



Customer Experience Strategy

2024-2027



**MITCHELL
SHIRE COUNCIL**



Acknowledgement of Country

Mitchell Shire Council acknowledges the Taungurung and Wurundjeri Woi Wurrung people as the Traditional Owners of the lands and waterways in the area now known as Mitchell Shire.

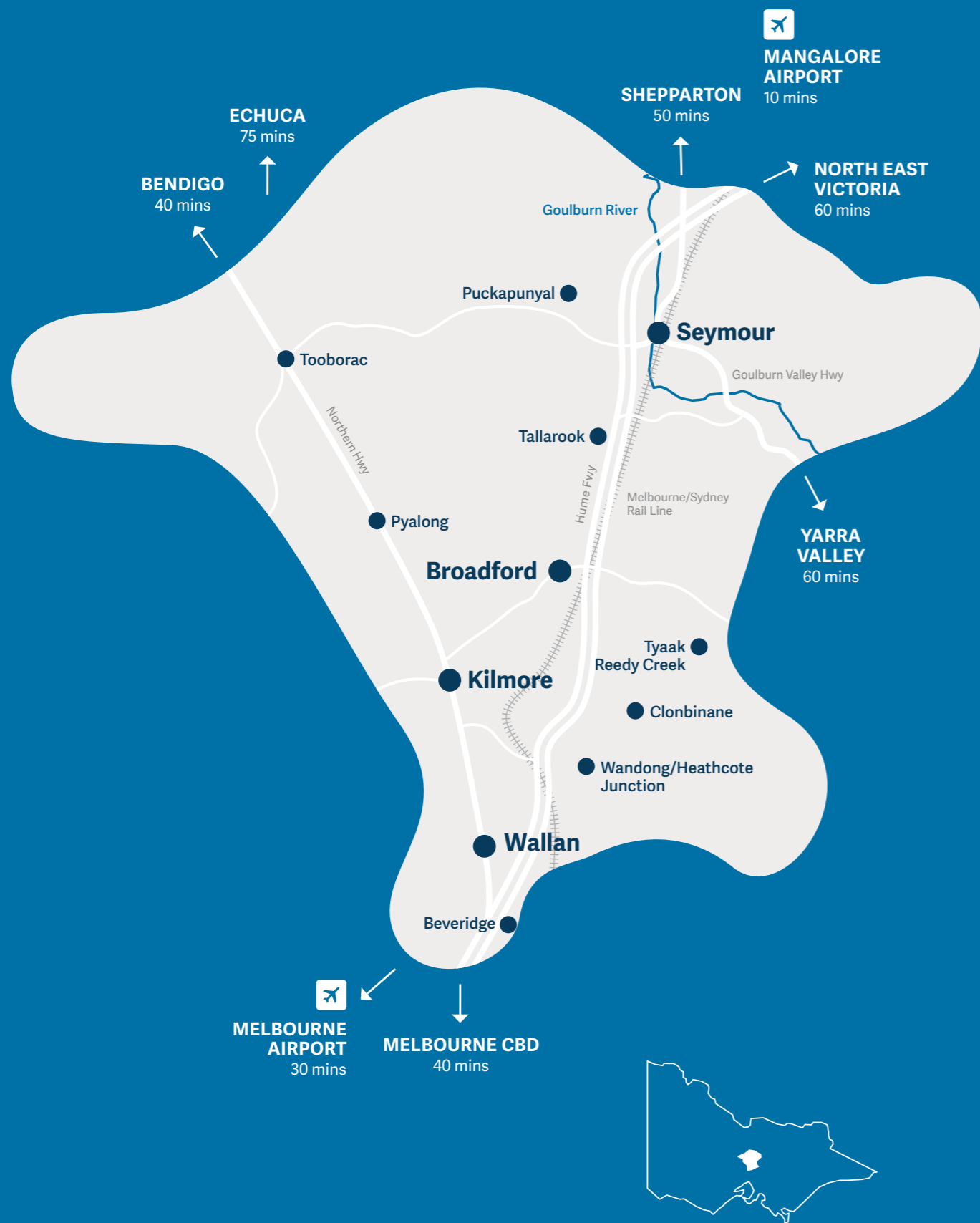
We pay our respect to their rich cultures and to Elders, past, present, and emerging, as well as other Aboriginal and Torres Strait Islander people who live, work and play in the area.



