moira
SHIRE



Customer Experience Strategy

2025-2028

ACKNOWLEDGEMENT

We, the Moira Shire Council, would like to acknowledge the traditional owners of the land upon which we meet and pay our respects to their Elders both past and present.

Contents

Overview	**2**
Customer Service Commitment	**3**
Our commitment to you	3
Your requests	3
Our communication	5
How you can help us	5
Improving our service	5
Social media	5
How you can contact us	5
Strategy Development	**6**
 PILLAR ONE Understanding and empowering our customers	6
 PILLAR TWO Developing engaged and experienced people with the skills to serve	7
 PILLAR THREE Ensuring our business systems and processes support excellent service delivery	7
Action Plan	**8**
Evaluating the Strategy	**9**

Overview

Moira Shire Council (Council) is committed to the experience of customers and focusing on high quality services.

Local Government Community Satisfaction Survey results indicate that generally our community expects a better experience when dealing with Council than what has been provided in the past.

Through the implementation of this Customer Experience Strategy, we aim to act and make changes that will drive improved customer service behaviours across our organisation and over time improve the experience for our community.

We will ensure we are being respectful, considerate, and committed to our customers and are responsive to their needs.

The Customer Experience Strategy 2025-2028 is a three-year roadmap. It identifies three core areas of work which will be our focus over these three years:



PILLAR ONE

Understanding and empowering our customers



PILLAR TWO

Developing engaged and experienced people with the skills to serve



PILLAR THREE

Ensuring our business systems and processes support excellent service delivery.

The underpinning objectives are to:

- Enable innovation to simplify the customer experience and design processes that are efficient, transparent, and streamlined;
- Optimise the customer contact methods (channels), including digital (website, email, social media), face-to-face (customer service centres and other service points), phone (contact centre, council staff) and written correspondence to enhance timely resolution of customer requests;
- Develop capable, empowered and engaged people with the skills and knowledge to deliver on our customer centered approach;
- Evaluate and improve our performance by having clear performance indicators, measuring our progress against these targets;
- Be transparent about our progress against the strategy with our community; and
- Strengthen the way we capture and use customer information; to improve our knowledge about our customers, their needs and expectations.

Customer Service Commitment

Our customer service commitment defines our services standards.

We are committed to providing high quality, customer centered services to all our residents, ratepayers, businesses and visitors.

We have developed the following standards to provide an outline of how we will interact with you.

Our commitment to you

We will:

- adopt a courteous, professional, and friendly approach.
- ensure that our services, resources, and information are accessible and up to date.
- identify ourselves in all dealings with you.
- provide opportunities for you to provide feedback about our services and interactions.
- treat your dealings with Council with the utmost discretion.
- provide information, which is timely, accurate and responds to your request.
- keep you informed about Council policies, decisions, actions, services, and facilities.

Your requests

All requests received from our customers, including complaints are documented to ensure we accurately understand your request. We may ask clarifying questions.

We aim to give our customers our full attention when listening to you.

If we cannot resolve your enquiry at first point your request will be assigned to an appropriate department for action or response and be given a due date and time for that action to be completed.

If we are unable to fulfill your request within the due timeframe, we will contact you and keep you updated on the progress we are making.





Our communication

By Telephone

We will answer all calls promptly and aim to resolve enquiries where we can at the first point of contact. We will only transfer calls when the issue cannot be resolved at first contact.

When transferring your call, we will introduce you and pass on the information we have collected to the area that you have been transferred to.

When ending a call, we will leave a positive last impression and clarify any next steps or check to ensure we have resolved your request.

In Person

We will be professional in our engagement with you and take the time to understand your request.

We will wear a name badge to identify ourselves, so you know who you have spoken to.

We will treat you with courtesy and respect.

We will ask for assistance from another part of the business or our supervisor if we feel we need more support or cannot assist you with your enquiry.

Email / Written Requests

Written requests will be acknowledged and/or responded to within five business days.

