

# **CUSTOMER EXPERIENCE STRATEGY 2025-2027**

**Moorabool Shire Council**

*We embrace our natural environment and lifestyle options to create  
an inspiring place for everyone to live, work and play*

## Contents

|                                        |    |
|----------------------------------------|----|
| In this strategy.....                  | 2  |
| Message from the Mayor and CEO.....    | 3  |
| How this strategy was developed.....   | 4  |
| Our journey so far .....               | 5  |
| About our Customer Charter.....        | 5  |
| Who are our customers?.....            | 6  |
| How you contact Council.....           | 8  |
| Our principles: .....                  | 9  |
| Our key focus areas for 2025-27.....   | 9  |
| Our three year action plan: .....      | 10 |
| How we will measure our progress ..... | 11 |
| Appendix (Customer Charter).....       | 13 |

Council respectfully acknowledges the Traditional Owners of the land, which include the Wurundjeri Woi Wurrung, Wadawurrung and Dja Dja Wurrung people. We pay our respects to the Elders past, present and emerging.

## Message from the Mayor and CEO

Moorabool Shire's population is rapidly growing. Our picturesque surrounds, vibrant community, and great location are attracting new residents and investment, and our population is set to double over the next twenty years.

At the same time our population is growing; our world is changing significantly. Trends like urban sprawl, the prevalence and use of digital technology, extreme climate events, and higher expectations from customers are all contributing to the need to redesign our services.

If we are to create a safe and prosperous future for Moorabool Shire we need to work together to understand the needs and aspirations of residents, businesses and visitors so that Moorabool Shire Council can provide the services and advocacy that are needed, and do that in an inclusive, consistent, reliable, efficient and seamless way.

A review of our existing Customer Experience Strategy was an important action in the Council Plan 2021-2025. Reviewing our strategy helps us to ensure we are delivering services that meet our community needs.

We have made a lot of progress since introducing the Customer Experience Strategy in 2020. We now have a better understanding of our customers and have made headway in transforming the way we delivery services which has proven to support our community based on feedback received via our Voice of Customer program.

As our shire continues to grow it is important that we continue to build on the way we delivery services.

This new strategy outlines not only our vision but what we are going to do to embed that vision and provide the best possible outcome for our customers.

Cr Paul Tatchell

Mayor

Derek Madden

Chief Executive Officer



**WHY DO WE NEED A CUSTOMER EXPERIENCE STRATEGY?**

The Customer Experience Strategy defines how Council will design and deliver service experiences that are consistent, reliable, inclusive, easy to use, and meet the needs and expectations of our customers.

**WHAT IS CUSTOMER EXPERIENCE?**

Customer experience is the overall experience customers have at Council. Customer experience is offered by everything we do, including customer service, customer communications, the services we offer and how we offer them.

**WHO ARE OUR CUSTOMERS?**

Our customers are anyone who interacts with us or uses our services - that includes residents, ratepayers, businesses, investors and visitors.

## How this strategy was developed

This Customer Experience Strategy was informed by several research pieces conducted with customers and staff to achieve a data and customer driven strategy.

Research and data included:

- A review of the 2020-2021 Customer Experience Strategy
- 302 surveys completed by customers who had used Moorabool Shire Council services (through our Voice of Customer program)
- 135 surveys completed through our community engagement portal ('Have your say on the Customer Experience Strategy')
- Information drawn from our annual telephone survey of 400 Moorabool Shire residents (the Community Satisfaction Survey 2024)
- Workshops held with 60 staff from a variety of departments including our front-line teams, management teams and Council's Executive team to obtain staff feedback on how we deliver customer experiences and potential areas for improvement
- Demographic analysis via profile.id (<https://profile.id.com.au/moorabool/>)

The core elements and direction of the strategy have been developed using the results of the above and through co-design with staff from a range of high-volume services.

## Our journey so far

The Customer Experience Strategy 2020-2021 outlined the need for Council to increase our online options, provide clearer, consistent, and timely responses, provide better tools for our staff as well as provide staff insights on the customer experience.