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Mitchell Shire



Introduction

Mitchell Shire Council is dedicated to enhancing our community's experience by delivering responsive, accessible and efficient services.

We strive to exceed customer expectations by strategically aligning our resources, technology and teams. This includes adopting the latest technologies, streamlining processes and continuously seeking ways to improve service delivery.

Our Customer Experience Strategy aims to build trust and lasting relationships through a comprehensive customer-focused approach that guides every staff member in their daily interactions.

Internally, this strategy fosters a culture of continuous improvement and collaboration. It ensures that all staff members are equipped with the necessary tools, training and support to provide high-quality service. Externally, it ensures that our community receives the responsive and accessible services they expect and deserve.

Shaped by community feedback gathered through surveys, forums and direct interactions, this strategy directs all staff at Mitchell Shire Council in serving both external and internal customers.

We are committed to listening to our customers, adapting to their needs and continually improving our approach. By doing so, we work to make our commitments a reality and ensure our services positively impact the community, making Mitchell Shire a better place for everyone.

Our core commitments are to be easy to deal with, responsive, understanding and consistent. These commitments reflect our community's priorities and our dedication to exceptional service.



What our customers have told us

Constructive criticism and learnings

Feedback collected during the development of the strategy has been invaluable in identifying several areas for improvement:

- **Communication Accessibility:** Customers highlighted challenges in accessing clear information and finding the right points of contact within Council. This has pointed us towards a need for clearer, more accessible communication channels.
- **Service Efficiency:** Concerns about the efficiency of service delivery were raised, noting occasional delays and bureaucratic red tape. This underscores the importance of streamlining our processes to enhance responsiveness and reduce waiting times.
- **Transparency and Bureaucracy:** The need for greater transparency and a reduction in bureaucratic hurdles is clear. Our community values straightforward and open communication about policies and decisions.

Positive takeaways

- **Service and Staff Appreciation:** Residents expressed satisfaction with the quality of services provided by facilities such as libraries, pools and gyms. The professionalism and helpfulness of our customer service staff were also commended, reflecting a strong foundation in customer service to build upon.

Moving forward

These insights not only highlight areas requiring attention but also affirm the strengths we can leverage to foster a more connected and satisfied community.

By addressing the highlighted issues and building on the positive aspects of our services, we aim to enhance trust and satisfaction across all interactions with Council.

What is customer experience?

At Mitchell Shire Council, our customer experience is defined by our customers' interactions and experiences with us.

Our Customer Experience Strategy is dedicated to boosting customer satisfaction by aligning with the preferences and needs of our valued customers and the community we serve.

Our Customer Commitments drive our approach:



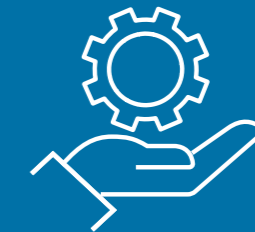
Easy to deal with



Responsive to your needs



Understanding what matters to you



A consistent level of service





Strategic Framework

We are committed to providing services that match the changing needs and preferences of our valued customers and our community.

Our Customer Commitments are our guiding principles, explaining why we do what we do. Additionally, we also have clear strategic priorities that define our approach:

|  Customer Insights |  Customer-Centric Culture |  Service Optimisation |  Data and Technology |
|---|---|--|---|
| <p>We'll gain valuable insights into customer needs, expectations, and preferences.</p> | <p>We'll foster a customer-centric culture, enabling customer-focused mindsets and skillsets to empower our people.</p> | <p>We'll enhance customer experiences by designing improved services and interactions.</p> | <p>We'll use data and technology to understand our customers better, enabling personalised experiences.</p> |

To achieve these goals, we'll build strong foundations, our skills and focus on continuous improvement. Combined, these efforts will help us consistently provide better customer experiences.



