EMPATHY

The ability to understand the feelings of another.

INTEGRITY

The quality of being honest, decent and trustworthy.

INITIATIVE

To pursue an opportunity before it is required. To be resourceful, 'can-do' and innovative.

What does this look like from a customer's perspective?

- Invest time to listen to me.
- Treat me as your priority.
- Take ownership of my issue.
- Show me that you care.
- Provide an appropriate emotional response.

- Do what you say you will do.
- Keep me informed.
- Be professional and competent.
- Agree timings with me.
- Provide information openly and honestly.
- Apologise for mistakes made. Make it warm and sincere.
- Use plain English, not jargon.

- Go the extra mile if needed.
- Surprise me in how well you attend to my request.
- Provide me options: know my preferences.
- If things go wrong, respond quickly.
- Keep trying to improve what you do.

Guiding principles

1. We are accessible and inclusive.
2. We aim for simple and efficient.
3. We provide digital services to customers to support their channel of choice (we are not digital-by-default).
4. Great employee experiences enable great customer experiences.
5. Customers see us as 'one council'. We need to be one council.



OUR COMMUNITY AND CUSTOMERS

CORPORATE PLAN 2017 TO 2022

COMMUNITY FIRST VALUE



KEY STRATEGIES, PLANS AND PROGRAMS

- People Plan 2018 to 2021
- Digital Strategy 2019 to 2022
- Corporate Innovation Strategy
- City Futures Strategy
- Access and Inclusion Plan 2019 to 2022
- Libraries Learning and Discovery Strategy 2019 to 2023
- Active Logan Strategy 2016 to 2026
- Reconciliation Action Plan
- Logan Listens Residents Survey Program
- Community Engagement Strategy
- Corporate Customer Service Charter

(Customer) service excellence

Digital CX and innovation

One council: a 4 C's approach*

Voice of the Customer

Customer Experience (CX) Strategy

*** One council: a 4 c's approach**

- Connected
- Collaborative
- Coordinated
- Consistent

This diagram shows the connections of the Customer Experience Strategy to existing key council strategies, plans, commitments and values. All (inter) relate, support and drive our customer-focus approach.

Developing the Strategy

Why a Customer Experience Strategy?

We have a number of customer commitments, established practices and programs supporting our ongoing focus on delivering great customer experiences. This body of work, completed over many years, has created a strong foundation for Council's customer-centred approach.

To examine how to proceed into the future with our customer experience considerations, an Internal Advisory Group was established. The group supported our customer experience team to understand our current performance data, key issues, opportunities, industry research and trends.

Some key questions for the advisory group were:



What purpose would a customer experience strategy fulfil for Council?

What gaps do we need to fill?

What problems are we trying to solve?

Our performance data shows that we are achieving excellent outcomes and our customer and community satisfaction is high.

Will this be sustained into the future?

Do we understand well enough the impact and opportunities around the rapid evolution of technology, significant city growth (Logan's population will increase by more than 200,000 people in the next 15 to 20 years) and what might have to change to place ourselves in the best position to continue to deliver what our community needs and expects of us?

This was the challenge we set ourselves. It has developed into our:

Customer Experience Strategy 2020-2024.



What is the answer to our initial questions?

In a world of constant change, one of both challenge and opportunity, we wanted to ensure that **our customers and community remained at the core of all we do.**

TRENDS AND OPPORTUNITIES

Increased automation and efficiency

Real time data and insights

Personalisation

Improved connectivity of systems and devices

Customer and Staff Involvement

This strategy needs to be well informed and evidence based. We have used existing data and engaged our community about our performance, customer preferences and expectations. We have engaged our staff to understand our people's needs and ideas to continue to deliver high quality customer service and services.

1,608 telephone interviews

on customer service satisfaction and satisfaction with facilities and services, as part of Logan Listens 2018.

149 telephone interviews

seeking feedback and satisfaction ratings for our afterhours emergency service.

282 telephone surveys for

customer experience feedback and improvement opportunities from customers who recently lodged service requests.