Since then, we have built on these foundations to improve the customer experience journey, based on insights which identified areas for improvement. These included:

- Reviewing and updating the Customer Charter
- Setting service levels for our most frequently used services
- Investing in customer-centric training programs for the organisation to provide our customers improved service quality and building a more customer-focused culture
- Developing and implementing a Voice of the Customer program and listened and learned through this program, which allows customers to tell us how we performed when dealing with their customer service request

We also improved our digital offerings, including:

- Implementing a new customer request system which helps staff make interactions smoother, more personalised and responsive, enhancing overall customer experience and satisfaction
- Implementing almost 30 new online forms, which makes it easier for customers to do business with us online and at a time that suits them
- Reviewing, updating, and creating new website content for our high-volume visited pages to make them more customer-friendly
- Making our website easier to navigate so customers can easily find what they are looking, including implementing a Pay /Report/ Apply buttons on the homepage
- Providing live chat on the website as a new contact channel for customers.

## About our Customer Charter

The Customer Charter was developed as an action of the Customer Experience Strategy 2020-2021.

The Charter outlines our promise and goals when it comes to our customer service:

**Our Promise:** Moorabool Shire Council provides more than 220 services to the Moorabool Shire community. We are committed to designing and delivering services that are consistent, inclusive, easy to use and meet the needs of our customers as well as regularly share how we are doing.

**Our goals:** To understand our customers needs, make it easy to deal with us, do what we say we will and keep customers updated.

See our Customer Charter – [Appendix 1](#)

## Who are our customers?

Key traits of some of the segments of our community are:



**Pridhee & Amit** are a couple in their thirties who have moved to Moorabool to raise their young family. Their eldest child attends Darley Kindergarten and they use occasional care for their youngest when Amit and Pridhee are rostered on at the same time. They love going to the park or playground as a family but are concerned that sometimes dog owners do not leash their dogs in the area.

**Shae** is a single Mum in her forties with a teenage daughter. She moved to Ballan for the lifestyle and lower cost-of-living. She spends a lot of time on the road driving her daughter to activities and is concerned about the state of the roads between Bacchus Marsh/Ballan and her home. Her daughter has been struggling, and Shae is keen to get help but does not know where to go.



**Dora** is a widow living in a retirement village in Bacchus Marsh. Her children have all moved out but is regularly visited by her daughter who has a disability. It is important for Dora to be able to get around town with her daughter as they visit the library regularly to borrow books and have a chat to the friendly staff, she also participates in the knitting club in the library.

**Robyn & John** have a hobby farm near Bungaree. Since their kids left home, Robyn and John have spent more time getting involved with the local community. Robyn is the events coordinator with her local small business networking group and is responsible for liaising with the Council for use of community rooms. John has set up a side business restoring farm machinery.



Over the past 3 years, customers have contacted Council

# 245,000+ TIMES

## How customers contacted Council:

|              | 2022   | 2023   | 2024   |
|--------------|--------|--------|--------|
| Digital form | 2,953  | 4,339  | 6,884  |
| Email        | 16,069 | 13,070 | 13,214 |
| In-person    | 9,454  | 12,440 | 12,251 |
| Phone        | 63,475 | 58,222 | 44,020 |

## Top reasons customers contacted us:



ROADS



RATES



WASTE



BUILDING &  
PLANNING



ANIMALS, PARKING  
& LOCAL LAWS

**60%** of customers would prefer to interact with Council online#

**73%** of our customers are extremely satisfied with our overall service\*

**74%** of customers say they would speak positive about their experience with Council\*

**71%** of our customers say we make it easy for them to deal with us\*

**73%** of our customers say we dealt with their issue the first time and did not have to follow up\*

**77%** of our calls were answered within 1 minute with our average speed of answer being 45 seconds^

#Have your say - Customer Experience Strategy

\*Voice of the Customer program 2024

^Call centre software stats

## How you contact Council

Our customers are as diverse as the services we offer, and they contact us for a range of different reasons, and each have varying needs.

Council's role as a service provider and regulatory body can create situations where not all customer requests will be satisfied. In saying this Council does have an obligation to provide customers easy, convenient and equitable channels to access services, make requests and obtain assistance.



