

Our Customer Strategy

2026–2028



knox





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Message from the Mayor



**Cr Paige Kennett
Mayor**

I am proud to present this refreshed Customer Strategy, building on the strong foundations established by the previous Council and the significant progress made over the past three years. This strategy reflects our ongoing commitment to putting our customers at the centre of everything we do and ensuring Council continues to deliver services that meet the evolving needs of our community.

Our community rightly expects Council services to be accessible, responsive and delivered with care. Whether you are contacting us online, over the phone or in person, your experience matters. We know that every interaction shapes trust and confidence in Council, and we are committed to making it easier for our community to connect with us and access the services they need.

Over recent years, Council has taken important steps to strengthen the customer experience, including improving complaints handling, expanding opportunities for customer feedback, enhancing online services and building a stronger customer-focused culture across the organisation. This refreshed strategy builds on that progress and outlines how we will continue listening, learning and improving.

Knox is a diverse and growing community, and with that comes a responsibility to manage the needs of today with the long-term sustainability of our services. This means making thoughtful decisions that deliver the greatest value for our community while ensuring Council remains responsive, accountable and financially responsible.

At the heart of this strategy is our commitment to listening to our community and using your feedback to shape better services and experiences. By working together, we will continue to strengthen trust, improve how we serve our customers and ensure Knox remains a great place to live, work and thrive.

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Message from the CEO



Bruce Dobson
Chief Executive Officer

Putting the customer at the centre of what we do remains a core responsibility for all of us and is fundamental to delivering on the priorities set out in our Council and Health and Wellbeing Plan. I am pleased to see that over the past three years, this strategy has guided a significant and a positive shift in how we understand, design and deliver services for our community.

The progress achieved has been transformational. We have strengthened our foundations by reshaping how we manage complaints and gaining a deeper understanding of our customers through the Voice of the Customer Program. We have also improved how we communicate and respond to customers, resulting in more consistent, helpful and meaningful customer experiences.

These efforts are delivering measurable results. By harnessing data and customer insights in our decision making, we are seeing clear improvements in customer satisfaction, more consistent customer-focused practices across the organisation and a growing culture of customer centricity. Our people are increasingly supported by better data, tools and capability, enabling more informed decision-making and a stronger connection to customer needs.

We continue to deliver a wide range of services to a growing community, and the need to balance rising costs and financial sustainability remains. By embedding customer insights into service planning and decision-making, we are now positioned to meet these challenges with greater focus and impact, directing our efforts where they make the most difference for our community.

The learnings from this strategy have positioned us well for the future. As we re-adopt this strategy and build on these strong foundations, we will continue to refine our approach, leveraging data, insights and innovation to further enhance the experience we provide to our community.

Our people remain at the heart of this progress. With their ongoing commitment, and the right tools and insights, we are well placed to continue delivering on our vision of a truly customer-centred organisation.

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1.3 Our journey so far

Over the past three years, we have made significant progress in strengthening the way we serve our community. We are proud of what has been achieved through Our Customer Strategy, which laid the foundations for Knox to become a more customer-focused organisation.

Our vision has been to make it easy for customers to deal with us, ensure our services meet community needs, and create a culture where our people go the extra mile while balancing our broader community responsibilities. We have made strong progress toward achieving this vision.

The original roadmap was intentionally ambitious, designed to challenge and drive meaningful organisational change. While most actions have been successfully delivered, the remaining actions will carry through into this refreshed strategy and new roadmap.

Some of our key achievements from the original strategy include:

- Introducing a new Complaints Procedure and re-adopting the Complaints Policy, strengthening the way we manage and respond to complaints.
- Implementing a new complaint case management approach, leading to improved outcomes for more complex complaints.
- Enhancing our online customer channels with expanded self-service options and improved online forms.

- Introducing our Customer Charter, setting out clear service standards and response timeframes.
- Establishing the Voice of the Customer Program, giving customers a consistent way to share feedback and help shape service improvements.
- Improving customer communication through timely automated updates, including acknowledgements and outcome notifications.
- Delivering organisation-wide Customer First training to build customer experience capability and support a stronger customer-focused culture across Council.

These achievements have positioned us to better measure the impact of our customer experience efforts through stronger data insights and clear performance measures. As we implement improvement opportunities identified through our Voice of the Customer and complaints data, we will be better placed to track progress, measure outcomes against our targets, and drive meaningful service improvements.

These foundations position us strongly for the next stage of our customer journey as we continue to improve how we connect with and serve our community.

