



Latrobe City
Customer Experience
Strategy 2021–2025



*Latrobe City Council acknowledges
that it operates on the traditional land
of the Braiakaulung people of the
Gunaikurnai nation and pays respect
to their Elders past and present.*



“

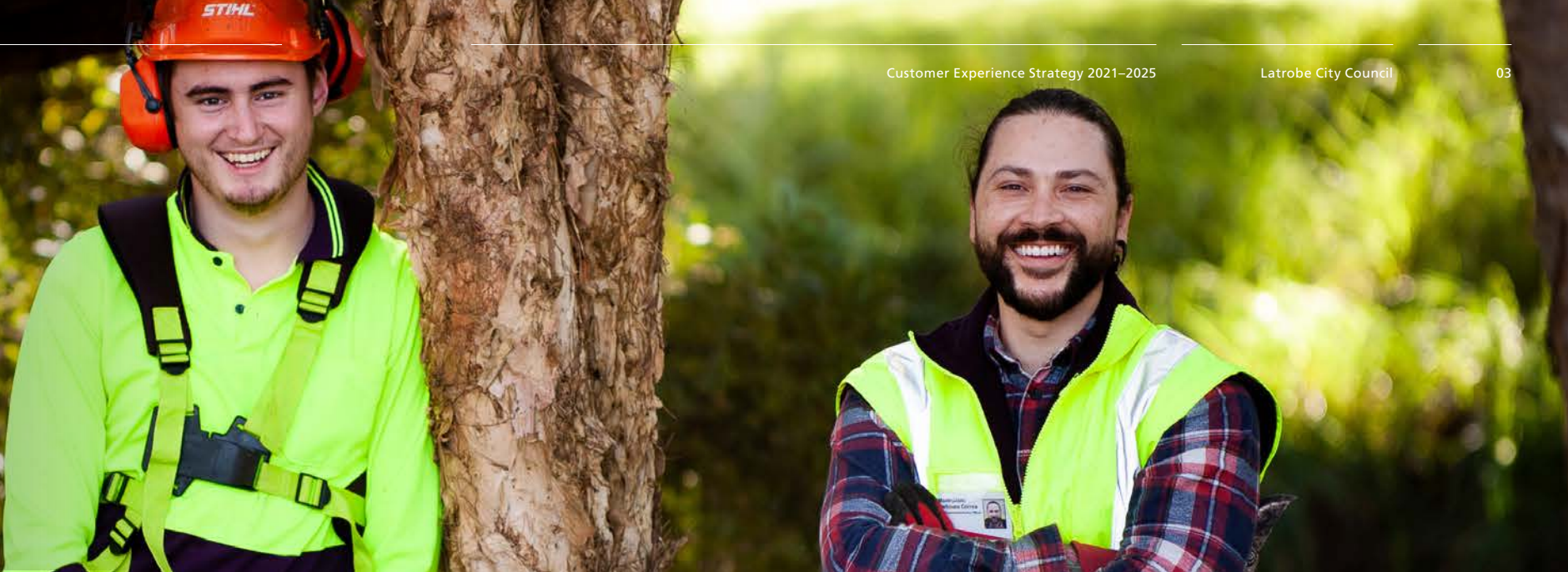
"To me, customer service means taking the time to carefully listen to the customer. To ensure you fully understand their needs and doing all within your power to exceed the expectations of the customer."

Keith | Local Laws Officer

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Latrobe City Council will create high quality experiences that establish positive interactions and better outcomes for the community through an organisation wide customer-first culture, with a focus on exceptional service for both external and internal customers.



Overview

The Customer Experience Strategy, 2021 to 2025 is another milestone in Latrobe City Council’s commitment to deliver excellent customer service.

The Strategy informs our customers of how Council will work to deliver, and improve the experience of services provided to our residents, businesses and community.

Council delivers a range of services which are driven by the day-to-day needs of our community.

We aim to provide our customers with the best possible experience when using or looking for information about our services and in their dealings with us.