Customer Commitments

Our Why



Easy to deal with

We will make it easy to access our services and information.



Responsive to your needs

We will be proactive in responding to your needs.



Understanding what matters to you

We will listen and understand your needs and expectations.



A consistent level of service

We will provide consistent information and quality of service.

Strategic Priorities

Our What



Customer Insights

We will gain valuable insights into customer needs, expectations, and preferences. This will enable us to improve our service delivery, strengthening our customer and community connections.



Customer-Centric Culture

We will foster a customer-centric culture. This will enable customer-focused mindsets and skillsets to empower our people to deliver improved customer experiences.



Service Optimisation

We will enhance customer experiences by designing improved services and interactions. This will enhance customer satisfaction, increase operational efficiency and employee engagement.



Data and Technology

We will leverage data and technology to understand our customers better, enabling personalised experiences. This will support customer-centricity, and the streamlining of operations for greater efficiency.

Delivery Approach

Our How

In year one, we will focus on establishing foundations. In year two, we will expand our capabilities; in year three, we will focus on continuously improving.

We will collaborate across the organisation to implement our strategy in 90-day planning cycles, adopting a test-and-learn approach. This allows us to steadily enhance customer experience and gain momentum as we progress our initiatives.



Customer Commitments

Our Customer Commitments have been designed using customer insights. They provide clear direction for our organisation, guiding our actions and decisions.



Easy to deal with

We will make it easy to access our services and information.

We will:

- Offer a choice in how services and information can be accessed.
- Provide helpful and respectful support.
- Simplify and streamline information, processes and approvals.



Understanding what matters to you

We will listen and understand your needs and expectations.

We will:

- Actively listen to you, ensuring your needs are heard, understood and valued.
- Give you options to provide feedback, suggestions and concerns.
- Use your feedback to continuously improve our services.

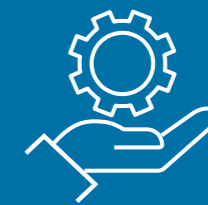


Responsive to your needs

We will be proactive in responding to your needs.

We will:

- Provide relevant and timely information.
- Inform you of the services available.
- Keep you updated on progress and close the loop.



A consistent level of service

We will provide consistent information and quality of service.

We will:

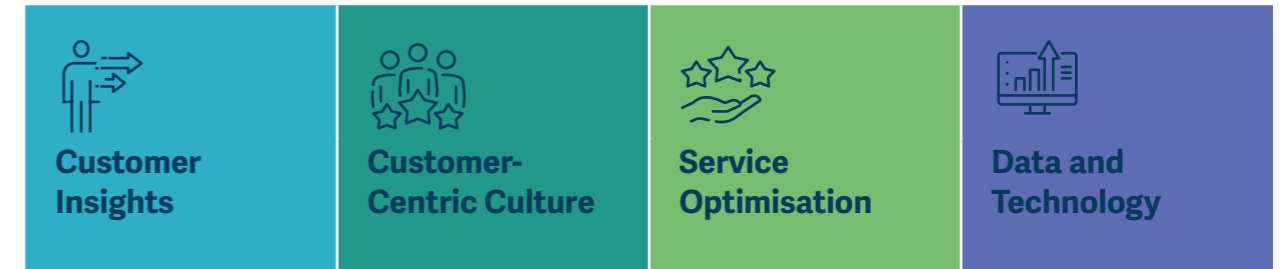
- Maintain consistent service standards and response times.
- Ensure we use consistent and clear messaging for all channels of communication we use.
- Review and assess service quality and make improvements.



Strategic Priorities and Initiatives

Our strategic priorities shape our initiatives, aligning with our Customer Commitments.

These priorities are:



Collectively, these priorities empower Mitchell Shire Council to consistently provide improved customer experiences through a range of initiatives designed to enhance our overall customer-centric approach.