1.4 Roadmap 2022-2025 results

Goal	Strategy	Action	Status
1 - Understand our customers' needs and priorities	1.1 - Develop an ongoing customer listening program	1.1.1 - Implement a Voice of the Customer program and roll out organisation wide, automated customer listening surveys	Completed
		1.1.2 - Identify opportunities through business planning and service review processes to capture customer feedback at the service level	Completed
	1.2 - Create and maintain a single view of customer interactions	1.2.1 - Improve master data management, include consolidating the NARs (name and address registers)	Incorporated into the new roadmap
		1.2.2 - Implement a CRM (customer relationship management) system	Incorporated into the new roadmap
	1.3 - Develop a more personalised customer understanding	1.3.1 - Build a library of customer personas	Completed
		1.3.2 - Develop a customer profile standard to inform CRM design	Completed
2 - Improve our customer service capabilities	2.1 - Increase choice and flexibility of channels for contacting Council and receiving updates	2.1.1 - Capture individual customer contact preferences	Completed
		2.1.2 - Conduct a trial of live chat	Completed
	2.2 - Develop more user friendly self-service options	2.2.1 - Develop a Digital Roadmap	Completed
		2.2.2 - Improve the user experience of ePathway forms	Completed
		2.2.3 - Replace PDF forms with online forms	Completed
		2.2.4 - Integrate online forms with Pathway to eliminate ePathway	Incorporated into the new roadmap
	2.3 - Provide more visibility of the status of requests and complaints	2.3.1 - Set up automated email and SMS progress updates for customer requests	Completed
		2.3.2 - Set up automated emails on next steps and timeframes tailored to each service	Completed
		2.3.3 - Review web content to ensure that next steps and timeframes are clear for all request and application types	Completed
		2.3.4 - Integrate Confirm with Pathway	Completed
		2.3.5 - Develop functionality on the website to allow customers to check the status of their requests online without having to log on	To be reconsidered after 2028, once the initiatives required to support this functionality have been delivered and embedded.
		2.3.6 - Establish an online customer portal for customers to view progress of requests and personal transactions	Incorporated into the new roadmap
	2.4 - Build capability to design services that meet customer needs	2.4.1 - Develop a customer journey mapping methodology and program linked to ICT investment, service reviews and business planning	Completed
		2.4.2 - Develop service design capability	Completed

Goal	Strategy	Action	Strategy
3 - Build a customer-focused culture	3.1 - Embed a customer experience focus in organisational strategy and planning	3.1.1 - Recruit a Customer Experience Lead to lead implementation of the strategy	Completed
		3.1.2 - Develop a communication and change management plan to implement the Our Customer Strategy internally	Completed
		3.1.3 - Incorporate customer experience in scheduled reviews of other organisational strategies e.g. Thrive, ICT Strategy	Completed
		3.1.4 - Incorporate a customer experience focus in the annual business planning process	Completed
		3.1.5 - Incorporate a customer experience focus in any service reviews	Completed
		3.1.6 - Build a customer experience focus into existing reward and recognition programs	Completed
	3.2 - Establish customer experience service delivery standards and expectations	3.2.1 - Develop a Customer Charter and promote internally among all staff	Completed
		3.2.2 - Establish standard timeframes for all services	Completed
		3.2.3 - Publish the service standard timeframes of all key services on our website	Completed
	3.3 - Build a positive culture and good practice in complaint handling	3.3.1 - Review the Complaints Policy	Completed
		3.3.2 - Develop a complaints handling procedure and train all staff	Completed
		3.3.3 - Provide insights on complaint data to service managers to identify opportunities for improvement	Completed
	3.4 - Promote clear accountability for customer satisfaction among staff	3.4.1 - Add customer responsibilities to all new and existing position descriptions	Completed
		3.4.2 - Investigate opportunities to extend the case management approach for complex services	Completed
		3.4.3 - Include customer metrics in the roadmaps of all staff	Completed
	3.5 - Invest in improved staff customer experience awareness and skills	3.5.1 - Deliver customer experience awareness training to all staff	Completed
		3.5.2 - Deliver ongoing customer experience training to all staff	Completed
		3.5.3 - Capture, share and celebrate examples of best practice	Completed
4 - Use data to drive better performance	4.1 - Establish an organisation-wide customer experience performance measurement and monitoring program	4.1.1 - Refine organisation-wide customer experience metrics and targets	Completed
		4.1.2 - Develop a quarterly customer experience performance report	Completed
		4.1.3 - Set up a formal customer experience improvement program to improve customer satisfaction results	Incorporated into the new roadmap
	4.2 - Enable transparency of customer experience performance	4.2.1 - Develop customer experience dashboards with performance results at a service, departmental, divisional and organisational level	Incorporated into the new roadmap
		4.2.2 - Explore opportunities to expose customer experience dashboards on new corporate intranet	Incorporated into the new roadmap
		4.2.3 - Make customer experience performance results available publicly	Incorporated into the new roadmap
	4.3 - Develop a better understanding of the economics of service	4.3.1 - Calculate and track the cost per transaction for each contact channel	To be delivered by end 2026

2. Our Future Direction

2.1 Strategy development

The original strategy was developed through a rigorous research and consultation process involving both customers and staff. This comprehensive engagement included customer and staff surveys, interviews, service journey mapping, performance analysis and demographic insights to better understand customer needs and experiences across Knox.