151 staff completed

a customer experience survey.

59 staff took part in

customer experience workshops.

Targeted engagement

with seniors to better understand their experiences and needs.

An online **customer experience survey** to allow the community to give input into the development of the strategy.

Targeted engagement

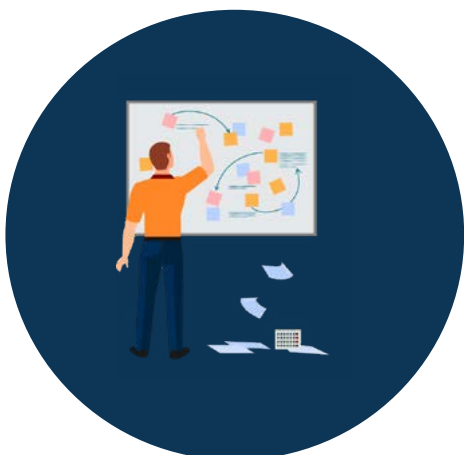
with community and cultural leaders to understand their experiences and needs.

Review of previous consultations, feedback, customer and community surveys.

Where are we now?



We are a mature service organisation. Independent research tells us that our customer experience outcomes are of a high standard. These are supported by a focus on processes, systems and people, developed over many years.



In developing this strategy, we asked our community for their best and worst experiences in dealing with us. The responses were constructive and informative. The best responses were great and the worst were lessons for us, with improvements reflected in our focus areas for this strategy. Staff and community input, along with independent assessment of our performance, tells us we are largely on the right path.



It is important to understand how we have achieved this as the strategy aims to sustain what is working well, along with exploring and actioning opportunities to further improve and evolve.

Customer satisfaction, performance and preference data



69% of residents rate satisfaction with contacting Council as 5 out of 5.

Libraries are our highest performing service.

Average score for satisfaction with contacting Council was **4.4 out of 5.**



Playgrounds are the most used service.

84% of residents believe our staff gave clear, easy to understand advice.

Average score for satisfaction with Council's services and facilities was **3.8 out of 5.** 7% indicated a level of dissatisfaction.



87% of residents are satisfied with our sewerage services.



89% of residents say our staff were courteous and helpful.



Average score for customers for ease to do business with Council, was **4.4 out of 5.**



72% of residents prefer to **contact us by phone.**

Data source: Logan Listens Residents Survey 2018 (IRIS Research)

Customer satisfaction with contacting Council (out of 5)



4.0
2010



3.9
2011



4.0
2012



4.2
2013



4.3
2014



4.2
2016



4.4
2018

Data source: Logan Listens Residents Survey 2018 (IRIS Research)

Afterhours emergency service customer satisfaction (average score out of 5)

Satisfaction with customer service consultant



4.6

Satisfaction with the outcome of the request



4.4

Overall satisfaction with their experience



4.5

Data source: IRIS Research 2019—Afterhours Service Review

How did we get here?

OUR PEOPLE

We have long understood that when the employee experience is strong (staff enjoy, are satisfied and fulfilled by their role and with working for us) this supports them in providing great customer experiences. The best processes, policies and systems, will have limited value if you don't have the right people, doing the right things, at the right time. People make the difference.

We have developed a number of People Plans over many years. This strategy aligns to The People Plan 2018 to 2021 in its support for the employee experience at Council.

CUSTOMER COMMITMENTS

As a service organisation, it is important to make sure clear expectations and commitments are made to customers and staff. We have developed relevant strategies and plans to fulfil our promises.

The Corporate Plan 2017 to 2022 outlines a number of statements around our customer-focus. One of the five values of Council is Community-First. (see Strategy in Summary section).

Next Generation Governance Priority Outcome 2

- We engage our residents, businesses and visitors to inform decisions that affect the future of the city.

Next Generation Governance Priority Outcome 4

- Our people deliver excellent service to customers and the community.

Customer Service Charter

We have published and regularly reviewed our Customer Service Charter for many years. Our Charter gives clarity to our customers about their rights and our service standards and obligations.