PRIORITY 1



CUSTOMER INSIGHTS

We will gain valuable insights into customer needs, expectations, and preferences. This will enable us to improve our service delivery, strengthening our customer and community connections.

Initiative 1.1

Develop and apply a consistent definition of a customer across Council.

This will include confirming the definition of a customer and integrating where needed. For example, this may include policies and strategies. This will support organisational alignment around the customer and delivery of the Customer Commitments.

Initiative 1.2

Develop and implement a Customer Experience Reporting and Measurement Framework

This will include metrics and targets aligned with the Customer Commitments and priority customer journeys and touchpoints. A central part of this will be the Voice of Customer (VoC) program and benefit realisation reporting to showcase the Return on Investment (ROI) delivered through CX Strategy actions.

Initiative 1.3

Develop and implement a Customer program.

This will include establishing program objectives that align with our Customer Experience Reporting and Measurement Framework. We'll collate customer feedback through multiple channels and services, enabling the identification of performance strengths as well as opportunities for ongoing improvement.

PRIORITY 2



CUSTOMER-CENTRIC CULTURE

We will foster a customer-centric culture. This will enable customer-focused mindsets and skillsets to empower our people to deliver improved customer experiences.

Initiative 2.1

Implement the Customer Experience (CX) Strategy to gain organisational awareness and alignment.

This involves spreading awareness of the Customer Experience (CX) Strategy throughout the organisation to keep it in focus. It also encourages a shift in mindset, emphasising customer-first thinking and an “outside-in” perspective. This involves clear communication, team engagement, and addressing questions to help our people understand how the strategy impacts their roles.

Initiative 2.2

Design and deliver training to skill our people, positioning them to deliver on the CX Strategy and Customer Commitments.

This will include undertaking a capability gap analysis based on the desired skillsets, mindsets and behaviours. Training needs will vary depending on the role within the organisation. Design training in response to this and the tools and leadership support needed to embed the learning outcomes.

Initiative 2.3

Assign Council staff to key customer journeys, driving cross-collaboration and a shared leadership focus on improving performance in line with the Customer Commitments.

This will involve identifying key customer journeys and aligning business owners. Business owners are responsible for regularly reviewing journeys and improving the customer experience within their designated journeys. The focus is promoting collaboration among different departments or functions contributing to these journeys and ensuring alignment with the organisation’s Customer Commitments and Service Level Agreements.

Initiative 2.4

Foster a culture of customer excellence by regularly sharing internal customer success stories and celebrate customer-centric achievements.

This involves creating a work environment where a strong emphasis is placed on delivering excellent customer experiences. It includes the regular sharing of success stories within the organisation, as part of our reward and recognition program highlighting instances where our people have gone above and beyond to provide a positive customer experience.

PRIORITY 3



SERVICE OPTIMISATION

We will enhance customer experiences by designing improved services and interactions. This will enhance customer satisfaction, increase operational efficiency and employee engagement.

Initiative 3.1

Develop an approach that prioritises the delivery of customer experience improvements.

This involves weighing considerations for risk, effort, and impact, and establishing clear guidelines for prioritising improvement initiatives. Mapping customer journeys and tracking performance through VoC (Voice of Customer) and CX KPIs to inform the opportunities. This may also involve using a scoring system or matrix to rank these initiatives objectively.

Initiative 3.2

Build customer-focused problem-solving skills, enabling ongoing improvement organisation-wide.

This involves developing a continuous improvement program focused on enhancing the problem-solving skills within our people with a strong focus on understanding and addressing customer needs and challenges. It enables the organisation to foster a culture of continuous improvement, where our people are equipped to identify issues, find solutions, and make ongoing enhancements across customer journeys.

Initiative 3.3

Identify and include performance outcomes aligned to the Customer Commitments in Personal Performance, Team and Departmental Plans.