Website: [moorabool.vic.gov.au](https://moorabool.vic.gov.au)



Email [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au)



Phone [5366 7100](tel:53667100) Monday to Friday 8.30am-5pm



Mail PO BOX 18, Ballan, Victoria 3342.



In person

**Principal Office – 15 Stead Street, Ballan**

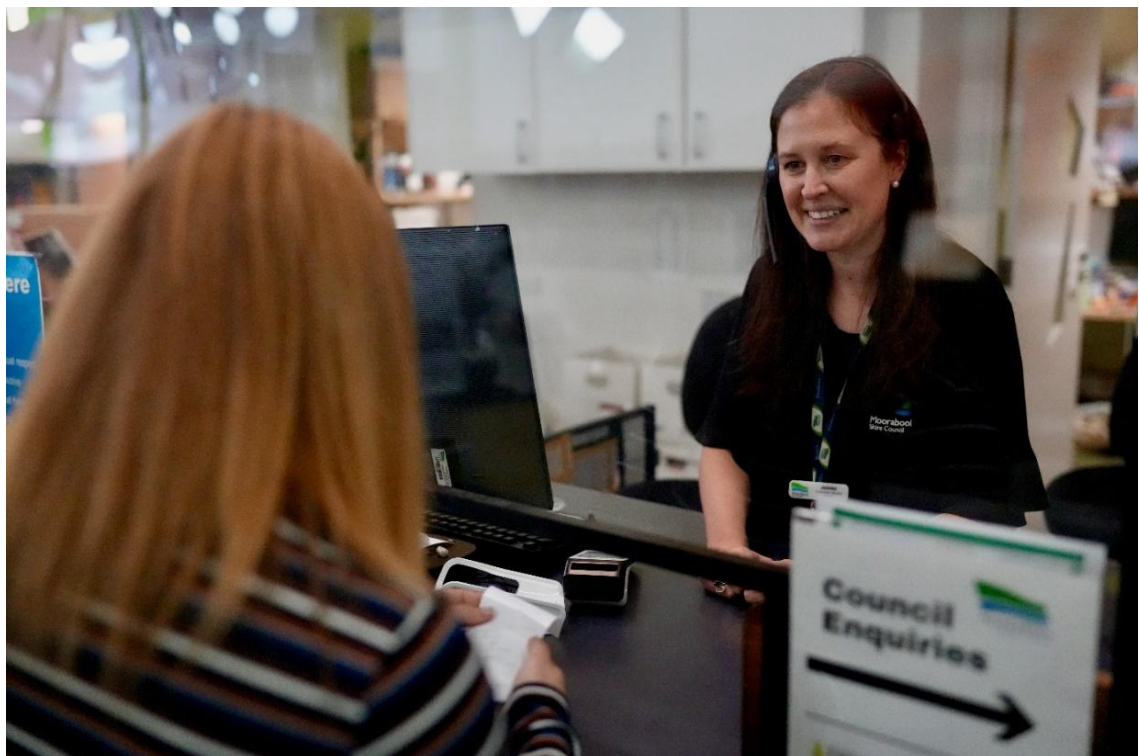
Monday - Friday 8.30am-5pm

**Darley Civic and Community Hub, 182 Halletts Way, Darley**

Monday-Friday 8.30am-5pm

Lerderderg Library, 215 Main Street, Bacchus Marsh

Monday - Friday 8.30am-5pm, Saturday 9am-2pm



## Our principles

- **Customer-centric design:** we will use the insights we get from listening deeply to customers and use them to redesign our services, processes, documentation, information, and communication channels.
- **Choice:** we will improve the breadth, quality, accessibility and useability of our online information and services so that customers can choose to interact with us digitally as well as being able to call, write, or visit us in person
- **Transparency and accountability:** we will measure, monitor, and report on our progress towards becoming more customer-centric (see “How we will measure our progress” on page 12)
- **Collaboration:** we will establish formal mechanisms to ensure that we collaborate across the organisation to solve customers' problems, showcase results, and foster culture change
- **Staff wellbeing:** we will design our services to provide a good employee experience, as well as a good customer experience.