We are focused on removing the complexity experienced in interactions with our customers. We are committed to being able to help, and ensure that the customer is kept informed through proactive communication.

We understand customer trends, and acknowledge customer’s expectations are rapidly evolving. We look to ensure we continue to keep pace with evolving technology and recognise the role that technology plays in the delivery of customer service and meeting the expectations of the customer.

Customers interact with us in many ways from the traditional channels (phone calls, emails, face to face) and via our online channels (online forms/requests, website and the Snap Send Solve application).

Each time a customer uses one of our services or interacts with us, it shapes their experience. A customer’s experience with us can start well before making contact and a customer may have more than one point of contact which can happen across multiple ‘service channels’ such as online, phone or front counter, and with more than one person in the organisation.

Introduction

CEO

Steven Piasente

Latrobe City Council is committed to providing high standards of service to our whole community – from residents to business owners and stakeholders.

Providing excellent customer service underpins the over 100 different services we provide to our community, requiring a whole of organisation approach.

This strategy details how our organisation will embed a culture of strong customer service, where each member of staff demonstrates personal leadership when assisting our community, reflecting a genuine ‘can-do’ attitude.

Guided by our organisation values, the strategy offers clear steps to achieving our goal of putting our customers at the heart of service delivery and design to ensure we are meeting their expectations.

It also acknowledges the regulatory role of Local Government and the strong need to ensure we are transparent and accountable to our community.

Supported by our Customer Service Charter, the actions detailed in this strategy are designed to deliver tangible outcomes for both internal and external customers. They also reflect the important role that digital technology plays in enhancing the overall customer experience.

As an organisation, we look forward to seeing the progress of this strategy and continuing to deliver the best possible outcomes for the Latrobe City community as a whole.

Our customer experience vision

Latrobe City Council is dedicated to providing outstanding customer experiences to all customers – from those who reside in the municipality, operate businesses or are looking to invest, and to visitors to our City.

Our vision is to make interactions easier for our residents, businesses and visitors, through the creation and promotion of a customer-first culture across the organisation which addresses the needs of internal and external customers.



WHAT IS CUSTOMER EXPERIENCE (CX)?

CX stands for Customer Experience.

Customer Experience is the sum of all interactions with Council and the customer's satisfaction, emotions, and perceptions of Council over the course of those interactions.

WHAT HAS INFORMED THIS STRATEGY?

We developed the Strategy by drawing on:

- Customer feedback – evaluating compliments, complaints and Customer Satisfaction Survey results.
- Internal feedback – from frontline staff who interact directly with our customers, other staff who indirectly influence customer experience and a customer service working group.
- Council Plan – aligning to and supporting Council goals.
- Industry trends – researching local government trends in customer experience.

Our Customers



75,915
Population total

48.85% Male
51.15% Female



32,389
Work in Latrobe



100
Services provided by Council

from libraries and kindergartens to road maintenance and recreation facilities



4,313
Number of local business (2021)