This focuses on identifying and incorporating performance objectives and KPIs into individual, team, and departmental plans that are directly aligned with the Customer Commitments and customer journeys that they may be responsible for. This means that our people, teams, and departments will have specific targets and expectations related to meeting or exceeding these Commitments and customer-related performance.

Initiative 3.3

Review and update the Customer Charter.

This involves reviewing and updating the current charter for alignment with the Customer Commitments, related service level standards and customer service channels.

Initiative 3.3

Assess and update the Complaints Policy and procedures.

This includes a review of our complaints management policy and procedures, identifying areas for improvement, and focusing on making the process more efficient and customer-centric. Customer insights from complaints should also be incorporated as part of the Voice of Customer (VoC) program.

Initiative 3.3

Develop and implement a Channel Management Strategy.

This involves assessing requirements, selecting appropriate channels (e.g., social media, SMS), designing, testing, and integrating these channels while ensuring alignment with the Customer Commitments. This approach will ensure that the communication channels selected meet customer needs, business objectives, and result in an enhanced overall customer experience.

PRIORITY 4



DATA AND TECHNOLOGY

We will leverage data and technology to understand our customers better, enabling personalised experiences. This will support customer-centricity and the streamlining of operations for greater efficiency.

Initiative 4.1

Evolve the data management, system capability and data governance, aligning to customer journeys, Customer Commitments and related Key Performance Indicators (KPIs).

Map data points to specific stages in the customer journey to ensure data collection is relevant and actionable, define relevant KPIs that measure the impact of improved data management on customer experience and implement regular monitoring and reporting mechanisms to track progress against these KPIs.

Initiative 4.2

Enable easily accessible customer data and insights to empower our people to measure performance and identify improvement opportunities.

This focuses on equipping our people with the skills and confidence to effectively use data and technology for informed decision-making in their daily tasks. Accessible dashboard reporting provides a single source of truth for our people, enhancing their capability and comfort with data-driven insights, supporting and empowering improved decision-making.



Customer Experience Roadmap

Our three-year roadmap explains how we will bring our Customer Commitments to life over the next three years. Delivering a work program and services aligned with these commitments will help us adapt to challenges, meeting our customers' current and future needs.

Three Year Outlook

Year 1
Build Foundations

In year one, we will strengthen our foundations, focusing on enhancing processes and fostering a customer-centric culture. This initial stage sets the groundwork for continued growth and the refinement of customer experiences in year two.