## Our key focus areas for 2025-2027

We have taken what we have learned and revised our strategy to guide our activities over coming years.

Our focus areas:

1. **Listen:** Continue to listen and understand our customers through research and community consultation
2. **Design:** Design and improve services by prioritising insights, needs, and areas for improvements from that listening and engagement
3. **Deliver:** Deliver every day on our customer charter and provide a consistent experience across all channels
4. **Measure:** Measure and communicate our performance
5. **Build:** Build and sustain a customer centric culture worth celebrating.



## Our action plan

| Focus area              | Initiative                                                                                                                                                                                                                             | Final delivery |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>1. Listen</b>        | 1.1 - Continue to listen and act on the Voice of Customer program feedback                                                                                                                                                             | 2027           |
|                         | 1.2 - Leverage Voice of Customer results for informed decision-making                                                                                                                                                                  | 2027           |
|                         | 1.3 – Identify and discuss internal continuous improvement initiatives                                                                                                                                                                 | 2027           |
|                         | 1.4 – Listen and understand our community demographics and how they inform our customer personas                                                                                                                                       | 2027           |
| <b>2. Design</b>        | 2.1 - Design and implement additional online forms to allow customers to self-serve via the website                                                                                                                                    | 2027           |
|                         | 2.2 - Review our most used services and design process improvements including journey mapping where appropriate                                                                                                                        | 2027           |
|                         | 2.3 – Consider new and innovative ways of supporting and enhancing the customer experience e.g. leveraging artificial intelligence (AI)                                                                                                | 2027           |
|                         | 2.4 – Review and update our customer personas with regards to our changing shire demographics                                                                                                                                          | 2027           |
|                         | 2.5 – Review our Customer Charter and associated service commitments and design refreshed charter in line with the review                                                                                                              | 2025           |
| <b>3. Deliver</b>       | 3.1 – Update and roll out the new Customer Charter and associated service commitments                                                                                                                                                  | 2026           |
|                         | 3.2 – Update the customer service knowledge database to allow increased first contact resolution and investigate improvements                                                                                                          | 2026           |
|                         | 3.3 – Continue to improve the customer online portal MyMoorabool to increase customer self-service options                                                                                                                             | 2026           |
|                         | 3.4 – Implement and promote smartphone application technology to allow customers to make reports and receive council communication via the app.                                                                                        | 2026           |
|                         | 3.5 – Update our complaints management policy and procedure                                                                                                                                                                            | 2027           |
| <b>4. Measure</b>       | 4.1 - Implement the new CX strategy and report on delivery                                                                                                                                                                             | 2027           |
|                         | 4.2 – Review and improve customer experience reporting to the public for transparency                                                                                                                                                  | 2026           |
|                         | 4.3 - Continue to report and communicate on performance internally                                                                                                                                                                     | 2027           |
|                         | 4.4 - Measure frontline performance against our customer service quality assurance framework                                                                                                                                           | 2027           |
|                         | 4.5 – Support and enhance our brand through excellence customer experience                                                                                                                                                             | 2027           |
| <b>5. Build Culture</b> | 5.1 - Continue to train and upskill our staff on customer centric outcomes and investing in more customer focused training programs e.g. ensure adequate training to staff to close off customer requests in a timely, appropriate way | 2027           |
|                         | 5.2 - Communicate internally - celebrate successes and share customer insights and stories, and bring customer experience to leadership meetings                                                                                       | 2027           |
|                         | 5.3 – Identify council officers as customer champions to run focus groups on improving performance within each area to align with our commitments.                                                                                     | 2025           |
|                         | 5.4 – Encourage teams to collaborate and understand other Council departments                                                                                                                                                          | 2025           |
|                         | 5.5 – Explore opportunities to enhance our customer performance outcomes by promoting the importance of providing excellent customer service both internally and externally.                                                           | 2026           |

## How we will measure our progress

Tracking our progress is vital to ensure we are delivering in line with community expectations.