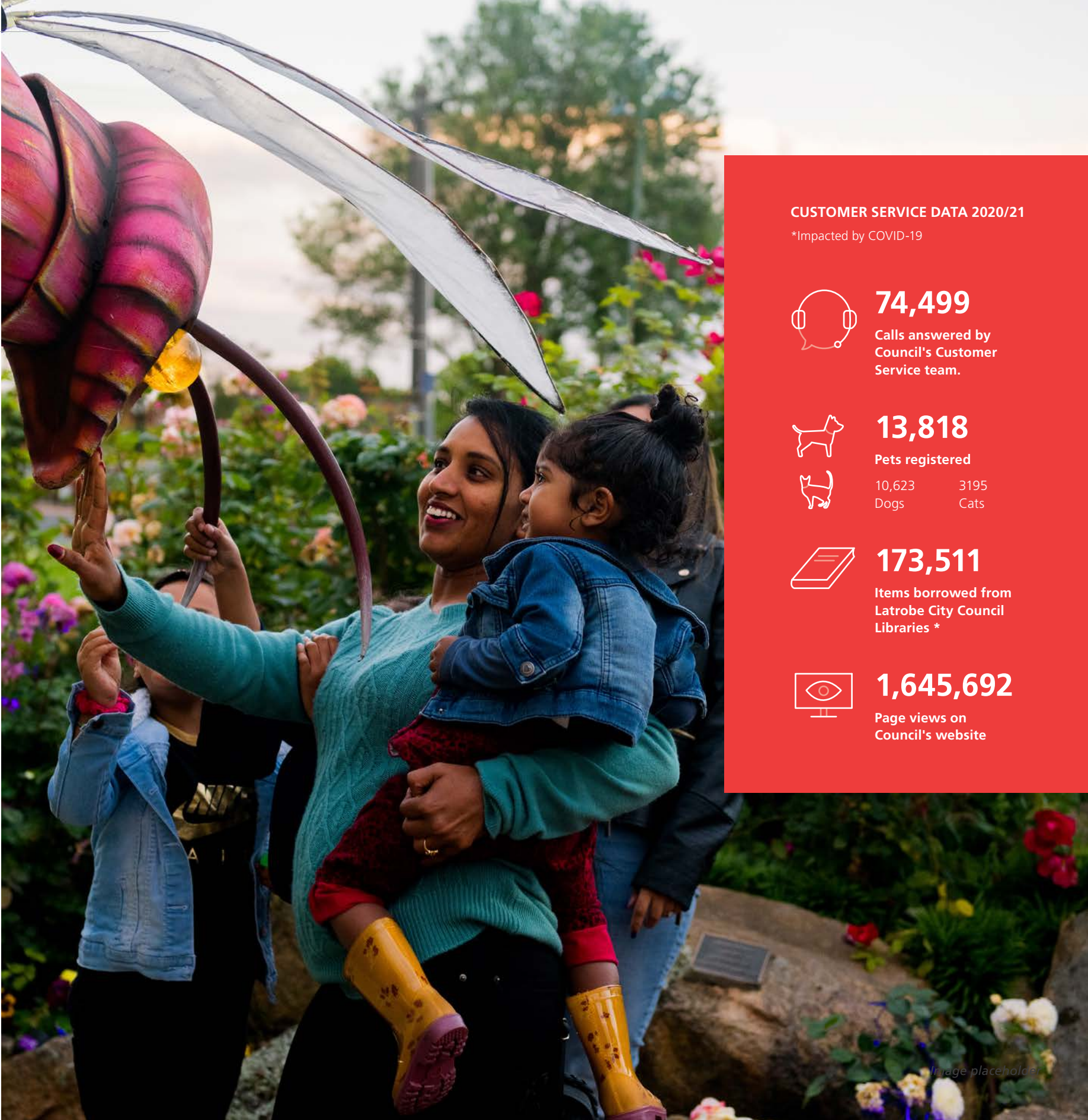
71.80%
Homeowners



712,000

Visitors for the year ending March 2021

Note: for the year ending March 2020 it was 1,209,000. Restrictions in place at the direction of the Victorian Government’s Chief Health Officer, prevented travel due to the global pandemic.
– National Visitor Survey via Destination Gippsland



CUSTOMER SERVICE DATA 2020/21

*Impacted by COVID-19



74,499

Calls answered by Council's Customer Service team.



13,818

Pets registered



10,623 Dogs
3195 Cats



173,511

Items borrowed from Latrobe City Council Libraries *



1,645,692

Page views on Council's website

Our Goals

Our goal is for our customers' future experiences with us to be as easy as possible, open and honest, and designed for their convenience.

Latrobe City Council's organisational values guide the delivery of a excellent service and a customer-first culture.

ACCOUNTABILITY

We will be accountable to our customers ensuring the highest level of service is provided at each interaction.

COLLABORATIVE

We acknowledge the importance of customer service both externally and internally. We will work collaboratively with ALL customers.

INNOVATION

We will focus on innovation to ensure we make it easy for customers to access us and our services.

