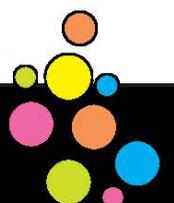




Moreland City Council

Customer Service Strategy 2014-2018



Message from the Mayor



Cr Lambros Tapinos

I am pleased to announce the Moreland City Council Customer Service strategy for 2014-2018.

Moreland City Council's core purpose is to serve the community. The ways in which we deliver our services have to change and remain contemporary, particularly as technology changes. However, we must never lose sight of the unique and diverse nature of the community. With many culture and language groups of different ages and newness to Australia, we must be sensitive and accommodating to those special needs.

We use all the tools – digital and otherwise – to bridge the language gap, from multilingual pages of websites to translation services and video calls to citizens services officers.

We know the community uses our services extensively and expects a lot from us.

Our service commitment as outlined in our 'Customer Service Charter' will continue to strengthen our connection to the community through day to day interactions on the telephone, face to face via web chat on our internet site or through a Facebook post or by letter.

Moreland's Values underpin the approach we take to our work in serving the community. Indeed the first value is 'Customers and Community First'. Our aim is to turn these words into every day actions by every Moreland employee.

We are already doing a good job but are keenly aware that the world is changing quickly and that we must continuously improve to keep pace. This strategy provides Moreland with the foundation principles and a guide to achieve this sustainably into the future.

Message from the CEO



CEO Peter Brown

This strategy is based on a detailed knowledge of the community we serve and the changing nature of our interactions with citizens. It also recognises the great advantages offered by technological innovation to provide services and answers to customers who increasingly want service immediately and around the clock using different technology platforms

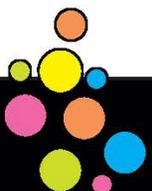
We know we must deliver on these new customer expectations and find ways to do so that is both efficient and multifaceted in order to remain accessible to our diverse community.

With our organisational values as our guide, we aim to provide the best possible customer service experience to the great range of citizens who contact us.

This strategy is grounded in experience and understanding. not just of the Moreland community but Council as well. It builds on the work we have done and will take us forward.

We now have an array of technology solutions to meet customer needs regardless of which communications strand they use to contact us.

This new technology will enable consistent responses at first point of contact. Citizens Service Officers will be able to deal effectively with customers due to a planned 'One View' system which will provide them with all the relevant



information about the person and the issue at a glance. Naturally our response times will also improve and as a result we expect that customer satisfaction will too.

We should not be worried about becoming 'victims of our own success'. You cannot be too good at delivering for the community.

I know Moreland staff will rise to the challenges set out by this new strategy. I have great faith in our creativity, adaptability and professionalism to deliver cutting edge customer service.

I look forward to these positive changes and believe the success of the implementation will be driven by continuous improvement enhanced by our professional, open minded and innovative approach to change and adaptability.

Introduction

The world of customer service has changed. Customers are generally well informed, well connected to information sources, have higher expectation about service, and are using technology to access and transact with service providers. We need to respond to these changes.

Customers are creating content themselves, becoming more involved in public service design and delivery as well as e-democracy initiatives and demanding the kind of interaction with the public sector they enjoy from the private sector both in person and online.

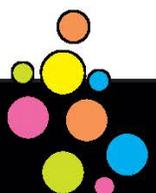
We need to be innovative in customer service and make significant progress towards self-service, move transactions online and free up resources to enhance engagement with our community in other areas.

Development of this Customer Service Strategy reflects Council's desire that *Moreland community has access to responsive services*, as listed in the Council Plan 2013-2017 under the theme Civic Leadership.

The strategy also outlines the key actions and focus areas required to achieve our service promise in our Customer Service Charter.

The three main approaches in this strategy are:

1. A new Customer Centred Improvement Model which will be driven at the Service Unit (functional) level.
2. Cross functional and organisational focus areas.
3. A centralised customer service touch point model.



Our Values

Our leaders will set the example and our employees will strive to embed these values into our everyday work so collectively we can achieve our goals.



These values underpin the way we interact with each other as internal customers and determine how we behave in providing services for our community.

Service is ultimately what Council exists to do - to provide services to our customers and community.

Service is a function provided by all of us in our everyday roles across Council. Customer service is not just the responsibility of front line employees; it is a responsibility of all.

Our Vision for Customer Service

We deliver important services to a great community, through people who enjoy their work and are proud to work for Moreland.

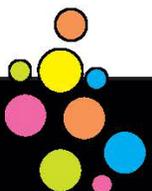
In the 2013-2017 Council Plan being a responsive organisation has been set as a priority.