INNOVATION

The City vision for Logan is to be an: Innovative, Dynamic, City of the Future.

A focus on innovation: seeking ways of doing things differently and better, is a critical element of how we will stay 'ahead of the curve', solving the challenges of the future and maximising the opportunities. Key strategies developed and being implemented for innovation include:

- City Futures Strategy,
- Corporate Innovation Strategy, and
- Digital Strategy.

The Corporate Plan 2017 to 2022, under the Next Generation Governance Priority, notes:

We embrace innovation and digital transformation to meet the needs of our customers and the community.

We have a critical role to play in fostering innovation in our city and making sure that as an organisation, we lead the way.

CUSTOMER ENGAGEMENT, SENTIMENT AND SATISFACTION

The voice of the community and our customers is important. It is more than seeking feedback, it is listening and understanding, engaging and involving. It allows for a customer-centred approach to decision making as well as being a measure of our performance.

Logan Listens Residents Survey

We have been conducting an independent research and survey program since 2010 on community satisfaction with our services and facilities and rankings of their importance. This includes a performance rating on satisfaction with contacting us (customer service).

In 2018, this measure received its highest score to date. The scores since 2010, have all been of a high standard (see average scores from 2010 to 2018 on page 9).

Customer satisfaction surveying program

We operate a monthly customer satisfaction and service improvement survey program. This gives us regular, important feedback and insights into our performance and any recovery actions (fixing things that have gone wrong) that may be needed.

Community Engagement Program

We have an established Community Engagement Program (since 2008). This small and passionate team of trained engagement practitioners provides coordination, advice and support to our community and stakeholder engagement activities.

OUR COMMUNITY



217 nationalities and cultures

27.3% of residents born overseas

3.2% of residents are Aboriginal and Torres Strait Islander



Key infrastructure and facilities managed by Council

- 2,272 km of sealed roads
- 3 indoor sports centres
- Over 930 parks
- 117 sporting facilities
- 1,236 km of stormwater pipes
- 9 libraries and an art gallery
- 1,261 km of road reserves, footpaths and bikeways
- 7 immunisation clinics
- 6 Council aquatic centres
- 3 customer service centres
- 2 entertainment centres

Council services and customer demand*

More than **2,800** customers were helped with public health, immunisation and environmental protection requests.



44,433 customer service counter enquiries and mail transactions completed.



More than **22,000** service requests resolved for community parking, pest plant and animal management, public amenity and safety and graffiti management.

Over **16,500** parks service requests resolved.

226 hectares of landscaping was completed at 1,533 sites.

More than **22,500** vaccinations delivered in schools and across the city.

9,091 enquiries handled for our afterhours emergency service.

200,041 calls answered in the customer contact centre.

The most common request were rates, then animals.

182,121 tonnes of waste handled each year. More than 47,000 tonnes diverted from landfill.



178,091 pieces of correspondence managed by our Records team.



1,701,563 visitors to our nine libraries.

Over **118,000** rateable assessments and water bills issued each quarter.

19,704 visitors to our Art Gallery.

*2018/19 customer demand data

The Strategy

Where are we going and how are we going to get there?

The aim of this strategy is to provide a well-researched, consulted and evidence-based way to:

- understand the emerging challenges and opportunities,
- show our current performance levels for customer experiences,
- gain staff and community input into what to maintain and what to improve, and
- develop a practical and suitable approach for how to keep doing things well, improve where needed and change to meet the emerging challenges and opportunities.

Strategy themes

As part of the direction setting for 'where are we going', four themes have been identified:

- (Customer) service excellence
- Digital customer experience and innovation
- One Council: a 4 C's approach (connected, collaborative, coordinated, consistent)
- Voice of the customer

Actions, roadmap and metrics

If the strategy sets the destination (themes and outcomes), it is important to know how you will get there and what success looks like along the way and at the end.

A separate action plan will be developed to fulfil the stated outcomes of the strategy. While the outcome statements should stay relatively stable across the period of the strategy, how to achieve them will likely evolve. A separate and dynamic action plan and roadmap will support this.