TRUSTWORTHY

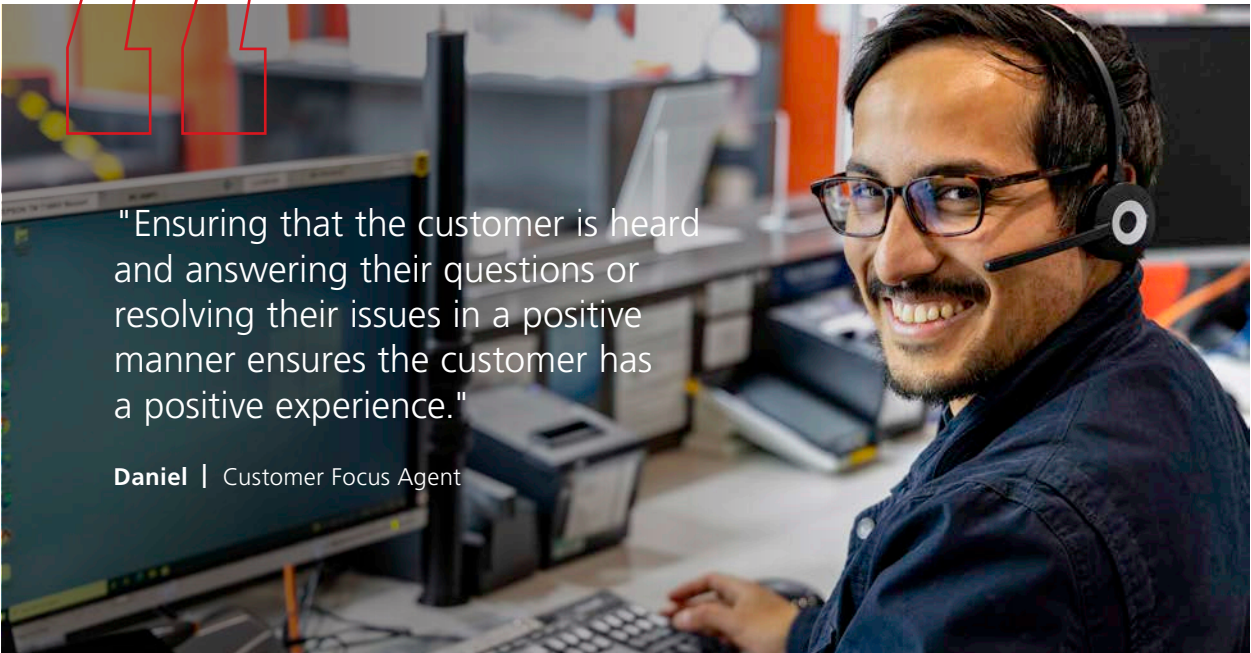
We will be trustworthy and strive to understand our customers, their needs and to know our business.





"To me excellent customer service means providing our community with a positive and enjoyable experience when interacting with Council."

Eliza | Customer Focus Agent



"Ensuring that the customer is heard and answering their questions or resolving their issues in a positive manner ensures the customer has a positive experience."

Daniel | Customer Focus Agent

CX Initiatives

Accountability

INITIATIVE	HOW WILL WE ACHIEVE THIS	TIMEFRAME	RESPONSIBLE TEAM
Increase first point of contact call resolution to 65%.	<ul style="list-style-type: none">Measured and tracked by reporting on Account Codes.	December 2022	Customer Focus
Review of usability and enhancements to Single Customer View system.	<ul style="list-style-type: none">Continue to review improvement opportunities to Single Customer View to enhance user experience.	Ongoing	Transformation Projects
Undertake a review of afterhours service delivery.	<ul style="list-style-type: none">Review customer service requirements for afterhours service, including contact channels, required services and delivery model, in collaboration with internal business units.	June 2022	Customer Focus