This previous research analysis, together with insights and learnings from the past three years, has informed a renewed and forward-looking roadmap for customer centricity at Council. The refreshed strategy and roadmap strengthen our commitment to embedding a customer-focused culture across the organisation, one where customer needs, expectations and feedback consistently inform how we design, deliver and improve services.

Importantly, it positions us to move beyond foundational improvements towards a more

mature, insight-led approach, ensuring our customers' needs remain at the centre of decision-making while supporting sustainable, efficient service delivery into the future.

2.2 Goals and strategies

Our goals and strategies outline the key areas of focus for the next two years, with the aim of delivering better outcomes for customers while remaining cost-effective and sustainable for Council.

The goals of this refreshed strategy remain unchanged, as our strategic intent is the same. However, as Council's customer centricity maturity has evolved, the supporting strategies have been refined to reflect our progress and align with the next stage of improvement. They define our ongoing program of work throughout 2026-2028 that support our goals and coordinate our actions.

Goals	Strategies
1. Understand our customers' needs and priorities	1.1. Expand the customer listening program 1.2. Enhance the quality of customer data and strengthen ability to measure and analyse service performance
2. Improve our customer service capabilities	2.1. Improve the online experience for our customers 2.2. Expand capability in designing services that meet customer needs 2.3. Ensure customers have a consistent experience no matter how they contact us
3. Build a customer-focused culture	3.1. Embed customer service responsibilities across the organisation 3.2. Strengthen the positive culture and good practice in complaint handling 3.3. Invest in empowering staff to consistently deliver high quality customer service
4. Use data to drive better performance	4.1. Enhance the organisation-wide customer experience performance measurement and monitoring program 4.2. Leverage customer insights to identify opportunities for improvement and support customer-focused decision-making in our service planning



2.3 Actions

A refreshed roadmap has been developed for 2026-2028, with targeted actions to progress each strategy in line with our goals, long-term vision and current organisational priorities.

The actions in the roadmap builds on the strong foundations established over the past three years and focuses on the areas that will deliver the greatest impact for both customer experience and organisational performance.

Key initiatives include expanding the Voice of the Customer program, optimising the Pathway

customer module, delivering Customer First training across the organisation, and implementing the Continuous Improvement Program to drive better service outcomes. The roadmap also maintains a strong focus on embedding the Complaints Procedure and Customer Charter, reviewing customer channels, and enhancing the online experience to make it easier for customers to interact with Council.

2.4 Roadmap 2026-2028

Goal	Strategy	2026/27	2027/28
1. Understand our customers' needs and priorities	1.1 Expand the customer listening program	Rollout the Voice of the Customer (VOC) program to capture insights across all services	
	1.2 Enhance the quality of customer data and strengthen ability to measure and analyse service performance	Optimise the Pathway customer module across the organisation	
2. Improve our customer service capabilities	2.1 Improve the online experience for our customers	Expand and enhance self-service options, including the implementation of chatbots and improved digital forms	
	2.2 Expand capability in designing services that meet customer needs	Embed the organisation's Customer Journey Mapping and Service Design methodology Deliver a Continuous Improvement program	
	2.3 Ensure customers have a consistent experience no matter how they contact us		Review the organisation's established customer channels to identify which channels to prioritise, invest in or optimise
3. Build a customer-focused culture	3.1 Embed customer service responsibilities across the organisation	Continue to embed the Customer Charter across the organisation	Review the Customer Charter to confirm timeframes remain appropriate and identify any services without timeframes
	3.2 Strengthen the positive culture and good practice in complaint handling	Deliver an annual Complaints Procedure training program	
	3.3 Invest in empowering staff to consistently deliver high quality customer service	Deliver customer focused training for all staff	
4. Use data to drive better performance	4.1 Enhance the organisation-wide customer experience performance measurement and monitoring program	Develop and publish a customer experience performance dashboard on the intranet, with results segmented by service, department, division, and organisation-wide levels	Expand the customer experience performance dashboard to track service requests and improvements
	4.2 Leverage customer insights to identify opportunities for improvement and support customer-focused decision-making in our service planning	Refine and drive the use of datapacks in annual service planning	

Appendix

Our Customer Strategy 2022-2025

The original Our Customer Strategy 2022-2025 has been included as an appendix to acknowledge the progress achieved over the past three years and provide transparency in the development of the refreshed strategy. It demonstrates the rationale for the refreshed direction and shows how commitments have evolved over time.

Building on the foundations, research, commitments and actions of the original strategy, the refreshed strategy retains the same long-term vision while refining priorities to reflect Council's progress.

It also recognises that customer centricity is an ongoing journey of improvement, with each phase building on the learnings and outcomes of the last.

[Link to Our Customer Strategy 2022-2025](#)





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