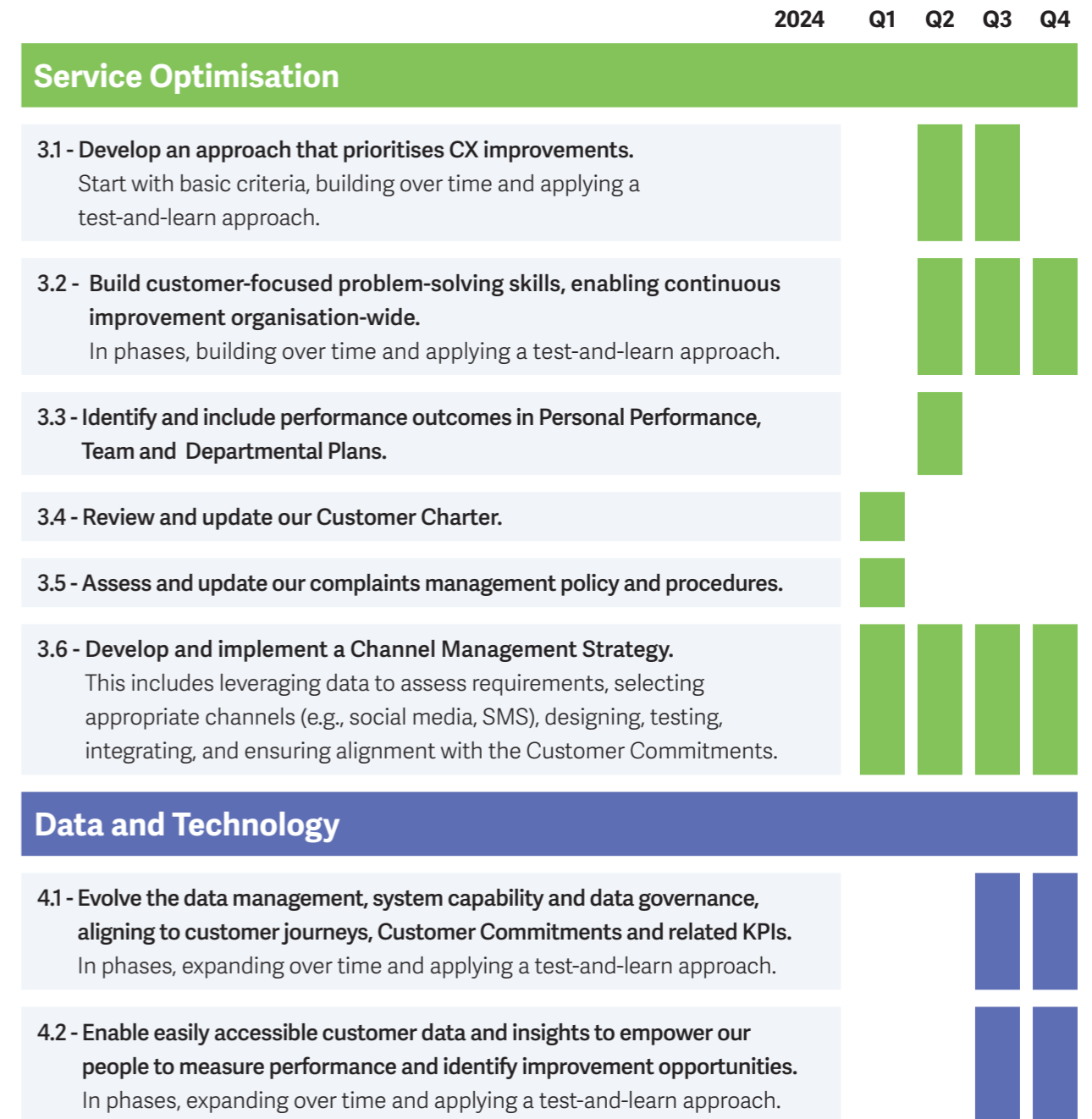
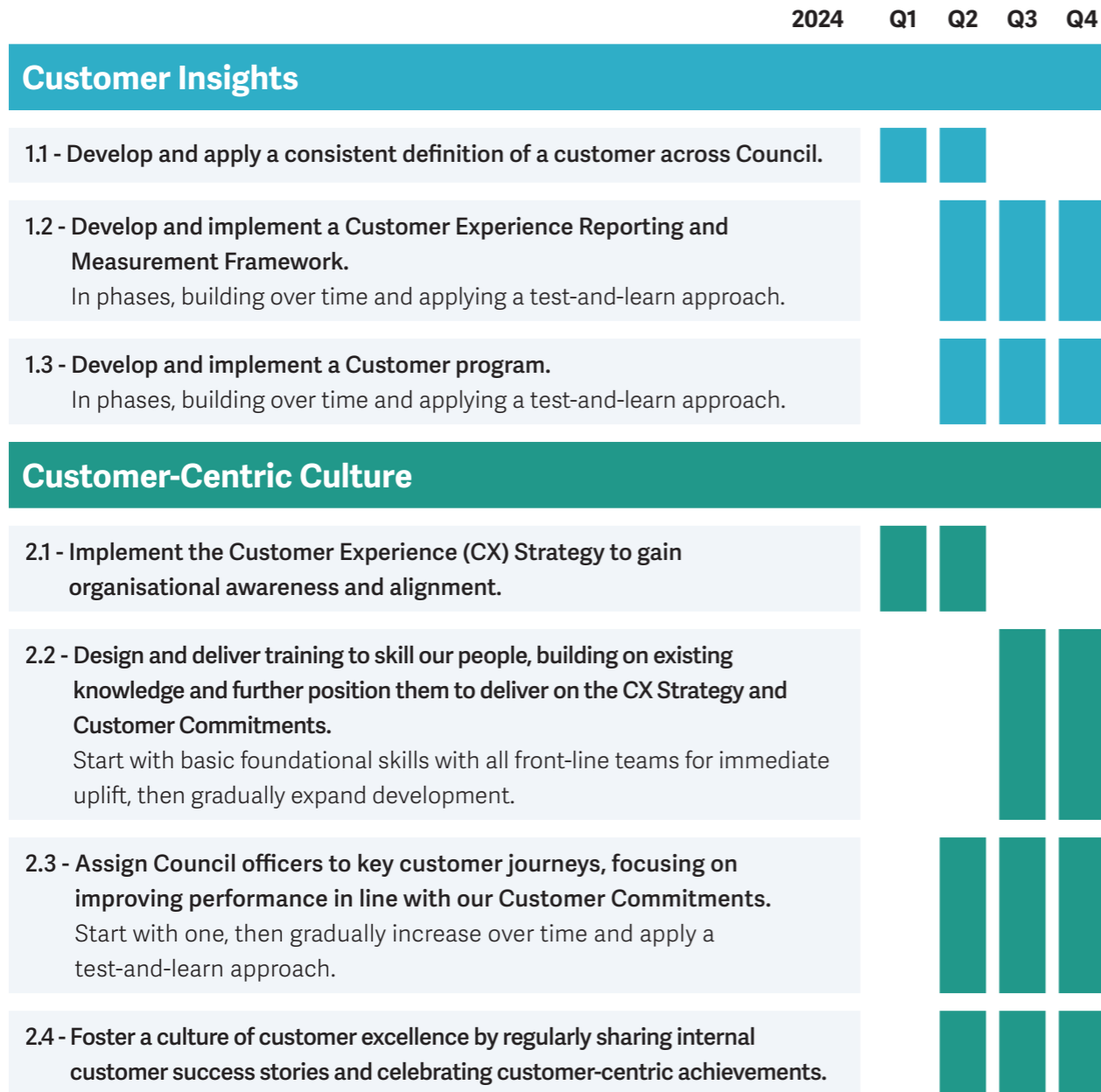
In year two, we will build upon the previous year, refining our approach based on the lessons learned. Our primary focus is on expanding our initiatives and enhancing employee skills and mindsets to further strengthen our customer-centric capabilities.