A contact name, phone number and email address will be included on all outgoing correspondence, so you know who is managing your request.

Online

We will provide an accessible website for our customers.

We will ensure that all information is correct and relevant.

We will outline the range of customer service contact methods on our website.

How you can help us

You can assist Council in meeting its customer service standards by:

- providing complete, accurate and detailed information about the matter including your name and contact details when making a request.
- focusing on the facts of your request to ensure we have a clear understanding of the issue.
- treating our staff with courtesy and respect. Disrespectful conduct will not be tolerated.
- providing us with feedback after our engagement with you so we can learn and improve our services.
- being clear on your preferred method of contact such as email, telephone or mail and keeping your details up to date with us; and
- arranging an appointment or suitable time to meet with Council staff to discuss your application or concern if required.

You may choose to remain anonymous, but we will be unable to contact you to follow up with you on your request.

If you are specifically requesting enforcement support, Council may require specific information so that we respond and document the matter appropriately.

Improving our service

Moira Shire Council is committed to tracking and understanding our performance and improving and simplifying our processes to ensure continuous improvement.

If you feel that our service standards have not been met, please let us know by emailing info@moira.vic.gov.au

Social media

We also use a range of social media sites to share information, promote activities and events, connect with the community and to highlight engagement opportunities.

Whilst an option for comments is often provided on these posts, requests for service cannot be submitted via these channels.

How you can contact us

Moira Shire Council

PO Box 578, Cobram VIC 3643
03 5871 9222
133 677 (National Relay Service)

Call Centre Hours

Monday to Friday 8.30am – 5:00pm
moira.vic.gov.au
info@moira.vic.gov.au

Main Administration Centre

44 Station Street, Cobram
Office Hours: Monday to Friday 9.00am – 4:30pm

Customer Service Centre

100 Belmore Street, Yarrawonga
Office Hours: Monday to Friday 9.00am – 4:30pm
Closed daily between 12.00pm – 1.00pm

We are committed to being accessible to the community and will provide a telephone service that can capture information and requests outside normal business hours.

This after-hours service includes the ability to transfer to an on-call officer, however in cases of emergency please call 000.

Our offices hours change on public holidays and during extended periods over Christmas / New Year.

Strategy Development

The development of this strategy has been informed from feedback received from the community through our engagement processes, complaint mechanisms and our customer satisfaction survey results.

We must strengthen our customer service culture to ensure that customer service is the responsibility of all staff.

Our recent Local Government Victoria Community Satisfaction Survey has seen a decline in community satisfaction results, dropping 10 points in the 'Customer Service' index since 2021.

We are committed to providing better outcomes for our community and hope that through implementation of this strategy, we'll see an increase in these survey results in future.

Moira Shire Council is committed to growing and improving to meet and ultimately exceed our customer experience standards over the life of the Strategy.

The Strategy and its actions are intended to be reviewed every two years, so as to adjust to the changing needs and priorities of our community; to document completed actions and service improvements or adjust goals and actions to better meet service standards.



PILLAR ONE

Understanding and empowering our customers

OBJECTIVES

- Council will have an excellent understanding of its customer profile, its customer needs, the demand for its services and expectations on how they should be provided.
- Information and data will be collected through a range of feedback mechanisms, formal community engagement activities and complaints feedback to drive service changes and improvements.
- Customer insights will inform changes to service delivery.
- Empowering our residents, businesses and visitors with a range of self service options.

To achieve this goal, we will:

1.1 Create customer profiles and customer journey maps, to ensure we understand our community needs and to inform design of policy and processes.

1.2 Maintain our participation in the Annual Local Government Victoria Community Satisfaction Survey and share our results with the community.

1.3 Set clear and measurable key performance indicators, measure our performance against these standards and share our learnings with the community.

