

Goal		Action	Status	Additional information
<b>Goal 1 - Culture &amp; Leadership</b>	1.1	Customer First training	Implemented	Organisational training conducted between 2019-2021 across all operational and service teams.
	1.2	Business plan review	Implemented	Internal business/work plans framework review implemented with Customer Experience pillar included across all plans.
	1.3	Customer Experience Policy and Standards	Deferred	Review deferred due to COVID-19 impacting service delivery and levels - for development and implementation in subsequent strategy/plan.
	1.4	Rewarding outstanding service	Implemented	The Human Resources team partnered across the organisation in 2020 to implement a recognition and reward program across multiple internal platforms.
	1.5	Staff as organisation ambassadors	Implemented	Organisational training conducted between 2019-2021 across all operational and service teams.
	1.6	One-stop-shop	Implemented	The Better Business Approvals program was established in late 2020 as per Key Strategic Initiative 1 in the Economic Development Strategy.
<b>Goal 2 - Reporting &amp; Measurement</b>	2.1	Establish KPI framework	Implemented	Internal reporting dashboards were developed and operationalised in 2020. These dashboards continue to be circulated and discussed across the organisation.
	2.2	Improve our business processes	Implemented	Promapp - our online process mapping tool - was deployed across the organisation in 2019. A total of 1,100 processes have mapped which has promoted consistency, with the focus now moving towards process review and improvement.
	2.3	Quality benchmarking program	Implemented	Mystery Shopping continues to provide an ongoing quality management and assessment tool across numerous frontline services for our most utilised customer channel (phone).
	2.4	Complaint management framework	Implemented	A Complaint Policy was first adopted by Council in 2020. The policy was updated in line with updated Victorian Ombudsman guidelines and was adopted by Council in December 2021. Ongoing reporting and training in support of the policy continues to be deployed.
<b>Goal 3 - Customer Intelligence</b>	3.1	Regularly measure customer satisfaction	Implemented	Biannual customer satisfaction survey across phone and digital platforms continues to provide feedback and measurement from recent customers. The survey results identify customer painpoints and opportunities for improvement.
	3.2	System management review	Implemented	Systems were reviewed in 2019 (Zeacom, Pathway, Sharepoint) resulting in Sharepoint being replaced with Content Manager as a corporate records management system.
	3.3	Customer journey maps	Implemented	Reviewed as part of process mapping tool Enhancements to come with web transformation deployment and data capture informing improved customer pathways
	3.4	Develop customer personas	Out of scope	Reviewed and removed ('out of scope') due to cost and identified low return on investment.

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<b>Goal 4 - Engagement Tools</b>	4.1	CRM platform review	Out of scope	Reviewed and removed ('out of scope') due to cost and identified low return on investment.
	4.2	Single view of the Council to customers	Out of scope	Reviewed and removed ('out of scope') due to cost and identified low return on investment.
	4.3	Enhancement of records management	Implemented	Content Manager has replaced SharePoint as the organisation's corporate records management system. Launched in February 2021, this has resulted in improved staff satisfaction, a regulatory compliant system, better tracking and reporting, and improved response and 'close out' times to the customer.
	4.4	Enhancement of Council's website	Implemented	The upgraded website went 'live' in September 2021 and has updated both our architecture and content to better support customer interactions and information on our services for the community.
	4.5	Effective customer communication	Deferred	Deferred for implementation through the Communications strategy
	4.6	E-services business model	Implemented	Implemented as part of post implementation web project between digital and CX teams
	4.7	Choice of cost effective access channels	Implemented	Implemented as part of website upgrade, new initiatives have included the introduction of WebChat (as a new customer channel) in 2020, and an increasing number of forms being transferred to digital forms throughout 2021.
<b>Goal 5 - Business Improvement</b>	5.1	Organisational continuous improvement approach to process management	Implemented	Ongoing review tied to the new complaint management framework and reporting and high volume touchpoints to help support further improvement.
	5.2	Annual strategy progress report	Implemented	A progress update on the strategy has been reported annually to a Council meeting for noting, along with a detailed Councillor briefing prior.
	5.3	Knowledge Management Review	Implemented	The knowledge management portal was reviewed in 2020, with all information having been reviewed and updated, improving accuracy and reduced request handling times.