Read the Council Plan here: [Council Plan 2013-2017](#)

Our Service Principles

These principles together with our values guide the delivery of an excellent service:

1. When delivering services we represent Moreland Council and we are proud of the service we provide.
2. Our services are of the highest quality possible, this is achieved through a culture of continuous improvement, giving customers an experience that respects their needs, manages their privacy and leaves them feeling satisfied with the interaction.
3. We will set, manage and communicate expectations for our internal and external customers (and support each other to deliver these expectations).
4. Our enforcement role is undertaken respectfully, our processes and decision making are transparent and consistent.
5. Complaints are taken seriously and used to improve service quality.



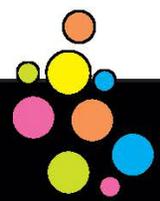
6. Our services are easy to use, requests and queries can be completed over the counter, through the telephone, the internet and via mobile devices.
7. The services we deliver are accessible to our diverse community.

The introduction of service standards and measures alone will not improve service. Leading and modelling a culture of good customer service depends on our leaders who empower their employees to meet the needs of customers through clear sense of direction and purpose. By recognising and rewarding performance, modelling the values and behaviour and supporting the employees through change we will create a positive organisational culture.

Our employees are crucial in shaping an outstanding service culture. If encouraged and supported they will provide feedback and suggestions to improve service systems, policies, processes and technology.

Who are our Customers?

Being a complex and diverse organisation, Council has several different customers which can have different needs and expectations. Often these needs need to be balanced between the different types of customers. We may not be able to fully satisfy a certain customer group due to needs of another. The diagram below outlines our different customer types and some of their needs which is not by any means exhaustive.



Council's Customer Centred Service Improvement Model

The Customer Centred Service Improvement Model is a system that will provide a process to create sustainable improvement in our service delivery. It aligns our strategic objectives and is based on a continuous improvement model which is tried and tested in many business environments.

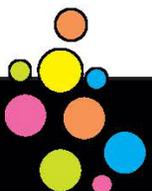
This will be implemented at the Service Unit (functional) level following customer satisfaction reports, results such as the Department of Transport, Planning and Local Infrastructure (DTPLI) annual report, our own customer service surveys and through the use of customer journey mapping and tools such as mystery shopper. It aligns with the MoreValue process and our values, vision and service principles. This will form part of our Service Unit Planning (SUP) process and actions falling out of this model will feed into SUPs.



Cross Functional & Organisational Focus Areas

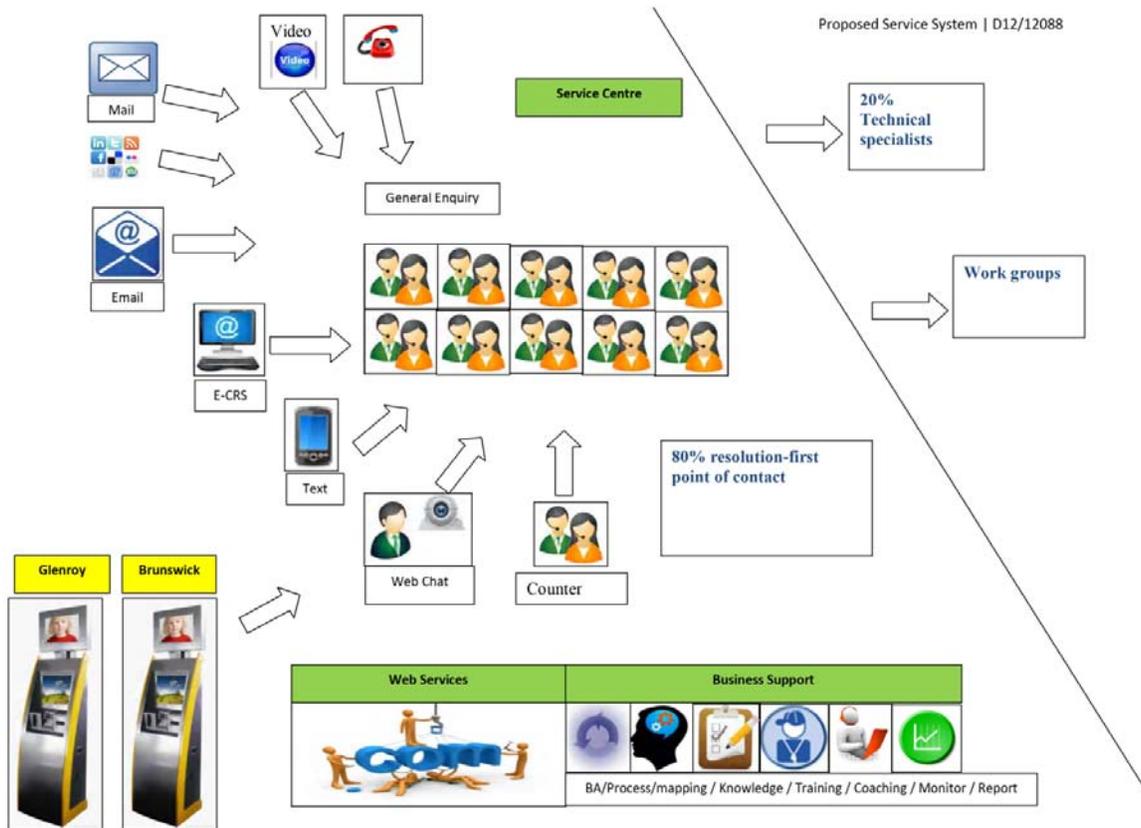
Council must focus on delivering value for money services and put the customer at the heart of all that we do. In order to work towards our goals we will also focus on the key areas below:

1. Our strategic objectives will align to customer needs which will be reflected in our planning framework.
2. A continued mind shift is required so that customer service is seen as a priority for the whole of Council – services are based around the needs of customers not the convenience of service providers.
3. We will ensure that employees are aware of, committed to and capable of delivery of our Customer Service Charter and this strategy.
4. We will leverage off technology to ensure we can meet expectations, reduce customer effort and increase internal efficiencies.
5. We will focus on and improve our organisational responsiveness to customers. Customer information needs to be recorded and accessible **ANYWHERE, ANYTIME** by **ANYONE** so that the **RIGHT INFORMATION** is available for the **RIGHT** people at the **RIGHT** time.
6. We will ensure we communicate with customers throughout interactions and focus on resolving their reason for engaging with Council.
7. We will continue to improve the methods by which customers can engage with Council including via online means in order to reduce effort and promote self service.
8. It is imperative that we develop a deeper understanding of our customers' expectations and needs.
9. We will improve our management reporting both across Council and to the community.
10. We will ensure customers can interact with Council at the times they choose to.



Centralised Customer Service Touch Point model

We will also work to centralise our customer service touch points where possible. Centralising the customer service touch points will ensure consistency of response and support resolution of customer matters at first point of contact.



Deploying more advanced contact centre and digital technology will enhance the customer service and experience.

Developing 'one view' of and for the customer will assist self service and result in improved response times and more informed employees and customers (CRM).

The service model proposed is a centralised model with communication from customers received via the web and the contact centre for triage and resolution, the aim is to resolve 80% of contact at that first point.

This will enable the business to focus on delivering the outcomes in the Council action plan and to be interacting with customers on more complex and technical matters and proactively engaging with our community.

A combination of culture change, process improvement and a centralised service model with increased self service for customers, supported by some technology solutions will free up resources to be more proactive, to focus on planning for the future, planning projects and working collaboratively. We will have time to take a case management approach to working with customers and give ourselves the space to engage with the community and to better support community outcomes.

This is a strategic change and if executed well will support customer service now and into the future. It is not a siloed approach but an organisational response to customer service underpinned by the customer centred service improvement model. This service model will require different resourcing to the current dispersed model; it will require different roles in the team and it will take time to build.

Coaching, monitoring and training of customer service employees is critical. The customer service team, those who are responding at first point of contact, require an environment that is 100% focussed on resolution, employee feedback and operationally managing customer contact for the organisation.

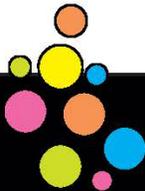
Key Performance Measures

It is said if you can't measure it you can't manage it. These measures reflect the customer experience at Moreland. Reporting and discussing these in teams will keep us focussed on the main prize, improving customer service.

Type of KPI	Measure	14/15	15/16	16/17-17/18
Citizen Services Branch KPI	% first point contact resolution	70%	75%	80%
Organisation KPI	acknowledge contact	Improving	As per Charter	As per Charter
Organisation KPI	Customer Satisfaction	Improving	Improving	Improving/Stable
Corporate KPI	% payments made via internet or phone	70%	80%	90%
Organisation KPI	% CRS actioned in time	>90%	>95%	>97%
Corporate KPI	Customer satisfaction	80% (DPCD)	85% (DPCD)	90% (DPCD)

Key Related Strategies

- Digital Strategy
- Social Media Strategy
- IT Strategy
- Organisational Effectiveness Strategy



Conclusion

Being a responsive organisation has been set as a priority for this Council and this is reflected in the 2013-2017 Council Plan.

As individuals and together we can build on the strengths of Moreland. That is our people, our integrated systems and our passion for service.

Putting the focus on the customer, redesigning our internal processes and a new service model will ensure sustainable success. Using a continuous improvement model as detailed in this strategy and working with people, process and technology will support us to move from being a good organisation to being a responsive Council providing excellent service and exceeding our customers' expectations.

Internal References

Title	TRIM Reference
Customer Service Strategy 2012	D14/40609
Moreland Executive Team Brief/Strategy Costing	D14/40621
Council Report	

Document Control

Version	Change	Author	Date Adopted	TRIM Reference
1.1	Update to 2012 Strategy that Council officers were working to	MCOLE		D14/040609