We will track our performance in the following areas:

| Area of focus                                                                  | Measurement to be used                                                                           | Strategy targets by 2023 (2020-21 Strategy delivery) | 2025-2027 Strategy targets |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------|----------------------------|
| <b>User satisfaction with overall Council performance</b>                      | % of surveyed users satisfied or very satisfied with overall Council performance                 | 56%                                                  | 75%                        |
| <b>User New Positive Sentiment Score</b>                                       | % of surveyed users who would speak positively about council scoring a 9 or 10 out of 10         | NEW*                                                 | +15                        |
| <b>User Net Ease Score</b>                                                     | % of surveyed users satisfied or very satisfied with the ease of getting their enquiry resolved. | NEW*                                                 | 75%                        |
| <b>User Effort Score</b>                                                       | % of surveyed users who got their interaction resolved without having to follow up.              | NEW*                                                 | 75%                        |
| <b>First contact resolution</b>                                                | % customer interactions resolved at the first point of contact                                   | 53%                                                  | 75%                        |
| <b>Availability of digital forms</b>                                           | what % of our forms are available online                                                         | NEW*                                                 | 90%                        |
| <b>Availability of our results to the public</b>                               | How many data sources are available on the public website that shows transparency of our results | NEW*                                                 | 3                          |
| <b>Successful implementation of smartphone application</b>                     | How many users have installed the application                                                    | N/A                                                  | 1000 users                 |
| <b>Successful implementation of improvements to the customer online portal</b> | How many users have created an online portal account                                             | N/A                                                  | 2000 users                 |

\*Targets created for the 20/21 strategy

## Appendix 1 – Customer Charter (current – to be reviewed in 2026)

# Our commitment to you.

Customer Charter



## Our promise.

Moorabool Shire Council provides more than 220 services to the Moorabool Shire community.

We are committed to designing and delivering services that are consistent, inclusive, easy to use and meet your needs.

And we regularly share how we are doing.



## Our commitments.

1

**We understand  
your needs.**



We work hard to understand what matters to you most.

2

**We are easy to  
deal with.**



We design our services to give you a great experience, and to help you quickly and simply complete your transaction.

3

**We do what we  
say we will.**



We earn your trust by how we act and what we do.

4

**We keep you  
updated.**



We explain what we will do and keep you updated until we resolve your enquiry.



## We understand your needs.

We continue to seek your feedback.

We find new and innovative ways to best serve you.

We use your feedback to help us improve.

We design our services to give you a great experience, and to help you quickly and simply complete your transaction.

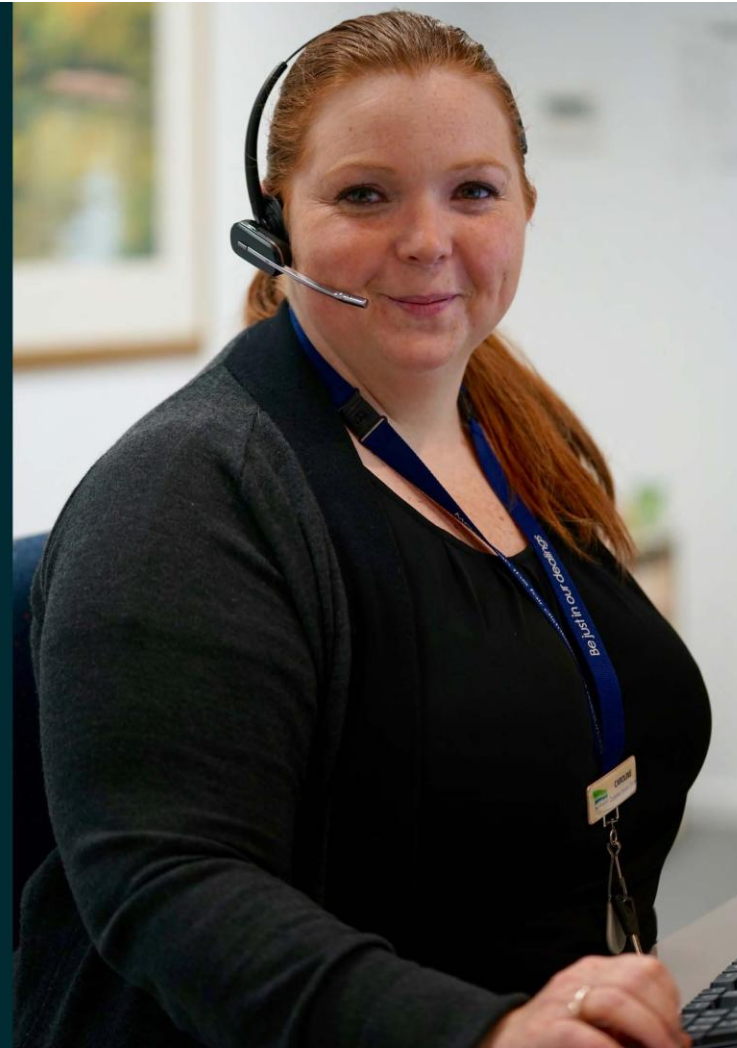
# We are easy to deal with.