It is also important to have 'measures that matter' to know if you are on the right path and to support overall assessment of success.

Council has several key measurement programs in place which will continue to provide important data and information as to the quality of our customer experiences. These measures include:

- Customer Satisfaction
- Customer Effort
- Overall Customer Experience

Within the Customer Experience Action Plan, metrics will be developed to measure the progress and success of the actions.



Guiding principles

The guiding principles support the four themes as an element to 'how we are going to get there'.



We are accessible and inclusive.

Our city is diverse in people, culture and needs. We will make sure these aspects are respected, understood and responded to with the services we provide.



We aim for simple and efficient.

Receiving service and positive outcomes should be as quick and easy as possible. We will pursue simplicity and efficiency with: red tape reduction, ongoing focus on knowledgeable, skilled and well-equipped staff as well as the use of customer journey mapping to gain a deeper understanding of the customer experience.



We provide digital services to customers to support their channel of choice (we are not 'digital-by-default').

We need to keep pace with advancing technology and its opportunities. We understand that our customers like to do different things through different service channels, and there are varying levels of digital access and literacy. This is why we are channel of choice, not digital-by-default.



Great employee experiences enable great customer experiences.

Our people are our greatest asset. They are critical to how we serve Logan. In seeking, keeping and supporting the right staff, we will continue our focus on the importance of great employee experiences.



Customers see us as 'one council'. We need to be one council.

We are a large, diverse and complex service organisation. This presents both challenges and opportunities. We will continue to improve how we better align, communicate, coordinate and collaborate (internally) to make sure we achieve consistency for the community across all areas of Council.



I am proud to be part of a team that builds better and safer infrastructure for the people of Logan.

Christian – Construction Team Member

(CUSTOMER) SERVICE EXCELLENCE

Excellent customer service is important, but it is just one part of the customer experience. It must be supported by back office processes and practices which are focused and aligned to meeting the customer's needs and delivered with efficiency and effectiveness. This theme area of customer service and service excellence is further enhanced by Theme 3: One Council: A 4C's Approach.

FOCUS AREA 1.1 CUSTOMER SERVICE

Customer service is an important part of the customer experience. It can be the first impression and you only get to make that once! It is the main human element in the process and the right customer service interaction can set the whole experience up for a great outcome.

Outcomes of this focus area:

- 1.1.1 We monitor and measure the quality of our customer service delivery using systems and processes that work well together.
- 1.1.2 Our people are well trained, supported and empowered to deliver high quality customer service.
- 1.1.3 Our internal customer service is efficient and effective.

FOCUS AREA 1.2 SERVICE EXCELLENCE

Front and back office processes must be aligned to make sure the overall quality of service and experience for the customer is strong and consistent. This involves the concept of end-to-end process design, with a customer-focused approach.

Outcomes of this focus area:

- 1.2.1 Front and back-end processes are designed and delivered to support efficient and effective service delivery, with a focus on the customer's needs.
- 1.2.2 Our after-hours service meets the needs of our community now and into the future.

FOCUS AREA 1.3 ACCESSIBLE AND INCLUSIVE SERVICE

Logan City's community profile shows the diversity of our city's population and needs. Our focus on a broader range of inclusion and accessibility is important. This complements the current commitments in our Access and Inclusion Plan 2019 to 2022.

The 2016 census data for Logan City shows:

- 326,615 residents, with a 1.9% growth in the previous 12 months
- 50% of residents are aged 34 or younger with 22% under 15 years of age
- 217 different cultures are represented in the population
- 3.2% are Aboriginal and Torres Strait Islander peoples
- 25% of residents were born overseas
- 15.9% of residents speak a language other than English at home
- 2.9% have difficulty speaking English or do not speak English at all
- 36% of residents left school at Year 10 or earlier
- 5.6% of residents need help in their lives due to disability
- More than 600 residents are vision impaired

We have received gold standard certification for our website content (plain language). We are the first local government in Australia to achieve this (using the Plain Language Pro Program).