Year 2
Expand Capabilities

Year 3
Continuously Improve

In year three, we will leverage data for ongoing enhancements, aiming to build and maintain customer trust. We will continue to embed a customer-centric culture, ensuring the sustainability of our overall performance.

Year One - Establish Foundations



Year Two - Expand Capabilities

| | 2025 | Q1 | Q2 | Q3 | Q4 |
|---|------|----|----|----|----|
| Customer Insights | | | | | |
| 1.2 - Expand the Customer Experience Reporting and Measurement Framework. Expand in line with customer journeys and touchpoints, applying a test-and-learn approach. | | | | | |
| 1.3 - Expand the Customer program. Expand in line with customer journeys and touchpoints, applying a test-and-learn approach. | | | | | |
| Customer-Centric Culture | | | | | |
| 2.1 - Expand engagement with the CX Strategy | | | | | |
| 2.2 - Continue to provide training to skill our people, building on existing knowledge, and further positioning them to deliver on the CX Strategy and Customer Commitments. Continue to expand capability based on roles within the organisation. Consider the broad range of skills, mindsets and behaviours needed in order to achieve the desired change. | | | | | |
| 2.3 - Continue to assign business owners to key customer journeys, focusing on improving performance in line with our Customer Commitments. Expand business ownership and governance, continuing to gradually increase journeys being managed in this way over time and apply a test-and-learn approach. | | | | | |
| 2.4 - Continue fostering a customer excellence culture by regularly sharing internal customer success stories and celebrating customer-centric achievements. Share CX success stories through regular forums, reward and recognition, creating formal and informal opportunities. | | | | | |