1.4 Ensure the community has timely access to information and simplifies options for engaging with Council.

1.5 Develop self-service capabilities that meet the needs of our customers.

PILLAR TWO

Developing engaged and experienced people with the skills to serve

OBJECTIVES

- All staff members in the organisation are equipped with knowledge and skills to achieve excellence in customer service and are provided with training and development to strengthen their performance.
- All staff members demonstrate a mindset of empathy and responsiveness when interacting with our customers.
- We ensure that our customer voices are heard, their concerns are addressed promptly, and their overall experience with Council is positive.

To achieve this goal, we will:

2.1 Design and implement a Customer Experience training program for the organisation that includes customer service excellence and complaint handling training.

2.2 Create Customer Experience leads across the organisation to apply and promote business excellence and customer focus within their teams.

2.3 Review the Customer Service Guidelines to ensure expectations of staff behaviour and performance are clear so we are consistent in our service.

2.4 Develop the Moira Knowledge Base to continue to build on the high first point resolution standards in the Customer Experience Team.

PILLAR THREE

Ensuring our business systems and processes support excellent service delivery

OBJECTIVES

- Our systems are designed to take advantage of emerging technology to improve the customer experience.
- Business and customer processes, practices and policies have been reviewed, simplified and streamlined taking into consideration the customers perspective.

To achieve this goal, we will:

3.1 Review our customer request management (CRM) system and make enhancements to the system that will improve the system functionality, integration, use and data quality.

3.2 Develop meaningful and comprehensive tracking dashboards that measure our performance for all methods of contact (CRM, telephone, correspondence, online, counter) and track performance against our KPI's.

Action Plan

#	Action	Resources	Year
PILLAR ONE			
1.1	Create customer profiles and customer journey maps, to ensure we understand our community needs and to inform design of policy and processes.	• Communications and Engagement • Customer Experience	Q3 – 2025
1.2	Maintain our participation in the Annual Local Government Victoria Community Satisfaction Survey and share our results with the community.	• Communications and Engagement	Annually
1.3	Set clear and measurable key performance indicators, measure our performance against these standards and share our learnings with the community.	• Communications and Engagement • Customer Experience	Q1 – 2025
1.4	Ensure the community has timely access to information and simplifies options for engaging with Council.	• Customer Experience • Communications and Engagement	Q4 – 2025
1.5	Develop self-service capabilities that meet the needs of our customers.	• Communications and Engagement • Customer Experience	Q3 – 2025
PILLAR TWO			
2.1	Design and implement a three-year Customer Experience training program for the organisation that includes customer service excellence and complaint handling training.	• People and Culture • Customer Experience	Q2 – 2025
2.2	Create Customer Experience leads across the organisation to apply and promote business excellence and customer focus within their teams.	• People and Culture • Customer Experience	Q2 – 2025
2.3	Review the Customer Service Guidelines to ensure expectations of staff behaviour and performance are clear so we are consistent in our service.	• People and Culture • Governance	2025
2.4	Develop the Moira Knowledge Base to continue to build on the high first point resolution standards in the Customer Experience Team.	• Customer Experience • All organisation	2025 – 2027
PILLAR THREE			
3.1	Review our customer request management (CRM) system and make enhancements to the system that will improve the system functionality, integration; use and data quality.	• Governance • Customer Experience • Business Transformation Group	2025
3.2	Develop meaningful and comprehensive tracking dashboards that measure our performance for all methods of contact (CRM, telephone, correspondence, online, counter) and track performance against our KPI's.	• Governance • Customer Experience • Business Analysts	2026 – 2027

Evaluating the Strategy

We will monitor and review this strategy.

Regular analysis of our performance will play a pivotal role in keeping staff and community connected and aware of our results against our key performance measures and objectives to ensure we are fulfilling our customer commitments and the goals of this strategy.

Success will be measured by:

- Customer Satisfaction Surveys: Gathering feedback directly from customers to gauge their satisfaction levels and seeing an increase in overall satisfaction and a decline in dissatisfaction.
- Seeing a positive improvement in our Key Performance Indicators (KPIs) that measure the customer experience.
- Seeing a positive change in our Annual Community Satisfaction Survey results.





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