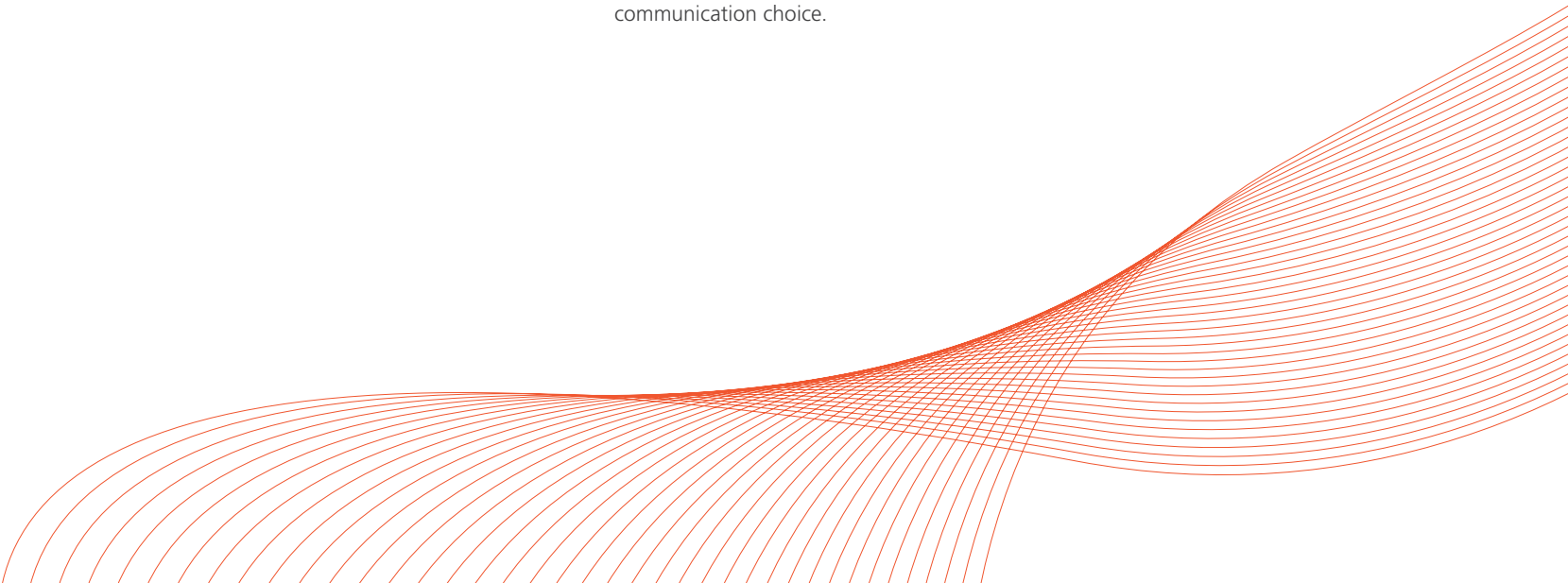
CX Initiatives

Collaboration

INITIATIVE	HOW WILL WE ACHIEVE THIS	TIMEFRAME	RESPONSIBLE TEAM
Embed a customer centric culture into organisation.	<ul style="list-style-type: none">Develop and implement a 'Customer Driven Experience' training module for all staff in the organisation.Develop and implement an induction program promoting customer centric culture.Council to be a single entity when delivering customer service.	Begin development January 2022	Customer Focus Learning and Development Human Resources
Utilise PULSE system for new course content.	<ul style="list-style-type: none">Employees will have relevant and easy access to a wide range of training course content to further develop skills.	Ongoing	Learning and Development
Review and create shared inboxes and user guides.	<ul style="list-style-type: none">Teams to have shared inboxes that internal staff can email to.All inboxes to have auto reply stating committed reply timeframes.Overcomes challenges of regular internal movement and communication issues.	December 2022	Human Resources Information Technology