We provide contact options that suit your needs:

- telephone
- online
- livechat
- website
- letter
- social media
- face-to-face

We supply comprehensive, accurate and up-to-date information online for you to complete your enquiries and transactions.

We review our services to ensure they give you the best experience and meet your needs.





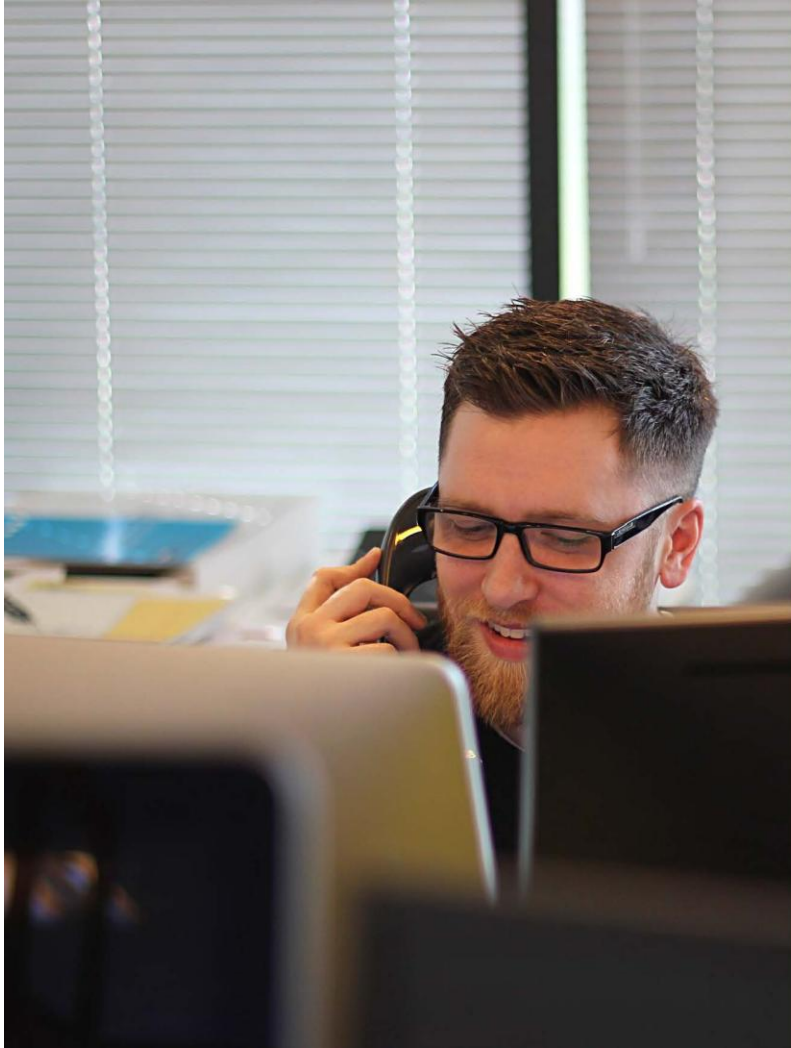
## We keep you updated.