Outcomes of this focus area:

- 1.3.1 We use simple and inclusive language when we engage, communicate and correspond.
- 1.3.2 Access to our services is not restricted by disability or language or cultural barriers.

FOCUS AREA 1.4 FUTURE OF WORK: FUTURE WORKFORCE

To provide great customer experiences, now and into the future, we need to stay informed and respond to the evolving nature of work. This incorporates potential changes to skills and capability needs as well as future workforce needs and expectations, as addressed in our People Plan 2018 to 2021.

We know that changes will occur as a result of:

- increased task automation,
- increased complexity of work,
- an aging workforce, and
- the expectations of next generation workforce entrants.

Outcomes of this focus area:

- 1.4.1 We understand and respond effectively to the changing nature of work and workforce needs.
- 1.4.2 Our workforce plans leverage opportunities to continually improve services and standards of delivery.



I have worked for Council for nearly forty years. I have had a number of roles during this time. I cannot think of a better job than helping the community.

Darryl – Customer Service Team Leader

DIGITAL CUSTOMER EXPERIENCE AND INNOVATION

A key element of future customer experience is in the digital domain. Improved digital services and the use of innovative models will be important to maximise the opportunities of evolving technology.

Digital customer experience: is the sum of digital interactions between a customer and a company and the resulting impression that a customer walks away with (liferay.com).

Innovation: is developing new ways of doing things differently and better (Logan City Council's Corporate Innovation Strategy).

A snapshot of the current uptake and digital services usage rates are:

- Online services versus traditional (telephone and counter) channels (2018/2019):
 - 18.5% website,
 - 1.6% app,
 - 79.9% traditional channels.
- Total downloads of City of Logan App: Over 10,000.
- Number of applications completed online (2018/2019): 13,262 (8,681 by traditional channels)
- Number of corporate website visits (2018/2019): 3.5 million (approximate).

FOCUS AREA 2.1

DIGITAL CX SUITE - CONNECTED, EASY, INCLUSIVE

Expanded 24/7 access to service as well as a seamless experience are key drivers for improved digital experiences into the future.

It is important that alignment, consistency and interconnection is incorporated into the design of these service platforms. They should be easy to use for our diverse community. Our digital services need to support preferences in service (personalisation) as well as access and inclusion considerations around disability, language and reading/comprehension levels.

Outcomes of this focus area:

Our digital services:

- 2.1.1 Are available to our customers for an increasing range of our services.
- 2.1.2 Make it easy and convenient for our customers to do business with us.
- 2.1.3 Support, complement and integrate with our other service channels.
- 2.1.4 Are designed and delivered in a way that supports the diverse access and inclusion needs of our customers and the community.

FOCUS AREA 2.2

CONNECTED AND INFORMED CITY

Logan City is projected to increase its current population of over 300,000 residents by another 200,000 people in the next 15 to 20 years. The city is already large, spanning nearly 1,000 square kilometres. 70% of the city is rural or semi-rural.

A changing city along with advancing technology are key drivers to pursue ways to better inform the community and visitors about local matters and issues, and to improve our smart city management capability.

Outcomes of this focus area:

- 2.2.1 Our community can make decisions based on easy access to useful information.
- 2.2.2 Our residents, visitors, workers and other people in our city can use technology and information to make movement around the city easier.
- 2.2.3 Evolving technology is used to deliver efficient and effective city management outcomes.

FOCUS AREA 2.3

CUSTOMER SYSTEMS

We are a diverse and large business. We have over 70 specific program areas delivering different and important services that affect people, places, jobs and the environment. The common element between these service program areas is the impact they have on the customer and the community.

Council uses many different systems to manage information about customers and our service delivery. This makes it difficult to bring information together. It can produce disjointed and sometimes duplicated processes and experiences for us and our customers. It also creates challenges for a holistic understanding of customer interactions, identification of trends and improvement opportunities.

Consistent and connected data for customer information will allow expanded capabilities for self-service and customer self-management of information and preferences. It progresses our ability to provide efficient and accurate services.