Innovation

INITIATIVE	HOW WILL WE ACHIEVE THIS	TIMEFRAME	RESPONSIBLE TEAM
Investigate the potential development of mobile app 'My Latrobe'.	<ul style="list-style-type: none">One stop shop for customer across most Council functions, will provide more personalised functionality than the website and will be readily accessible for users in comparison to searching for the LCC website.	August 2022^	Transformation Projects
Review of Snap Send Solve enhancements and upgrades.	<ul style="list-style-type: none">Continue to review new updates or enhancements provided by external Snap Send Solve app.	Ongoing	Customer Focus IT
Review new phone system and trail web chat service channel.	<ul style="list-style-type: none">Customers will not wait more than 90 seconds before their call answered by a team member 80% of the time.Web chat to be piloted as an additional service channel for customers to interact with us, providing an additional communication choice.	2023	Customer Focus Information Technology Transformation Projects



CX Initiatives

Trustworthy

INITIATIVE	HOW WILL WE ACHIEVE THIS	TIMEFRAME	RESPONSIBLE TEAM
Regular customer engagement and analysis of feedback.	<ul style="list-style-type: none">Have regular customer engagement through surveys to understand what is most important to our customers and their needs.Ensure any learnings and knowledge is easily accessible for use across the organisation for successful implementation of any future frameworks.Conduct yearly department surveys to understand internal customers and their needs.	Ongoing	Customer Focus Communications
Assess and update organisational response to natural disasters and pandemics (COVID-19, floods and fires).	<ul style="list-style-type: none">Clear processes in place for a proactive response to natural disasters and pandemics.Staff know the role they to perform during these times, resulting in a smoother customer experience.Review community communication methods and innovation opportunities.	Ongoing	Emergency Management Communications
Review of customer complaints and reporting on performance.	<ul style="list-style-type: none">Use data analytics and customer feedback to identify areas that can improve experiences and customer challenges that need to be addressed.The organisation is educated and manages complaints in accordance with the policy and procedures.Review other Council’s and implement best practice	December 2022	Customer Focus

INITIATIVE	HOW WILL WE ACHIEVE THIS	TIMEFRAME	RESPONSIBLE TEAM
Launch updated Customer Service Charter.	<ul style="list-style-type: none">Creation of a new Customer Charter, providing external commitment to our customers.All staff made aware of our established service timeframes and expectations.Included in training and induction.	February 2022	Customer Focus
Service Reviews.	<ul style="list-style-type: none">Service reviews to be conducted across the organisation in stages.	Ongoing	Business Intelligence
Development of business unit data dashboards.	<ul style="list-style-type: none">Creation of individual department-based dashboards.Specific data to be relevant to individual department to support understanding their customer’s and their business.	Ongoing	Business Intelligence



Evaluating Success

To support the implementation of the Customer Experience Strategy, metrics will need to be developed for the continual evaluation and improvement to ensure the success of this document. Metrics may include:

- The customer's experience
- Customer research
- Customer and employee surveys
- Improved usability
- Consistency and response times
- Brand image and reputation
- Regular reviews of progress through Cycle
- Yearly department survey



“

"Customer Service to me is dealing with different types of people and giving them an experience they are happy with when they walk away. This could be something as simple as taking the time to tell them the name of the type of plant they like in the Rose Garden."

Matthew | Senior Experienced Maintenance Employee – Horticulture and Landscaping

“

"Providing our customers a welcoming and safe experience when they visit is very important to us."

Leanne | Library Services Officer



Latrobe City's Customer Experience Strategy has been printed on 100% Australian paper and printed in the Latrobe Valley.

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Latrobe City Council is a proud supporter of the local economy.



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Service Centres & Libraries

Morwell

Corporate Headquarters

141 Commercial Road, Morwell

Morwell Library

63-65 Elgin Street, Morwell

Moe

Moe Service Centre and Library

1-29 George Street, Moe

Traralgon

Traralgon Service Centre and Library

34-38 Kay Street, Traralgon

Churchill

Churchill Community Hub

9-11 Philip Parade, Churchill

To obtain this information in languages other than English, or in other formats, please contact Latrobe City Council on 1300 367 700.