We take the time to listen and understand your enquiry.

We share what will happen next, and if there is anything you need to do.

We provide you with an expected response timeframe for your enquiry.

We explain the reasons for our decisions.



## We do what we say we will.

We deliver our services within the stated timeframe.

We explain why something is taking longer than anticipated.

We will try our best to contact you via your preferred channel, where possible.

We clearly explain our next steps if things don't go to plan.

## We are regularly tracking our performance.

Our performance against our customer commitments is important to us. Where we can, we track how consistent, reliable, and easy to use our services are.

Each quarter we report how we are tracking publically on our website.

We regularly expand the list of services that we track and report on.

We often ask for your feedback on how we did, using that data to help shape our process improvements.



## We respond to your concerns.

If you aren't happy with our performance, you can submit a complaint via:

- telephone
- online
- website
- letter
- face-to-face



# **We improve every day and have plans for the future.**

We are working on a new customer portal.

We are digitising forms online, so you can get in contact, register for a service, or request a bin - when you want, how you want.

We are constantly reviewing our systems to find new ways to improve your experience.

We are always looking for new ways to be more transparent on what we are doing.

As we strive to always be better, we are exploring new ways to be more accessible and inclusive.



## Get in touch.

**Website:** [www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au)

**Live chat:** [www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au) – available from 9.00 am to 4.30 pm weekdays, excluding public holidays.

**Call us:** 03 5366 7100

We are open from 8.30 am to 5.00 pm on weekdays – public holidays excluded. If your call is urgent and out of office hours, we have an after-hours phone service available.

### Visit us:

15 Stead Street, Ballan – 8.30 am to 5.00 pm, Mon- Fri.

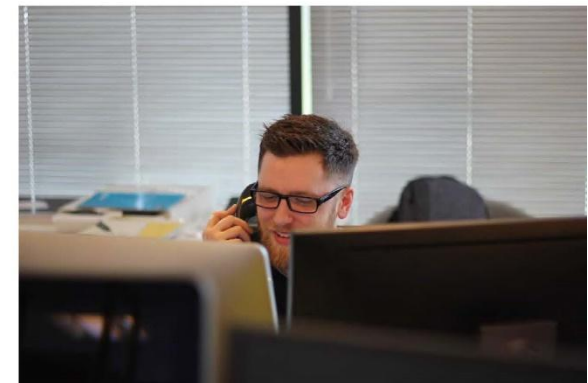
Lerderderg Library, 215 Main Street, Bacchus Marsh – 8.30 to 5.00 pm Mon- Fri; and 9.00 am – 2.00 pm Saturdays.

Civic & Community Hub, 182 Halletts Way, Darley – 8.30 am to 5.00 pm, Mon- Fri.

**Write to us:** PO Box 18, Ballan Vic. 3342

**Fax:** (03) 5368 1757

**Email:** [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au)



## Get in touch.

**National Relay Service:** If you are deaf, have a hearing or speech impairment you can call through the National Relay Service (NRS):

- TY users can phone 133677 then ask for 03 5366 7100
- Speak & Listen (speech-to-speech) users can phone 1300 555 727 then ask for 03 5366 7100
- Internet relay users can connect to NRS on [nrschat.nrscall.gov.au/nrs/internetrelay](https://nrschat.nrscall.gov.au/nrs/internetrelay) then ask for 03 5366 7100

**Victorian Interpreting & Translating Service (VITS):** VITS qualified interpreters provide on-site, telephone, and video interpreting services.

- For interpreting bookings, call 03 9280 1955
- For translating services call 03 9280 1941

## Background

The Customer Charter was developed with feedback received through the Customer Satisfaction Survey. As well as through engagement with our community during the development of the Community Vision 2030.

With the assistance of this feedback, we were able to establish a Charter that captures our aspirations, goals, and standards to determine the best way we can serve our community and continue to improve.

The Charter and our Customer Commitments will continue to evolve through continued feedback received from you - our customers.



# Thank you.



@mooraboolshirecouncil



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@mooraboolshire



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[www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au)



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