Outcomes of this focus area:

- 2.3.1 Our staff have easy access to useful information that supports them in delivering great customer experiences.
- 2.3.2 Our customers enjoy seamless interactions across our wide range of services.
- 2.3.3 Our customers can manage their information and the way they want to interact with us (in terms of preferences).

ONE COUNCIL: A 4 C's APPROACH

The staff survey and workshop process identified that enhanced customer experiences will come from a focus on a 'one council' approach. This was defined as being based around 4 C's:

- Connected: people
- Collaborative: improving ideas
- Coordination: alignment and efficiency
- Consistent: processes and outcomes

FOCUS AREA 3.1

THE 4C'S: CONNECTED, COLLABORATIVE, COORDINATED AND CONSISTENT

Each of the 4 C's is unique, but there is a high level of connection between them.

Outcomes of this focus area:

- 3.1.1 We connect with each other to share what we have, what we know and what we learn.
- 3.1.2 We celebrate excellence and success in a way that makes it easier for others to achieve.
- 3.1.3 We help each other to help our customers.
- 3.1.4 Our thinking is big picture, not little boxes. Services and communications are designed and delivered in ways that provide consistency and efficiency to the customer and Council.



I love assisting individuals and families from all walks of life to grow and make new connections at our libraries; be it online or face-to-face.

Carrie-Anne – Digital Librarian

VOICE OF CUSTOMER

The insights provided by a well-developed and robust customer research and engagement program are designed to capture feedback, customer sentiments and emotions that will improve the services we deliver. It will also make sure we remain relevant and reliable.

FOCUS AREA 4.1

CUSTOMER SATISFACTION MEASUREMENT

We have several established means to capture important data around satisfaction with services and facilities. These are mature programs and will continue to be supported.

Outcomes of this focus area:

- 4.1.1 We focus on reliable and appropriate performance data and ongoing measurement of customer satisfaction to drive our decisions.
- 4.1.2 We are open about the level of satisfaction with our service and services. We work together to learn from our mistakes and make improvements.

FOCUS AREA 4.2

CUSTOMER RESEARCH AND INSIGHTS

We will continue to pursue new and improved ways to better understand what our customers and the community are saying and experiencing. This will enhance our decision-making capabilities and levels of community satisfaction.

Outcomes of this focus area:

- 4.2.1 Our customers willingly share their needs and experiences with us because it is easy for them to do so, and they know we value their contribution.
- 4.2.2 Our staff and customers can see how our decisions, priorities and performance are shaped by the insights we gain from and about our community.
- 4.2.3 Reliable demography data and forecasts about our future community's needs effectively inform our planning and decision making.

FINANCIAL CONSIDERATIONS

The strategy is largely funded through existing resources and budgets. Other strategies and plans will support many of the focus areas and desired outcomes. Any future proposals for additional funding will be subject to Council budget deliberations.

THANK YOU

Thank you for taking the time to read our Customer Experience Strategy 2020 to 2024.

We appreciate the time and effort from members of the community and our staff to provide input to and feedback on the strategy.

A big thank you to the Internal Advisory Group at Council who provided their time and passion to supporting the development of a meaningful and authentic approach to how we can continue to serve Logan in the best possible way.

CONNECT WITH US

Ongoing feedback and input from our customers and the community is important to us.

We invite you to connect with us using any of the channels below.



CALL US

07 3412 3412



ACCESS OUR INTERPRETER SERVICE

131 450



MEET WITH US

Administration building and customer service centre

150 Wembley Road, Logan Central

8:00 am to 5:00 pm Monday to Friday*

Beenleigh customer service centre

105 George Street, Beenleigh

8:00 am to 4:45 pm Monday to Friday*

Jimboomba customer service centre

18 - 22 Honora Street, Jimboomba

8:00 am to 4:45 pm Monday to Friday*

*excluding public holidays.



CONNECT ONLINE

logan.qld.gov.au

haveyoursaylogan.com.au

facebook.com/logancitycouncil

twitter.com/logancc



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