| | 2025 | Q1 | Q2 | Q3 | Q4 |
|--|------|----|----|----|----|
| Service Optimisation | | | | | |
| 3.1 - Review and if needed, evolve the approach that prioritises CX improvements. Consider if the criteria needs to be updated and update as needed. | | | | | |
| 3.2 - Expand the development of problem-solving skills, further enabling continuous improvement organisation-wide. Continue to expand the continuous improvement program, building skills and delivering on CX improvements, applying a test-and-learn approach. | | | | | |
| 3.3 - Review and update performance outcomes in Personal Performance, Team and Departmental Plans. | | | | | |
| 3.5 - Review and update as needed, the complaints management policy and procedures. | | | | | |
| 3.6 - Expand customer channels for communication and services in line with the Channel Management Strategy. In phases and applying a test-and-learn approach. | | | | | |
| Data and Technology | | | | | |
| 4.1 - Expand the data management, system capability and data governance, aligning to customer journeys, Customer Commitments and related KPIs. Continue expanding over time and applying a test-and-learn approach. | | | | | |
| 4.2 - Expand access to accessible customer data and insights to empower our people to measure performance and identify improvement opportunities. Continue expanding over time and applying a test-and-learn approach. | | | | | |

Year Three - Continuously Improve

| | 2026 | Q1 | Q2 | Q3 | Q4 |
|--|------|----|----|----|----|
| Customer Insights | | | | | |
| 1.2 - Advance the Customer Experience Reporting and Measurement Framework. Enhance performance monitoring and reporting for customer journeys, aligning with Customer Commitments and provide comprehensive ROI reports for CX Strategy actions. | | | | | |
| 1.3 - Advance the Voice of Customer (VoC) program. Advance customer feedback collection across all key customer touchpoints, generating deeper insights while aligning with the CX Reporting and Measurement Framework. | | | | | |
| Customer-Centric Culture | | | | | |
| 2.1 - Activate engagement with the CX Strategy. | | | | | |
| 2.2 - Expand employee training programs to continually drive performance alignment with the CX Strategy and Customer Commitments. Advance training programs to address evolving skillsets, mindsets, and behaviours, as well as ensure that essential tools and leadership support are in place. | | | | | |
| 2.3 - Assign Council officer to all key customer journeys, focusing on improving performance in line with our Customer Commitments. Embed business ownership and governance, measure performance and continuously improve performance as needed. | | | | | |
| 2.4 - Elevate the celebration of customer-centric achievements that align with the CX Strategy and Customer Commitments. Advance practices by fostering a culture where excellent CX is integral to daily operations, making exceptional CX a fundamental part of our identity. | | | | | |

| | 2026 | Q1 | Q2 | Q3 | Q4 |
|---|------|----|----|----|----|
| Service Optimisation | | | | | |
| 3.2 - Advance the development of problem-solving skills, further improving our customer experience organisation-wide. Embed the focus on continuous improvement as part of daily operations. This includes using data to prioritise improvements and ensuring that enhancements to customer journeys remain ongoing. | | | | | |
| 3.3 - Integrate performance outcomes in Personal Performance, Team and Departmental Plans. | | | | | |
| 3.4 - Assess relevance and performance against the Customer Charter, updating as needed. | | | | | |
| 3.6 - Assess performance against the Channel Management Strategy and continue to implement changes where needed. | | | | | |
| Data and Technology | | | | | |
| 4.1 - Advance data management, system capability and data governance, aligning to customer journeys, Customer Commitments and related KPIs. Continue expanding over time in alignment with the CX Reporting and Measurement Framework and applying a test-and-learn approach. | | | | | |
| 4.2 - Advance access to accessible customer data and insights to empower our people to measure performance and identify improvement opportunities. Continue expanding over time and applying a test-and-learn approach, empowering frontline teams with dynamic data analytics for self-service performance management. | | | | | |



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